BUMN UNTUK INDONESIA



Membuka Jalan Menuju Masa Depan Berkelanjutan

Paving The Pathway Towards Sustainable Future

Laporan Tahunan **2024** Annual Report

PT Jasa Marga (Persero) Tbk











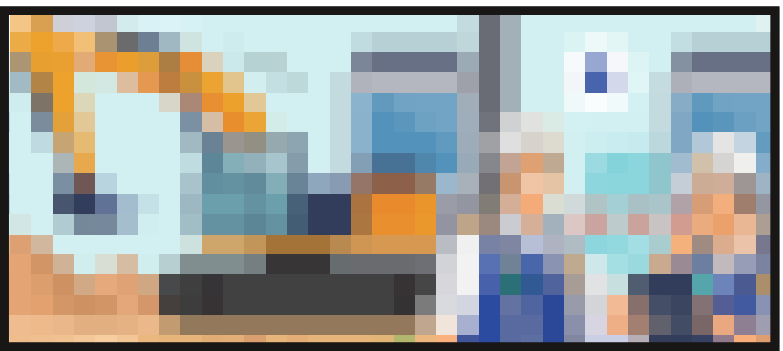



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Laporan Tahunan ini dapat berisi beberapa pernyataan yang merupakan proyeksi dan pandangan masa depan yang menggambarkan cara pandang Perseroan terhadap kejadian-kejadian dan kinerja keuangan di masa depan, serta kondisi keuangan, hasil operasi dan hasil usaha, kondisi ekonomi, kondisi sektor, kondisi lalu lintas, serta rencana dan tujuan terkait. Kinerja historis yang menggambarkan risiko, peluang, dan prospek Perseroan di masa depan yang berkaitan dengan nilai keberlanjutan secara rinci disajikan dalam Laporan Keberlanjutan dalam buku terpisah namun masih menjadi satu kesatuan dengan Laporan Tahunan ini.

Pandangan-pandangan ini didasarkan pada beberapa estimasi dan asumsi saat ini yang dapat berubah seiring dengan ketidakpastian, kontingensi dan berbagai risiko bisnis, ekonomi dan kompetisi yang dapat berubah sewaktu-waktu; dapat menyebabkan hasil, kinerja dan kejadian sebenarnya berbeda secara material dari yang telah diprediksi atau diproyeksi; dan hal ini berada di luar kendali Perseroan dan Direksi Perseroan. Pernyataan-pernyataan tersebut tidak terkait baik secara langsung maupun secara eksklusif dengan fakta-fakta historis dan tidak mencerminkan niat, rencana, ekspektasi, asumsi dan keyakinan Perseroan mengenai kejadian-kejadian di masa datang. Tidak ada jaminan bahwa kejadian di masa datang akan muncul, proyeksi akan tercapai, atau asumsi Perseroan benar. Pernyataan-pernyataan tersebut bukan dan tidak dapat dianggap sebagai representasi atas kinerja Perseroan di masa datang.

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 several statements of projections and future views that describe the Company's perspective on future financial events and performance, as well as financial conditions, operating results and results of operations, economic conditions, sector conditions, traffic conditions, and associated plans and objectives. Historical performances which describe the risks, opportunities and future prospects of the Company related to sustainability values in detail is presented in the Sustainability Report in a stand-alone book but is still an integral part of this Annual Report.

These views are based on several current estimates and assumptions which may change at any time along with uncertainties, contingencies and various business, economic and competitive risks; and could cause actual results, performances and events to differ materially from those predicted or projected; and this is beyond the control of the Company and the Board of Directors of the Company. These statements are not directly or exclusively related 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 that the Company's assumptions will be correct. These statements are not and cannot be considered as a representation of the Company's performance in the future.

This annual report contains the words "Jasa Marga", and "the Company" defined as PT Jasa Marga (Persero) Tbk which carries out business activities in the toll road concession sector. The mention of the currency unit "Rupiah", "Rp" or IDR refers to the official currency of the Republic of Indonesia, while "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 Statement) is submitted and published in a timely manner in accordance with the applicable rules and regulations.

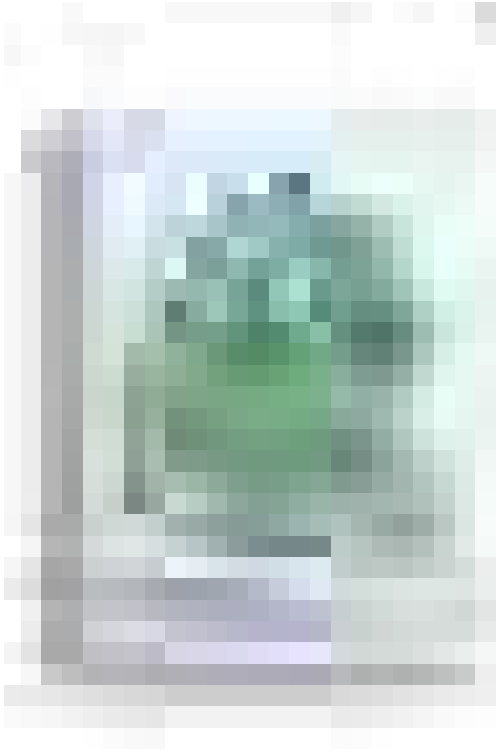
Pemberitahuan Tabel dan Grafik
Notice of Tables and Graphs

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.

Tables and graphs in this Annual Report present numerical data with writing standards following Indonesian language rules. Numerical presentation in the text uses standard Indonesian and English rules according to the context.



Tema dan Arti Tema
Theme and Its Meaning

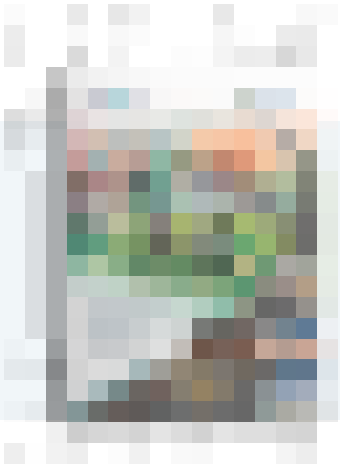


Membuka Jalan Menuju Masa Depan yang Berkelanjutan
Paving The Pathway Towards Sustainable Future

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 achieve its performance targets sustainably 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 not only focused 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 pathway toward a better future for all its stakeholders.

Kesinambungan Tema
Theme Continuity



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 biggest contributing factor of the Company's solid performance in 2023 was the strategic measures and efforts to continuously 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, both in 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, which resulted from strategies focusing 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.



2020

Menyeimbangkan Pertumbuhan Berkelanjutan dan Stabilitas Finansial untuk Membangun Ketahanan

Menyeimbangkan Pertumbuhan Berkelanjutan dan Stabilitas Finansial untuk Membangun Ketahanan

PT Jasa Marga (Persero) Tbk merupakan operator jalan tol pertama dan terbesar di Indonesia. Perseroan telah mengoperasikan 1.191 km jalan tol atau 51% dari keseluruhan total panjang jalan tol beroperasi di Indonesia ± 2.346 km. Dengan kondisi-kondisi tersebut di atas, menjadikan Jasa Marga sebagai pemimpin dalam industri jalan tol di Indonesia baik dari sisi panjang jalan tol beroperasi maupun volume lalu lintas transaksi yang melalui jalan tol.

PT Jasa Marga (Persero) Tbk, as Indonesia's first and largest toll road operator, operated 1,191 km of toll roads, representing 51% of the total operational toll road length in Indonesia, approximately 2,346 km. These conditions solidify Jasa Marga's position as a leader in the Indonesian toll road industry, both in terms of the length of operational toll roads and traffic volume transacted on its toll roads.

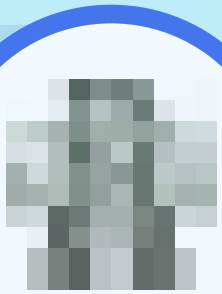
Keunggulan Jasa Marga
Advantages of Jasa Marga



Fondasi Keuangan yang Kokoh
Solid Financial Foundation

- **Memiliki fondasi keuangan yang solid, ditunjang oleh 13 ruas jalan tol *mature* yang telah optimal dan menghasilkan.**
- **Meningkatnya kontribusi kinerja yang bersumber dari pengoperasian jalan tol baru terhadap performa Jasa Marga Grup.**
- **Mengelola pencapaian kinerja keuangan dan menjaga rasio-rasio kesehatan keuangan secara berkesinambungan dengan melakukan manajemen portofolio yang baik di Jasa Marga Grup.**
- **Memiliki relasi dan jaringan yang baik untuk dapat mengeksplorasi berbagai bentuk pendanaan yang kompetitif.**

- Possesses a strong financial foundation, supported by 13 mature and optimized toll roads that generate revenue.
- Increased contribution to performance driven by the operation of newly established toll roads within the Jasa Marga Group.
- Continuously manages financial performance and maintains healthy financial ratios through effective portfolio management across the Jasa Marga Group.
- Maintains strong relationships and networks to explore various forms of competitive funding.



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

- **Berpengalaman lebih dari 46 tahun sebagai investor dan operator jalan tol di Indonesia.**
- **Mengoperasikan jalan tol sepanjang 1.286 km dan menjadi pemimpin industri jalan tol di Indonesia hingga saat ini.**
- **Berorientasi pada pengembangan inovasi teknologi tepat guna dan ramah lingkungan secara berkelanjutan untuk menjaga keunggulan di seluruh rantai nilai jalan tol.**
- **Komitmen kuat untuk memberikan pelayanan prima kepada pengguna jalan melalui pemenuhan Standar Pelayanan Minimal (SPM) untuk menyediakan jalan tol yang aman, nyaman, dan andal.**

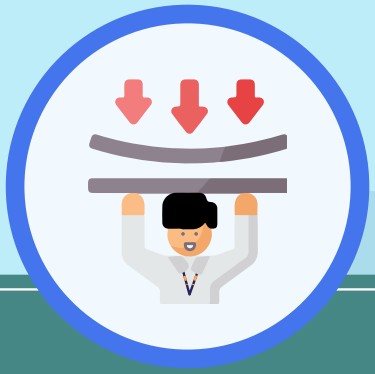
- Over 46 years of experience as an investor and operator of toll roads in Indonesia.
- Operates toll roads spanning 1,286 km, maintaining its position as the leader in Indonesia's toll road industry.
- Focuses on developing appropriate and environmentally friendly technological innovations to sustain its competitive edge across the entire toll road value chain.
- Strong commitment to providing excellent service to road users by adhering to Minimum Service Standards (MSS) to ensure safe, comfortable, and reliable toll roads.



Capable Human Capital

- **Memiliki *human capital* yang handal dan berpengalaman dalam industri jalan tol untuk mendorong pengembangan bisnis dan menjangkau pasar yang lebih luas.**
- **Mendorong peningkatan efektivitas dan produktivitas organisasi melalui penerapan inisiatif pembagian peran Jasa Marga Grup secara konsisten.**
- **Membangun sistem teknologi informasi yang terintegrasi dalam kaitannya dengan pengembangan *human capital* seperti *Jasa Marga Performance Development* (JMPD) dan *Human Capital Information System* (HCIS).**
- **Mendukung regenerasi *human capital* dengan komposisi milenial sebesar 55,6% pada *level* BOD-1.**
- **Mendorong peran pemimpin Perempuan dengan persentase sebesar 38,9% pada *Nominated Talent.***
- **Mendukung terciptanya lingkungan kerja yang sehat, aman, dan nyaman serta mengutamakan *employee well-being* melalui penyediaan program konseling, *daycare,* AKHLAK Space, dan Roadster Sportivo untuk mendukung peningkatan produktivitas yang menunjang pertumbuhan berkelanjutan.**

- Boasts skilled and experienced human capital in the toll road industry to drive business development and expand market reach.
- Enhances organizational effectiveness and productivity by consistently implementing role-sharing initiatives within the Jasa Marga Group.
- Develops integrated information technology systems for human capital development, such as Jasa Marga Performance Development (JMPD) and the Human Capital Information System (HCIS).
- Supporting the regeneration of human capital with a millennial composition of 55.6% at the BOD-1 level.
- Encouraging the role of women leaders with a percentage of 38.9% in Nominated Talent.
- Supporting the creation of a healthy, safe, and comfortable work environment, while prioritizing employee well-being through the provision of counseling programs, daycare, AKHLAK Space, and Roadster Sportivo to support increased productivity that contributes to sustainable growth.



Resilient Industry

- **Kecepatan pemulihan kinerja bisnis dan operasional sebagai dampak dari perubahan lingkungan eksternal Perseroan.**
- **Peluang pertumbuhan bisnis dengan tren positif yang dicerminkan oleh pertumbuhan pendapatan usaha di luar konstruksi dan *Earnings Before Interest, Taxes, Depreciation,* and *Amortization* (EBITDA) pada periode 5 tahun terakhir.**
- **Dukungan dari Pemerintah untuk menjaga iklim investasi industri jalan tol tetap kondusif melalui Undang-Undang (UU) terkait pembebasan lahan, penerapan teknologi untuk mendorong efisiensi, dan komitmen dalam pemenuhan Perjanjian Pengusahaan Jalan Tol (PPJT).**

- Demonstrates agility in recovering business and operational performance amid external environmental changes.
- Explores business growth opportunities reflected in positive trends, such as revenue growth from non-construction activities and Earnings Before Interest, Taxes, Depreciation, and Amortization (EBITDA) over the past five years.
- Benefits from government support in maintaining a conducive investment climate in the toll road industry, facilitated through laws on land acquisition, technology adoption for increased efficiency, and commitment to fulfilling Toll Road Concession Agreements (Perjanjian Pengusahaan Jalan Tol or PPJT).

Sasaran Strategis dan Kinerja Tahun 2024
2024 Strategic Targets and Performance

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

Bisnis Konsesi
Concession Business

- Mengembangkan bank data harga satuan biaya operasi dan preservasi.
- Melakukan upaya penyehatan dan melakukan *recycle* aset.
- Develop a cost unit database for operational and preservation activities.
- Undertake revitalization efforts and asset recyling.

Bidang Pengoperasian Jalan Tol
Toll Road Operations

- Mengalihkan pengoperasian padat karya ke pengoperasian berbasis teknologi melalui digitalisasi dan implementasi teknologi.
- Menciptakan sumber pendapatan baru dari bisnis digital atas pengembangan solusi teknologi *Electronic Toll Collection* (ETC).
- Meningkatkan kualitas material dan standar pekerjaan bidang preservasi serta ekspansi pada bisnis preservasi melalui pengembangan produk aspal, penilaian keselamatan iRAP, dan pelaksanaan *supply by owner.*
- Meningkatkan skala integrasi operasi dengan melakukan integrasi kapabilitas personil dan penggabungan sentra komunikasi.
- Transition labor-intensive operations to technology-driven operations through digitalization and technology implementation.
- Create new revenue streams from digital business through the development of Electronic Toll Collection (ETC) technology solutions.
- Enhance the quality of materials and standards for preservation work while expanding the market for preservation services, such as developing asphalt products, conducting iRAP safety assessments, and implementing supply by owner initiatives.
- Increase the scale of operational integration, including personnel capability integration and the consolidation of communication centers.

Bisnis Prospektif
Prospective Business

Meningkatkan utilisasi aset non-tol untuk peningkatan pendapatan non-tol dan citra Perseroan.
Maximize the utilization of non-toll assets to boost non-toll revenue and enhance the Company's image.

Kinerja Tahun 2024
Performance in 2024

Pendapatan Usaha di luar Pendapatan Konstruksi Tahun 2024
Operating Revenue excluding Construction Revenue in 2024

Rp18,7 Triliun Trillion ▲ 20,3%

Pendapatan Tol Konsolidasi Tahun 2024
Consolidated Toll Operating Revenue in 2024

Rp17,2 Triliun Trillion ▲ 23,2%

Volume Lalu Lintas Transaksi Tahun 2024
Transaction Traffic Volume in 2024

1.301,8 Juta Transaksi Million Transactions ▲ 0,8%

Kontrak Pengoperasian Jalan Tol PT JMTO
PT JMTO Toll Road Operation Contract

1.473,3 Km

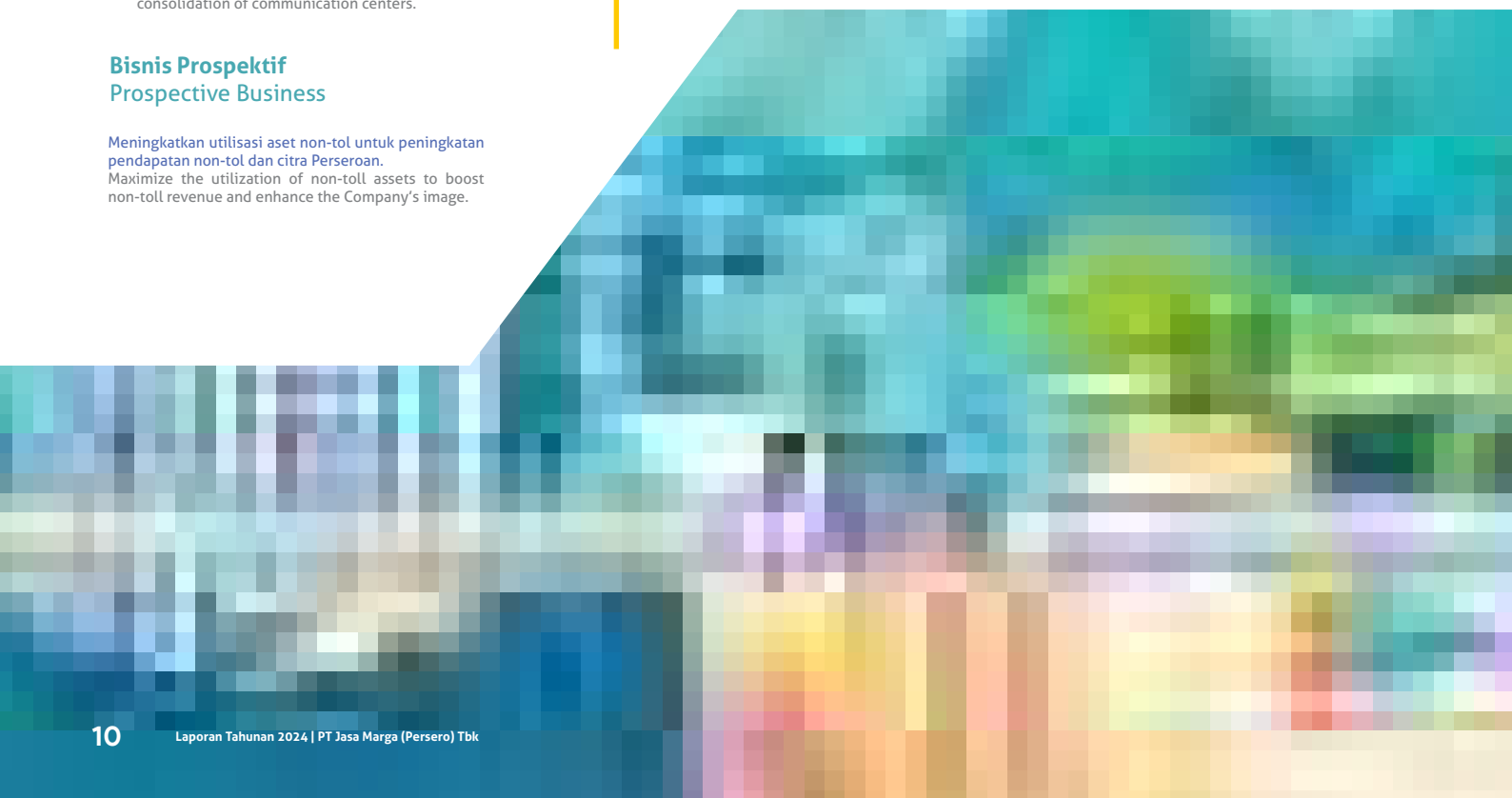
Penyesuaian Tarif Jalan Tol
Toll Road Tariffs Adjustment

9 Ruas Tollroad

Kontrak Preservasi Jalan Tol PT JMTM
PT JMTM Toll Road Preservation Contract

1.259,8 Km

Pengembangan bisnis baru berbasis teknologi oleh PT JMTO meliputi *One Call Center* 14080, *payment gateway* (Getoll), aplikasi kasir (GetPay), dan pengelolaan parkir (GetPark), dan *Seat Management.*
PT JMTO's new technology-based business developments include One Call Center 14080, payment gateway (Getoll), cashier application (GetPay), parking management (GetPark), and Seat Management.



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

- Meningkatkan pengalaman dan keterlibatan pelanggan melalui utilisasi Travoy dan pengelolaan inovasi lainnya.
- Meningkatkan kolaborasi dan kerja sama dengan para pemangku kepentingan untuk komersialisasi dan pemasaran produk inovasi seperti layanan Jasamarga *Tollroad Command Center (*JMTC) untuk ruas tol di luar Jasamarga Grup dan mengikuti *platform* inkubasi/akselerator *start up.*
- Enhance customer experience and engagement through the utilization of Travoy and the management of other innovations.
- Improve collaboration and cooperation with stakeholders for the commercialization and marketing of innovative products, such as the Jasa Marga Tollroad Command Center (JMTC) service for the toll roads outside Jasamarga Group and startup incubation/acceleration platform.

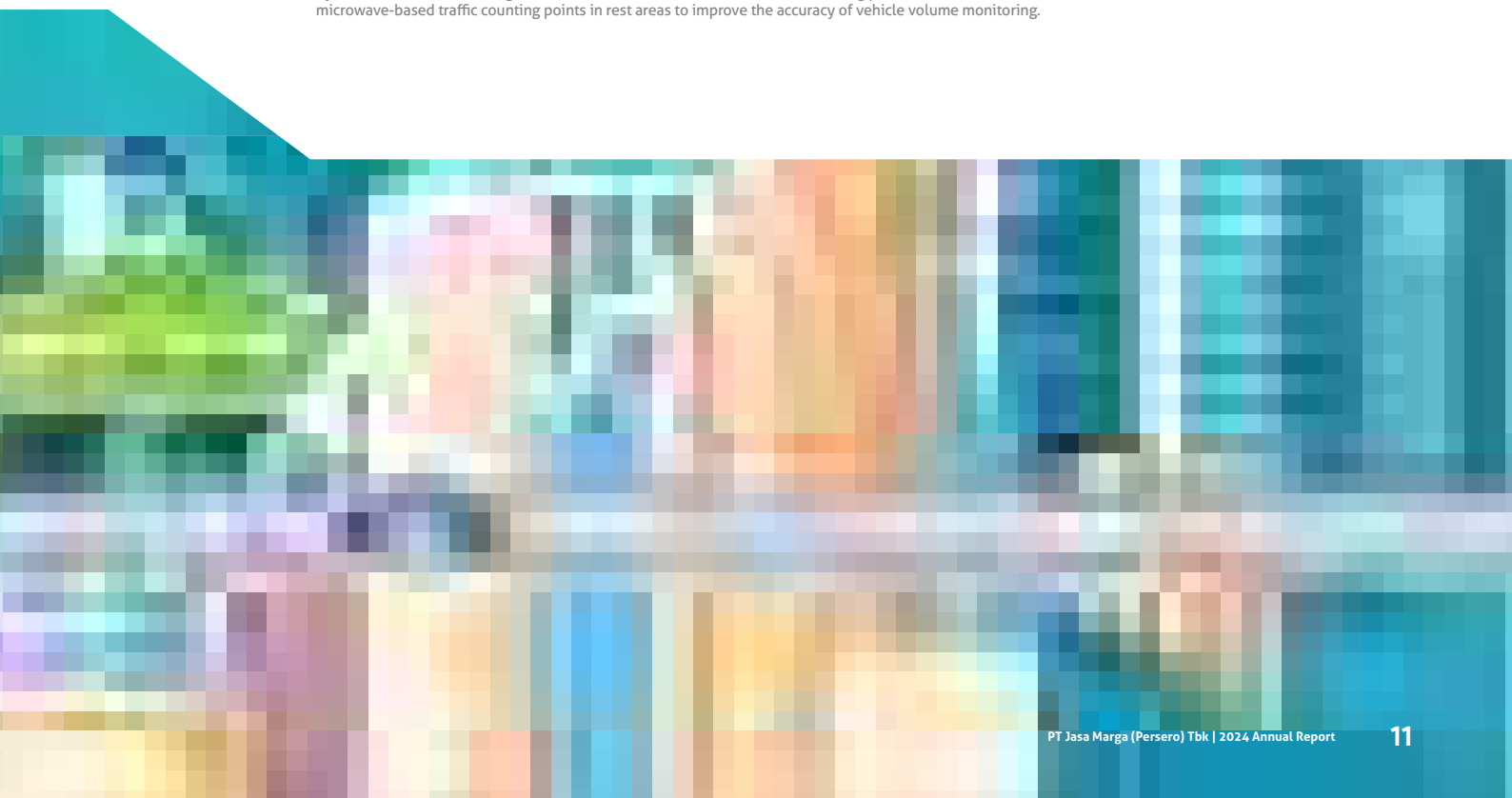
Kinerja Tahun 2024
Performance in 2024

- Ekspansi GetPark telah mencakup berbagai lokasi strategis seperti Kantor Pusat Jasa Marga, RS Brawijaya Duren Tiga, Universitas Katolik Parahyangan, Travoy Hub, dan Kantor Kementerian BUMN untuk memperluas layanan parkir digital.
- Pengembangan dan uji coba terbatas sistem *Single Lane Free Flow* (SLFF) "Let it Flo" sebagai sistem pembayaran tol nirsentuh berbasis *Radio Frequency Identification* (RFID) sebanyak 107 titik pada ruas jalan tol Jabotabek, Bali-Mandara, Semarang-Demak, dan Balikpapan-Samarinda serta uji lapangan pada ruas Cengkareng-Kunciran dan Kunciran-Serpong.
- Pengembangan aplikasi Jasamarga *Integrated Digitalmap* (JID) sebagai inovasi layanan lalu lintas telah mencapai tahap *go-live* dengan konsep *Microservice* dan *DevOps* serta peningkatan kualitas CCTV dengan metode *Hypertext Transfer Protocol Live Streaming* (HLS).
- Pengembangan aplikasi Travoy sebagai asisten digital pengguna jalan tol dengan penambahan fitur Travoy Journey dan derek *online* di ruas Jagorawi.
- Ekspansi aplikasi GetPay untuk memperluas ekosistem pembayaran digital dengan mengadopsi layanan *Point of Sales (PoS), Payment Point Online Banking,* dan *Take n Go* pada bada bazar makanan, Usaha Mikro Kecil Menengah (UMKM), dan ritel di wilayah Jabodetabek.
- Getoll dikomersialisasikan melalui integrasi dengan GetPay pada aplikasi Travoy, didukung dengan penambahan *Source of Fund* (SoF) untuk memperkaya opsi kanal dan metode pembayaran, serta memperkuat sinergi antara sistem pembayaran dan layanan transportasi digital.
- Hingga akhir 2024, Jasa Marga telah memasang 115 titik *traffic counting* berbasis *Microwave* pada ruas jalan tol, serta 37 titik *traffic counting* berbasis *Microwave* di Rest Area, guna meningkatkan akurasi pemantauan volume kendaraan.

- GetPark's expansion includes various strategic locations such as the Jasa Marga Head Office, Brawijaya Hospital Duren Tiga, Parahyangan Catholic University, Travoy Hub, and the Ministry of SOE Office to expand the digital parking services.
- The development and limited trial of the Single Lane Free Flow (SLFF) "Let it Flo" system as a contactless toll payment system based on Radio Frequency Identification (RFID) at 107 points on toll roads in Jabotabek, Bali-Mandara, Semarang-Demak, and Balikpapan-Samarinda, as well as field testing on the Cengkareng-Kunciran and Kunciran-Serpong sections.
- The development of the Jasamarga Integrated Digitalmap (JID) application as a traffic service innovation has reached the go-live stage with the Microservice and DevOps concepts as well as improving the quality of CCTV using the Hypertext Transfer Protocol Live Streaming (HLS) method.
- Development of the Travoy application as a digital assistant for toll road users with the addition of the Travoy Journey feature and online towing on the Jagorawi section.
- Expansion of the GetPay application to expand the digital payment ecosystem by adopting Point of Sales (PoS), Payment Point Online Banking, and Take n Go services at food bazaars, Micro, Small and Medium Enterprises (MSMEs), and retail in the Jabodetabek area.
- Getoll was commercialized through integration with GetPay on the Travoy app, supported by the addition of Source of Fund (SoF) to enrich payment channel and method options, while strengthening the synergy between the payment system and digital transportation services.
- By the end of 2024, Jasa Marga has installed 115 microwave-based traffic counting points on toll road sections and 37 microwave-based traffic counting points in rest areas to improve the accuracy of vehicle volume monitoring.

152
Titik *Traffic Counting*
Traffic Counting Point

107
Titik Uji Coba SLFF
SLFF Testing Point



Strategi Pengembangan Bisnis
Business Development Strategy

- Memutakhirkan pedoman investasi melalui peningkatan kriteria kelayakan dan fungsi *monitoring* evaluasi.
- Ekspansi pasar regional (seperti Asia Tenggara) melalui investasi *minority* atau operasi dan preservasi secara parsial.
- Mengadopsi model bisnis Perseroan berbasis investasi untuk pengembangan aset *brownfield.*
- Update investment guidelines through improved feasibility criteria and monitoring and evaluation functions.
- Expand into regional markets (such as Southeast Asia) through minority investments or partial operations and preservations.
- Adopt the Company's investment-based business model for the development of brownfield assets.

Kinerja Tahun 2024
Performance in 2024

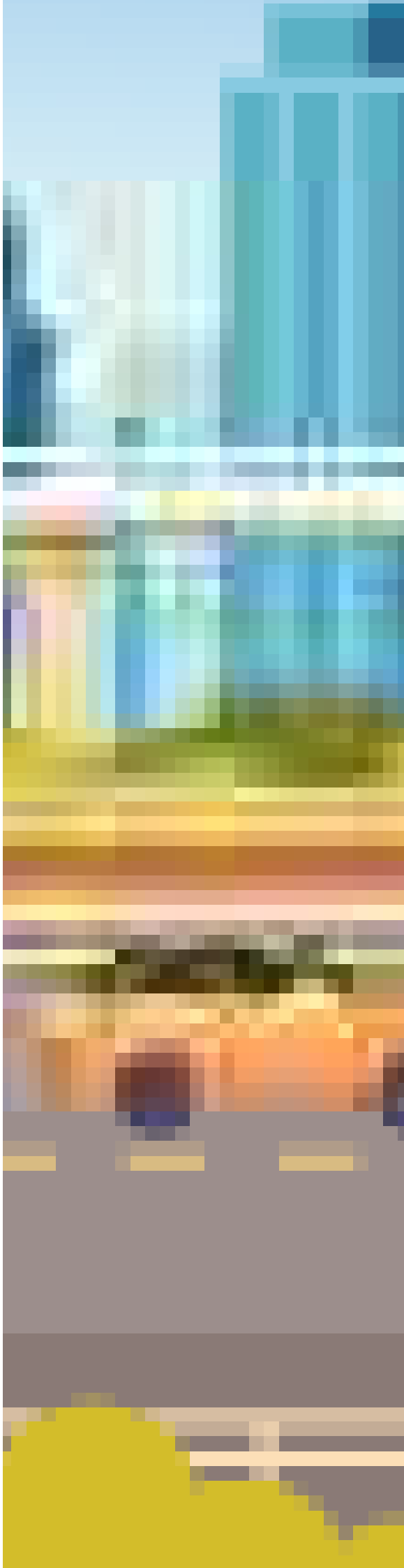
- Jasa Marga bersama dengan konsorsium ditetapkan sebagai pemenang pelelangan Pengusahaan Jalan Tol Ruas Bogor-Serpong, dimana Perseroan menjadi pemegang saham minoritas.
- Pengoperasian Jalan Tol Solo – Yogyakarta – NYIA Kulonprogo Seksi 1.1 Kartasura - Klaten sepanjang 22,3 km.
- Akuisisi saham Synergy Quest International Limited di PT Jasamarga Kunciran Cengkareng (JKC) sebesar 10%.
- Jasa Marga, together with the consortium, has been designated as the winner of the tender for the Bogor-Serpong toll road concession, in which the Company holds a minority stake.
- The operation of the Solo – Yogyakarta – NYIA Kulonprogo Toll Road Section 1.1, Kartasura – Klaten, spanning 22.3 km.
- Acquisition of a 10% stake in PT Jasamarga Kunciran Cengkareng (JKC) from Synergy Quest International Limited.

Strategi Teknologi
Technology Strategy

- Mengimplementasikan *data warehouse* dan *platform business intelligence* untuk penerapan *use case* pengelolaan data prioritas (seperti proyeksi lalu lintas, transaksi, kinerja ruas).
- Meningkatkan evolusi *data analytics* dari fase deskriptif menuju preskriptif.
- Memulai proses perencanaan penyusunan *IT Master Plan* dengan mempertimbangkan *cyber security* dan kebutuhan proses bisnis.
- Implement data warehouse and business intelligence platforms for the application of priority data management use cases (such as traffic projections, transactions, and section performance).
- Enhance the evolution of data analytics from the descriptive phase to the prescriptive phase.
- Starting the planning process for the development of the IT Master Plan by considering cyber security and business process requirements.

Kinerja Tahun 2024
Performance in 2024

- Pengembangan *data analytics* terkait *talent succession management* pada data *warehouse human capital.*
- Evaluasi pencapaian *Master Plan* Teknologi Informasi (MPTI) dengan nilai 76,8%.
- Development of data analytics related to talent succession management in the human capital data warehouse.
- Evaluation of the Information Technology Master Plan (MPTI) achievement with a score of 76.8%.



Strategi Finansial
Financial Strategy

- Mempersiapkan alternatif sumber pendanaan (seperti sukuk, obligasi, *green financing)* dengan *cost of fund* kompetitif untuk kesinambungan pendanaan.
- Menerapkan sistem manajemen aset dan portofolio Perseroan *(integrated asset management).*
- Prepare alternative funding sources (such as Islamic bonds or sukuk, bonds, green financing) with competitive cost of funds to ensure the continuity of funding.
- Implement the Company's asset and portfolio management system (integrated asset management).

Kinerja Tahun 2024
Performance in 2024

- Penerbitan Penawaran Umum Berkelanjutan (PUB) Obligasi III Tahap I.
- Penyelesaian transaksi *Equity Financing* PT Jasamarga Transjawa Tol (JTT).
- Pengelolaan pencapaian target kinerja serta rasio finansial secara berkelanjutan.
- Mempertahankan peringkat hutang idAA untuk Obligasi Berkelanjutan II Tahap I Tahun 2020.
- Issuance of Shelf Registration Bonds III Phase I.
- Settlement of Equity Financing transaction of PT Jasamarga Transjawa Tol (JTT).
- Ongoing management of performance target achievements and financial ratios.
- Maintaining idAA debt rating for Shelf Registration Bonds II Phase I Year 2020.

Strategi *Environment, Social and Governance* (ESG)
Environment, Social, and Governance (ESG) Strategy

Meningkatkan adopsi *usecase green initiative* pada kegiatan operasional utama.
Enhancing the adoption of green initiative use cases in core operational activities.

Kinerja Tahun 2024
Performance in 2024

- Peluncuran *roadmap* implementasi ESG Jasa Marga.
- Penandatanganan komitmen ESG oleh *Top Management*
- Dikeluarkannya Surat Keputusan (SK) Direksi tentang Kebijakan Keberlanjutan Perseroan.
- Launch of the Jasa Marga ESG implementation roadmap.
- Signing of the ESG commitment by Top Management.
- The issuance of the Board of Directors' Decree on the Company's Sustainability Policy.

Strategi Organisasi dan Sumber Daya Manusia (SDM)
Organizational and Human Resources (HR) Strategy

- Restrukturisasi fungsi organisasi dan manajemen SDM *end-to-end* meliputi perekrutan hingga retensi.
- Membentuk fungsi *shared service center* (SSC) terutama untuk sentralisasi dan spesialisasi.
- *Upskilling* karyawan melalui program pelatihan dan pengembangan berbasis kompetensi.
- Internalisasi budaya kerja Perseroan sebagai *cascading* AKHLAK.
- Menciptakan lingkungan kerja yang produktif dan nyaman melalui *employee well-being policy.*
- Restructuring the organizational functions and end-to-end HR management, including recruitment to retention.
- Establishing a shared service center (SSC) function, particularly for centralization and specialization.
- Upskilling employees through competency-based training and development programs.
- Internalizing the company's work culture as cascading AKHLAK values.
- Creating a productive and comfortable work environment through an employee well-being policy.

Kinerja Tahun 2024
Performance in 2024

- Peningkatan *employee well-being* melalui berbagai inisiatif, antara lain yaitu:
  - Peluncuran ruang Jasa Marga AKHLAK Space dalam rangka menyediakan ruang dan tempat yang representatif sebagai *coworking space,* bagi karyawan dalam bekerja, berinovasi dan berkolaborasi.
  - Peluncuran Roadster Sportivo sebagai wadah bagi karyawan untuk kegiatan olahraga, kesenian, hobi, aktivitas, dan komunitas.
  - Menyediakan fasilitas kebugaran bagi karyawan dan mendedikasikan satu hari khusus untuk wanita setiap minggunya.
- Penyediaan fungsi dan pemenuhan formasi audit dan risiko pada Anak Perusahaan untuk memastikan keselarasan dengan regulasi yang baru.
- Penambahan pengelola fungsi *Environment, Social & Governance* (ESG) selevel BOD-1 yaitu ESG *Advisor* di bawah Corporate Communication & Community Development Group berikut dengan uraian jabatan spesifiknya.
- Improving employee well-being through various initiatives, including:
  - Launch of Jasa Marga AKHLAK Space to provide a representative space as a coworking space for employees to work, innovate, and collaborate.
  - Launch of Roadster Sportivo as a platform for employees to engage in sports, hobby, arts, activities, and community building.
  - Providing fitness facilities for employees and dedicating one day each week for women.
- Providing functions and fulfilling the audit and risk formation at Subsidiaries to ensure alignment with new regulations.
- Adding a manager for the Environment, Social & Governance (ESG) function at the BOD-1 level, specifically the ESG Advisor under the Corporate Communication & Community Development Group, along with the detailed job description.

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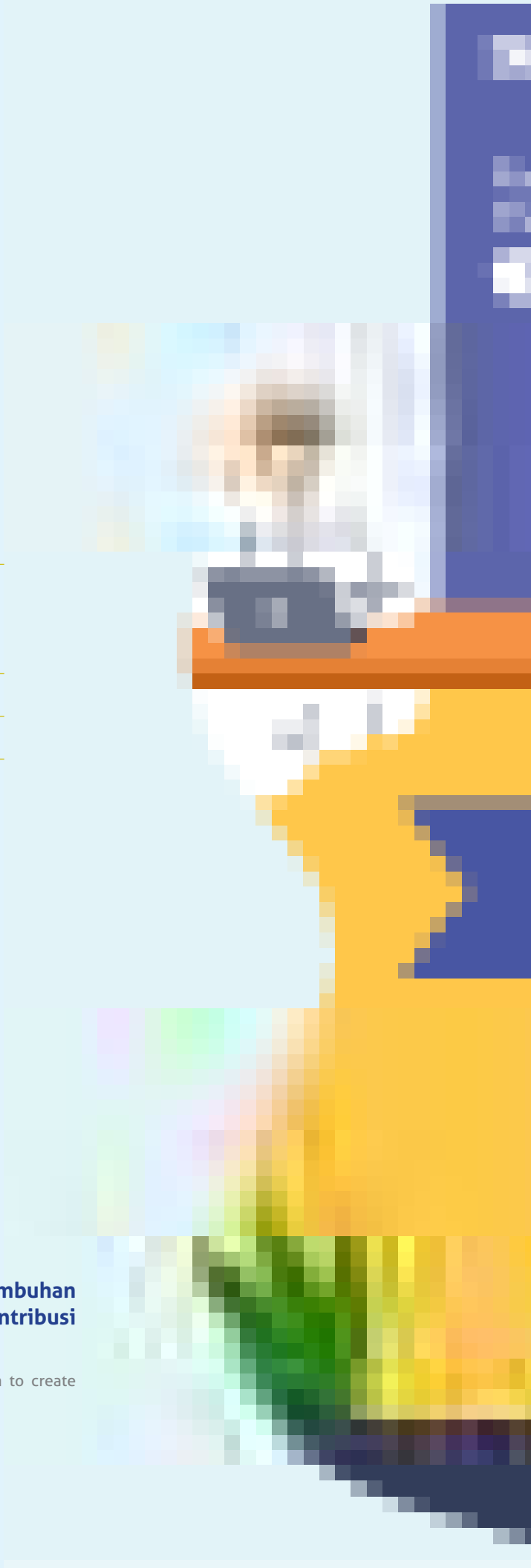


Pada tahun 2024, Perseroan berfokus pada pertumbuhan berkelanjutan melalui inovasi untuk menciptakan kontribusi positif dan nilai bagi pemangku kepentingan.

In 2024, the Company focuses on sustainable growth through innovation to create positive contributions and value for stakeholders.



Ikhtisar Keuangan
Financial Highlights

Tabel Historis Ikhtisar Keuangan Periode 2020-2024
Table of Historical Financial Highlight for the Period of 2020-2024

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

Uraian Description	2024	2023	2022	2021	2020
Laporan Laba Rugi dan Penghasilan Komprehensif Lainnya Konsolidasian **Consolidated Statement of Profit or Loss and Other Comprehensive Income**					
Pendapatan Usaha Operating Revenue	18.728	15.566	13.783	11.776	9.588
Pendapatan Tol Toll Operating Revenue	17.186	13.948	12.444	10.786	8.763
Pendapatan Usaha Lain Other Operating Revenue	1.543	1.618	1.339	990	825
Pendapatan Konstruksi Construction Revenue	9.975	5.753	2.800	3.393	4.116
Beban Pendapatan Cost of Revenue	(17.385)	(12.360)	(9.165)	(8.695)	(8.349)
Laba Usaha Profit from Operations	9.532	11.322	7.383	6.720	4.466
EBITDA EBITDA	12.619	9.912	8.680	7.676	5.984
Laba Sebelum Pajak Penghasilan Profit Before Income Tax	5.774	7.926	3.726	2.072	696
Beban Pajak Penghasilan Income Tax Expense	(154)	(1.177)	(1.402)	(1.201)	(738)
Laba Tahun Berjalan yang Dapat Diatribusikan kepada: **Profit for the Year Attributable to:**					
Pemilik Entitas Induk Owners of the Parent Entity	4.536	6.794	2.747	1.615	501
Kepentingan Non Pengendali Non-controlling Interest	1.084	(44)	(423)	(744)	(543)
Total Laba (Rugi) Tahun Berjalan Total Profit for the Year	5.620	6.749	2.324	871	(42)
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	4.418	6.620	1.239	1.532	644
Kepentingan Non Pengendali Non-controlling Interest	1.065	(33)	(422)	(744)	(543)
Total Penghasilan Komprehensif Tahun Berjalan Total Comprehensive Income for the Year	5.483	6.587	818	788	101
Laba per Saham (Rupiah Penuh) Earning per Share (in Rupiah, full amount)	624,9	936,0	378,5	222,6	69,0

Tabel Historis Ikhtisar Keuangan Periode 2020-2024
Table of Historical Financial Highlight for the Period of 2020-2024

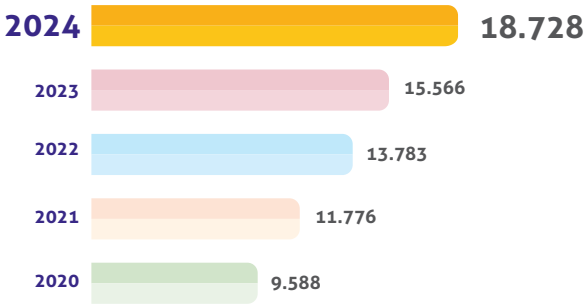
(dalam miliar Rupiah, kecuali dinyatakan lain)
(in billion Rupiah, unless stated otherwise)

Uraian Description	2024	2023	2022	2021	2020
Posisi Keuangan Konsolidasian **Consolidated Statements of Financial Position**					
Total Aset Total Assets	140.726	129.312	91.139	101.243	104.087
Total Liabilitas Total Liabilities	83.185	90.401	65.518	75.743	79.311
Total Ekuitas Total Equity	57.541	38.911	25.621	25.500	24.776
Belanja Modal Capital Expenditure	15.093	12.128	7.915	5.836	7.369
Investasi pada Entitas Asosiasi dan Ventura Bersama Investment in Associates and Joint Ventures	7.098	6.156	8.974	6.537	4.591
Modal Kerja Bersih Net Working Capital	(13.506)	(14.846)	344	(1.653)	(4.223)
Arus Kas Konsolidasian **Consolidated Cash Flows**					
Arus Kas dari Aktivitas Operasi Cash Flows from Operating Activities	6.501	4.166	4.022	2.765	1.441
Arus Kas dari Aktivitas Investasi Cash Flows from Investing Activities	(10.815)	(8.324)	(1.640)	(3.906)	(24.183)
Arus Kas dari Aktivitas Pendanaan Cash Flows from Financing Activities	4.685	168	(62)	2.992	22.998
Kenaikan Neto Kas dan Setara Kas Net Increase of Cash and Cash Equivalents	371	(3.990)	2.320	1.851	256
Kas dan Setara Kas pada Awal Tahun Cash and Cash Equivalents at Beginning of the Year	4.439	8.429	6.279	4.597	4.342
Kas dan Setara Kas pada Akhir Tahun Cash and Cash Flows at End of Year	4.810	4.439	8.429	6.279	4.597
Rasio Keuangan Utama (%) **Financial Ratios (%)**					
Rasio Laba (Rugi) terhadap Aset Return on Asset Ratio	3,2	5,3	3,0	1,6	0,5
Rasio Laba (Rugi) terhadap Ekuitas Return on Equity Ratio	7,9	17,5	10,7	6,3	2,0
Marjin Laba (Rugi) terhadap Pendapatan Usaha Gross Margin Ratio	24,2	43,6	19,9	13,7	5,2
Rasio Lancar Current Ratio	33,7	34,9	102,8	86,2	71,7
Rasio Liabilitas terhadap Jumlah Ekuitas Debt to Equity Ratio	144,6	232,3	255,7	297,0	320,1
Rasio Liabilitas terhadap Jumlah Aset Debt to Asset Ratio	59,1	69,9	71,9	74,8	76,2
EBITDA Margin EBITDA Margin	67,4	63,7	63,0	65,2	62,4

Grafik Pendapatan Usaha di Luar Pendapatan Konstruksi 2020-2024

Chart of Non-Construction Operating Revenue in 2020-2024

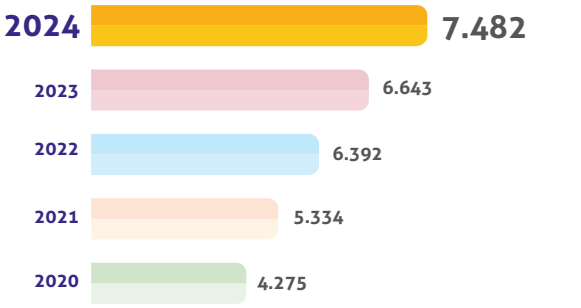
(dalam miliar Rupiah)
(in billion Rupiah)



Grafik Beban Pendapatan di Luar Beban Konstruksi 2020-2024

Chart of Non-Construction Operating Cost in 2020-2024

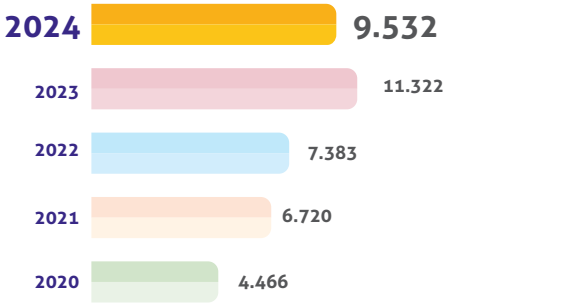
(dalam miliar Rupiah)
(in billion Rupiah)



Grafik Laba Usaha 2020-2024

Chart of Profit from Operations in 2020-2024

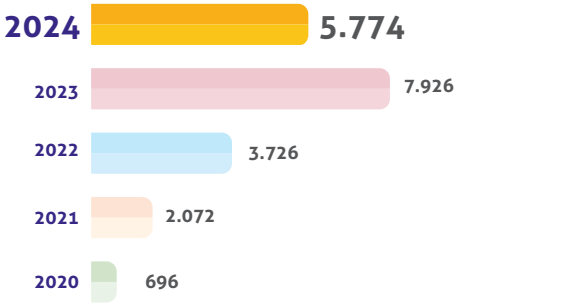
(dalam miliar Rupiah)
(in billion Rupiah)



Grafik Laba Sebelum Pajak Penghasilan 2020-2024

Chart of Profit Before Income Tax in 2020-2024

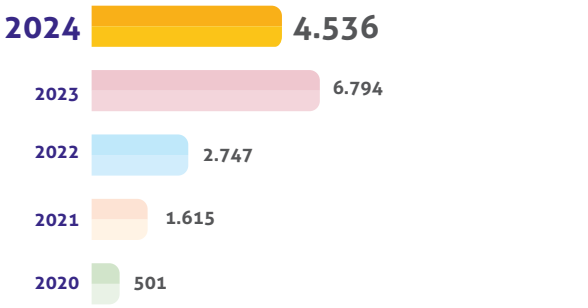
(dalam miliar Rupiah)
(in billion Rupiah)



Grafik Laba Tahun Berjalan yang dapat Diatribusikan kepada Pemilik Entitas Induk 2020-2024

Chart of Profit for the Year Attributable to Owners of the Parent Entity in 2020-2024

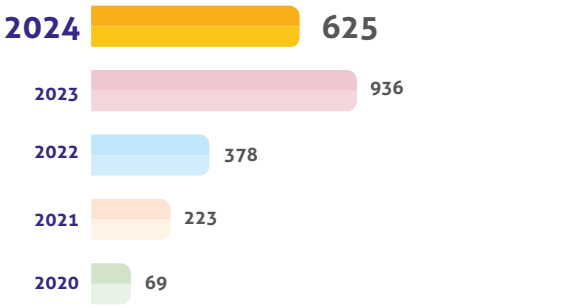
(dalam miliar Rupiah)
(in billion Rupiah)



Grafik Laba Bersih per Saham 2020-2024

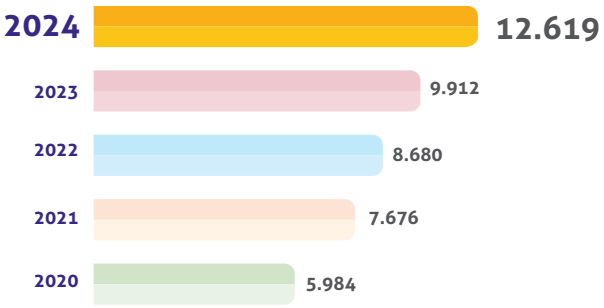
Chart of Earnings per Share in 2020-2024

(dalam miliar Rupiah)
(in billion Rupiah)



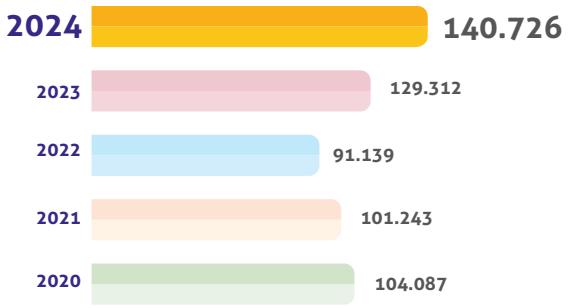
Grafik EBITDA 2020-2024
Chart of EBITDA 2020-2024

(dalam miliar Rupiah)
(in billion Rupiah)



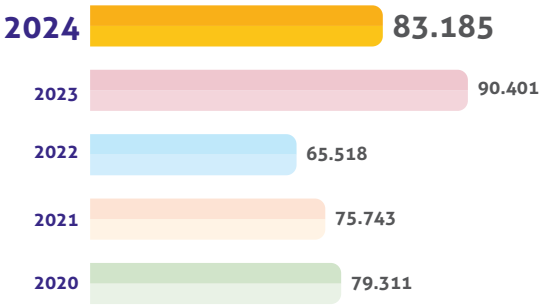
Grafik Total Aset 2020-2024
Chart of Total Assets in2020-2024

(dalam miliar Rupiah)
(in billion Rupiah)



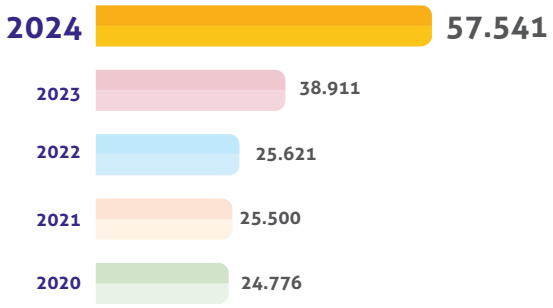
Grafik Total Liabilitas 2020-2024
Chart of Total Liabilities in 2020-2024

(dalam miliar Rupiah)
(in billion Rupiah)



Grafik Total Ekuitas 2020-2024
Chart of Total Equity in 2020-2024

(dalam miliar Rupiah)
(in billion Rupiah)



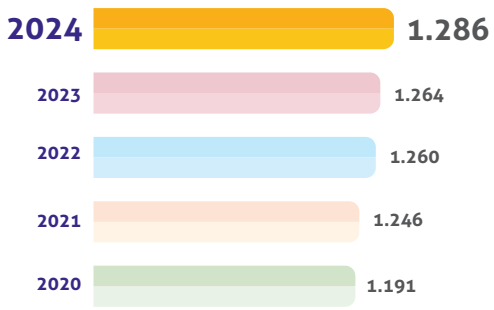
Ikhtisar Operasional
Operational Highlights

Tabel Historis Ikhtisar Operasional Periode 2020-2024
Table of Historical Operational Highlights for the Period of 2020-2024

Uraian Description	2024	2023	2022	2021	2020
Panjang Jalan Tol Beroperasi (km) Total Length of Operated Toll Roads (km)	1.286	1.264	1.260	1.246	1.191
Hak Konsesi Jalan Tol (km) Toll Roads Concession Rights (km)	1.736	1.736	1.906	1.603	1.603
Volume Lalu Lintas Transaksi (Jutaan Kendaraan) Volume of Traffic Transactions (million vehicles)	1.302	1.292	1.230	1.066	979
Volume Lalu Lintas Transaksi Harian Rata-rata (Ribuan Kendaraan) Volume of Traffic Transactions on Average Daily (thousand vehicles)	3.567	3.538	3.370	2.922	2.682
Pendapatan Tol Harian Rata-rata (Jutaan Rupiah) Toll Road Revenue on Average Daily (million Rupiah)	46.956	37.723	34.093	29.552	24.008
Jumlah Karyawan Konsolidasi (Orang) Number of Employees (People)	7.919	7.949	7.990	8.160	7.783
Jumlah Petugas *Customer Service* (Orang) Number of Toll Road Customer Service (people)	2.356	2.776	2.726	3.490	3.119
Pemenuhan Standar Pelayanan Minimal (SPM) Fulfillment of Minimum Standard of Services (MSS)	100%	100%	100%	100%	100%

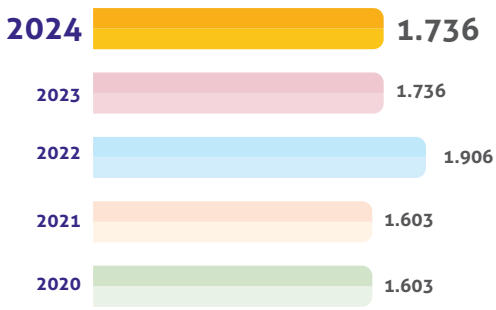
Panjang Jalan Tol Operasi 2020-2024
Total Length of Operated Toll Roads in 2020-2024

(dalam km)
(in km)



Hak Konsensi Jalan Tol 2020-2024
Total Roads Concession Rights in 2020-2024

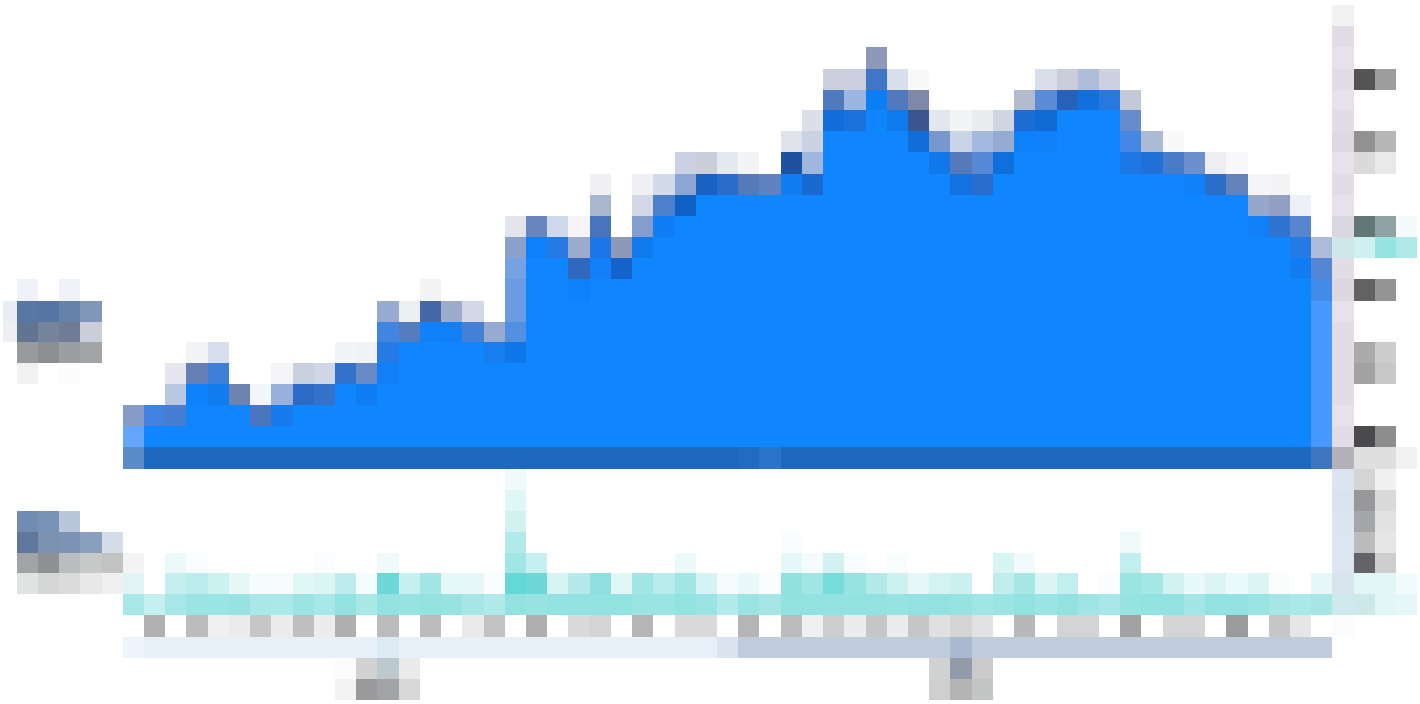
(dalam km)
(in km)



Informasi Harga Saham
Stock Price Information

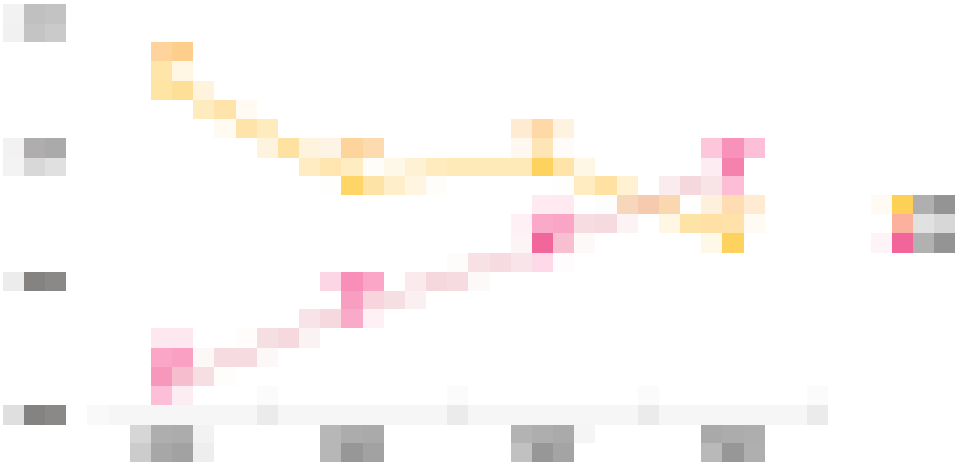
Tabel Harga, Volume, dan Kapitalisasi Saham JSMR 2023-2024
Table of JSMR Stocks Price, Volume, and Market Capitalization in 2023-2024

Periode Period	Harga Per Saham (Rupiah Penuh) Price Per Share (Full Amount 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			
2024							
Triwulan I 1st Quarter	5.675	5.700	5.525	5.550	7.257.871.200	6.583.600	40,3
Triwulan II 2nd Quarter	4.890	4.890	4.780	4.780	7.257.871.200	8.751.400	34,7
Triwulan III 3rd Quarter	4.930	4.960	4.840	4.930	7.257.871.200	8.699.000	35,8
Triwulan IV 4th Quarter	4.330	4.450	4.320	4.330	7.257.871.200	2.977.700	31,4
2023							
Triwulan I 1st Quarter	3.260	3.260	3.200	3.220	7.257.871.200	2.224.800	23,4
Triwulan II 2nd Quarter	3.720	3.840	3.720	3.800	7.257.871.200	9.793.600	27,6
Triwulan III 3rd Quarter	4.400	4.400	4.200	4.290	7.257.871.200	7.921.300	31,1
Triwulan IV 4th Quarter	4.800	4.890	4.740	4.870	7.257.871.200	5.976.800	35,4



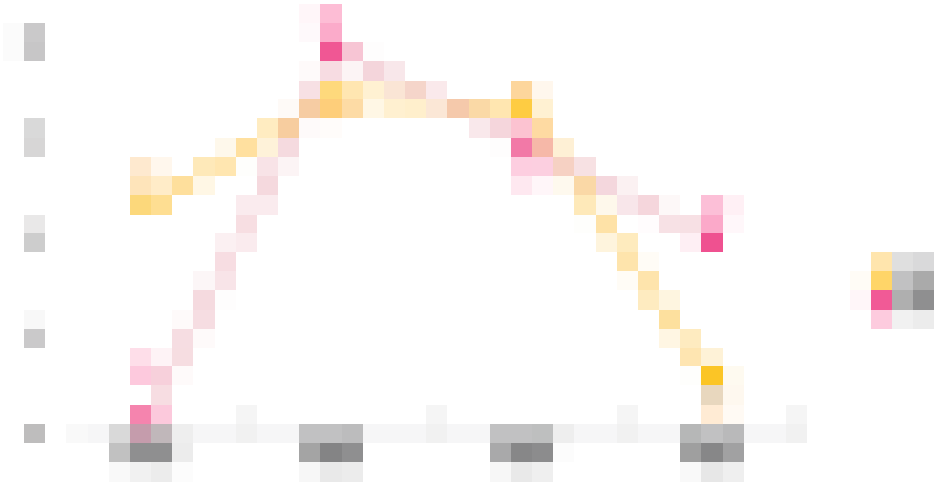
Grafik Pergerakan Harga Penutupan Saham Triwulanan Tahun 2023-2024
Quarterly Stock Closing Prices Movement Chart in 2023-2024

dalam Rupiah penuh
in Rupiah



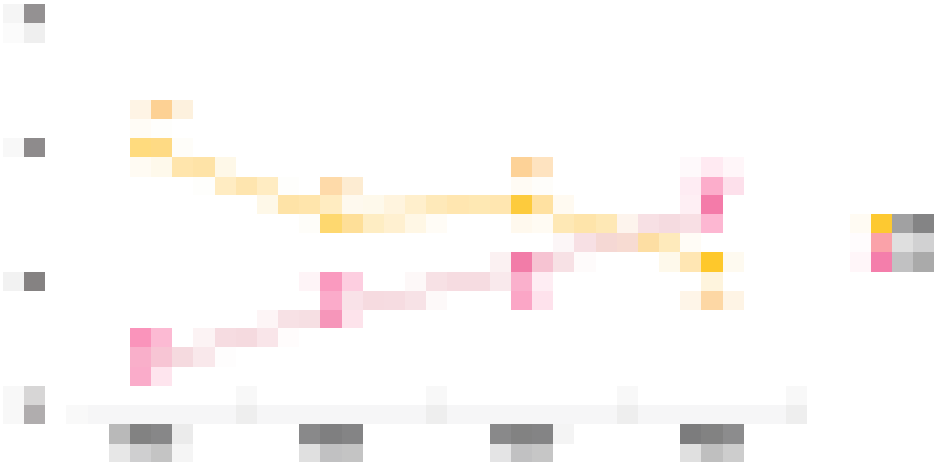
Grafik Pergerakan Volume Saham Triwulanan Tahun 2023-2024
Quarterly Stocks Volume Movement Chart in 2023-2024

dalam jutaan transaksi
in millions of transaction



Grafik Kapitalisasi Pasar Saham Tahun 2023-2024
Stock Market Capitalization Chart in 2023-2024

dalam triliun Rupiah
in trillion Rupiah



Laporan Analis Perseroan
Company Analyst Report

Tabel Hasil Laporan Analis terhadap Perseroan Tahun 2024
Table of Analyst Report Results for the Company in 2024

No	Tanggal Date	Sekuritas – Analis Security – Analyst	Rekomendasi Recommendation	Target Harga (Rp) Target Price (Rp)	Ringkasan Summary
1	02 Februari 2024 February 02, 2024	BCA Sekuritas – Ryan Yani Santoso	*Buy*	5.700	*Guidance* Perseroan atas pertumbuhan pendapatan tol di FY24 berada di kisaran 10-17% didorong oleh penyesuaian tarif untuk 9 ruas jalan tol dan volume trafik yang tinggi terutama di 1Q24 yang tidak dipengaruhi lagi oleh dampak *covid*-19 seperti kuartal yang sama periode sebelumnya. Lebih lanjut, kami mengkalkulasikan Perseroan akan memperoleh valuasi saham 2,5-2,7 P/BV atas divestasi PT Jasamarga Transjawa Tol (PT JTT) akan memberikan dampak positif dalam jangka pendek. The Company's guidance for toll revenue growth in FY24 is in the range of 10-17%, driven by tariff adjustments for 9 toll road segments and high traffic volume, especially in 1Q24, which will no longer be affected by the impact of COVID-19 as in the same quarter of the previous year. Furthermore, we estimate that the Company will achieve a stock valuation of 2.5-2.7 P/BV from the divestment of PT Jasamarga Transjawa Toll (PT JTT), which will have a positive impact in the short term.
2	06 Maret 2024 March 06, 2024	CGS International – Bob Setiadi	*Buy*	5.850	Penyesuaian tarif pada 21 ruas tol di 2023 memberikan ekspektasi pada peningkatan tarif di 8 ruas tol lain dalam proyeksi 2024. Hal ini mendukung optimisme *guidance* kami atas pertumbuhan total pendapatan JSMR tahun 2024 di angka +23% *yoy*, *Earnings Before Interest, Taxes, Depreciation and Amortization* (EBITDA) bertumbuh +31% *yoy*, dan EBITDA *margin* sebesar 68,8%. The tariff adjustment on 21 toll roads in 2023 set expectations for tariff increases on 8 other toll roads in the 2024 projection. This supports our optimistic guidance for JSMR's total revenue growth in 2024 at +23% YoY, with Earnings Before Interest, Taxes, Depreciation, and Amortization (EBITDA) growing +31% YoY, and an EBITDA margin of 68.8%.
3	06 Mei 2024 May 06, 2024	Sucor Sekuritas - Niko Pandowo	*Buy*	6.000	Kinerja positif Perseroan tampak pada pencatatan pendapatan tol di 1Q24 sebesar Rp586 M atau meningkat +18% secara *yoy*. Lebih lanjut, *outlook* positif Perseroan didukung oleh faktor-faktor, antara lain: 1) Konsistensi dalam menghasilkan *free cash flow* dan EBITDA *margin* yang tinggi didorong oleh *established assets* dan potensi pertumbuhan dari pengoperasian ruas-ruas tol baru; 2) Volume trafik yang meningkat dilatarbelakangi penyesuaian tarif khusus pada JSN, kenaikan tarif di ruas tol Japek dan Japek *elevated*, dan rencana penyesuaian tarif di tiga ruas tol lain pada 2024; 3) Dampak divestasi saham PT JTT akan menguatkan *leverage* Perseroan; 4) Posisi Perseroan sebagai perusahaan yang memperoleh manfaat atas upaya reindustrialisasi Indonesia. The Company's positive performance is evident in the toll revenue recorded in 1Q24, amounting to 586 million Rupiah, an increase of +18% YoY. Furthermore, the Company's positive outlook is supported by several factors, including: 1) Consistency in generating free cash flow and high EBITDA margin driven by established assets and growth potential from the operation of new toll segments; 2) Increased traffic volume due to tariff adjustments, particularly on JSN, tariff hikes on the Japek and Japek Elevated toll roads, and planned tariff adjustments on three other toll roads in 2024; 3) The impact of the divestment of PT JTT shares will strengthen the Company's leverage; 4) The Company's position as a beneficiary of Indonesia's re-industrialization efforts.

Tabel Hasil Laporan Analis terhadap Perseroan Tahun 2024
Table of Analyst Report Results for the Company in 2024

No	Tanggal Date	Sekuritas – Analis Security – Analyst	Rekomendasi Recommendation	Target Harga (Rp) Target Price (Rp)	Ringkasan Summary
4	02 Agustus 2024 August 02, 2024	Mandiri Sekuritas - Farah Rahmi Oktaviani	*Buy*	6.300	Laba bersih yang solid di semester-1 2024 sebesar Rp2,3 triliun (+104,3% YoY), dipengaruhi oleh pembalikan pajak tangguhan satu kali karena perubahan metode amortisasi. Perseroan merevisi target pertumbuhan pendapatan tahun 2024 menjadi >17% (sebelumnya 15-17%) dan mempertahankan target EBITDA margin pada 65-66%, meskipun EBITDA *margin* untuk semester-1 2024 lebih tinggi yakni sebesar 67%. Transaksi divestasi Jalan Tol Trans Jawa (JTT) diharapkan selesai pada September 2024, dengan pembayaran pertama sekitar Rp9,5 triliun untuk menurunkan utang. Perseroan menekankan tidak ada keuntungan yang akan diperoleh dari divestasi tersebut, karena perusahaan tetap menjadi pengendali. The solid net profit in the first half of 2024 amounted to 2.3 trillion Rupiah (+104.3% YoY), influenced by a one-time reversal of deferred taxes due to a change in amortization methods. The Company has revised its 2024 revenue growth target to >17% (previously 15-17%) and maintained its EBITDA margin target at 65-66%, although the EBITDA margin for the first half of 2024 was higher at 67%. The divestment transaction of the Trans Java Toll Road (JTT) is expected to be completed by September 2024, with an initial payment of approximately 9.5 trillion Rupiah to reduce debt. The Company emphasized that no profit will be gained from this divestment, as the company will remain the controlling entity.
5	16 Agustus 2024 August 16, 2024	NH Korindo Sekuritas - Richard Jonathan Halim	*Buy*	6.450	Kinerja volume lalu lintas mengalami perbaikan mencapai 178 ribu kendaraan per hari pada 1H24, melebihi *level* pra-pandemi. Volume lalu lintas tumbuh 1,27% pada 1H24, mencapai 637 juta kendaraan. Meskipun likuditas Perseroan menurun seiring peningkatan WACD akibat kenaikan suku bunga acuan BI7DRR pada April 2024, namun penyelesaian divestasi PT JTT berpeluang menguatkan *leverage* Perseroan. Rekomendasi *Buy* seiring penyesuaian tarif, pemulihan *traffic* serta proyeksi EBITDA yang tumbuh 2025F (9,6%). Traffic volume performance improved, reaching 178,000 vehicles per day in 1H24, surpassing pre-pandemic levels. Traffic volume grew 1.27% in 1H24, reaching 637 million vehicles. Although the Company's liquidity decreased due to an increase in WACD following the BI7DRR benchmark interest rate hike in April 2024, the completion of the PT JTT divestment has the potential to strengthen the Company's leverage. The Buy recommendation is supported by tariff adjustments, traffic recovery, and the projected EBITDA growth of 9.6% in 2025F.
6	06 September 2024 September 06, 2024	BRI Danareksa Sekuritas - Richard Jerry	*Buy*	6.500	Estimasi pertumbuhan *traffic* dapat mengimbangkan peningkatan minoritas pada laba bersih FY25, namun diperlukan *deleveraging* untuk mendorong laba di FY26. Perseroan masih memiliki *outlook* positif dipengaruhi oleh: 1) penyesuaian tarif pada 8 ruas tol di FY23/24 (>20%); 2) Penyesuaian tarif reguler di FY25 akan mempengaruhi ~70% pendapatan di tahun depan, 3) Divestasi PT JTT menghasilkan dana untuk *deleveraging*. The estimated traffic growth may offset the minor increase in net profit for FY25, but deleveraging will be required to drive profits in FY26. The Company still has a positive outlook, influenced by: 1) Tariff adjustments on 8 toll roads in FY23/24 (>20%); 2) Regular tariff adjustments in FY25 will affect approximately 70% of next year's revenue; 3) The divestment of PT JTT generates funds for deleveraging.
7	01 Oktober 2024 October 01, 2024	Citi Research – Felicia Barus	*Buy*	6.700	Perseroan akan memperoleh dana sebesar Rp13,9 T dalam dua tahap pasca penyelesaian divestasi saham PT JTT pada 27 September 2024. Kami meningkatkan estimasi pendapatan inti Perseroan pada FY24/25E sebesar 2/4% dilatarbelakangi oleh penggunaan dana divestasi PT JTT untuk *deleverage*, meskipun penyertaan rencana pengoperasian ruas tol baru telah ada dalam model kami. Lebih lanjut, EBITDA pada FY25/26E masih dapat meningkat sebesar 8/11% YoY, sedangkan EBITDA *margin* dapat terjaga pada kisaran 66-67%. The Company will receive 13.9 trillion Rupiah in two stages following the completion of the PT JTT share divestment on September 27, 2024. We have revised our estimate for the Company's core revenue in FY24/25E by 2/4%, driven by the use of funds from the PT JTT divestment for deleveraging, although the planned operation of new toll road segments has already been incorporated into our model. Furthermore, EBITDA for FY25/26E could still increase by 8/11% YoY, while the EBITDA margin is expected to remain in the range of 66-67%.

Tabel Hasil Laporan Analis terhadap Perseroan Tahun 2024
Table of Analyst Report Results for the Company in 2024

No	Tanggal Date	Sekuritas – Analis Security – Analyst	Rekomendasi Recommendation	Target Harga (Rp) Target Price (Rp)	Ringkasan Summary
8	15 Oktober 2024 October 15, 2024	UOB KayHian - Benyamin Mikael	*Buy*	6.000	Perseroan telah menyelesaikan divestasi saham PT JTT pada 27 September 2024 dengan perolehan pembayaran tahap 1 sebesar Rp15,3 T yang digunakan untuk pengurangan utang dan ekspansi ruas tol baru. Perseroan juga berencana meningkatkan tarif pada 21 dari 29 ruas tol di 2025 terutama berdasarkan pada inflasi wilayah terkait. Kami mengekspektasikan laba inti Perseroan akan bertumbuh sebesar 9,4% YoY di 2025. The Company completed the divestment of PT JTT shares on September 27, 2024, with the first-stage payment of IDR 15.3 trillion, which will be used for debt reduction and the expansion of new toll road segments. The Company also plans to increase tariffs on 21 out of 29 toll roads in 2025, primarily based on the inflation rate of the respective regions. We expect the Company's core profit to grow by 9.4% YoY in 2025.
9	03 November 2024 November 03, 2024	BNI Sekuritas - Aurelia Barus	*Buy*	7.150	Perseroan mencatatkan pendapatan (tanpa pendapatan konstruksi) sebesar Rp 4,7 T di 3Q24 atau melemah -3% secara QoQ, namun masih sejalan dengan estimasi dan konsesus yang kami perkirakan. Lebih lanjut, secara yoy, pendapatan 9M24 telah bertumbuh sebesar +26% atau mencapai Rp 13,9 T. Meskipun pertumbuhan pendapatan di 3Q24 menurun, volume transaksi di 4Q24F diekspektasikan akan meningkat sebesar +0,6% sehingga mendukung mampu pendapatan FY24F tetap terjaga dengan pertumbuhan 22% secara yoy. Perseroan memberikan guidance yang cenderung konservatif pada FY25F dan FY26F, namun tetap memberikan *outlook* positif terutama didorong oleh estimasi penyesuaian tarif pada 21 ruas tol di FY25F, integrasi tarif, dan proses *deleveraging* yang memperkuat kondisi keuangan Perseroan. The Company recorded revenue (excluding construction revenue) of 4.7 trillion Rupiah in 3Q24, which declined by -3% QoQ but remains in line with our estimates and consensus projections. Furthermore, on a YoY basis, revenue for 9M24 grew by +26%, reaching 13.9 trillion Rupiah. Although revenue growth in 3Q24 slowed, transaction volume in 4Q24F is expected to increase by +0.6%, which will help maintain FY24F revenue growth at 22% YoY. The Company has provided a relatively conservative guidance for FY25F and FY26F, but still maintains a positive outlook, primarily driven by the expected tariff adjustments on 21 toll roads in FY25F, tariff integration, and the deleveraging process that strengthens the Company's financial position.
10	05 November 2024 November 05, 2024	UBS - Joshua Tanja	*Buy*	6.450	Laba Jasa Marga 9M24 sebesar Rp3,3 triliun atau mencapai 90% dari konsensus, dengan pendapatan tol tumbuh 19% YoY meskipun pertumbuhan lalu lintas datar sebesar 1%. Peningkatan ini didorong oleh tarif rata-rata yang lebih tinggi, terutama dari tarif khusus dan penyesuaian pada tahun ganjil, di samping lalu lintas harian yang lebih kuat dari yang diharapkan dari JORR 2 yang lebih terintegrasi. Perseroan meningkatkan panduannya untuk tahun 2024, dengan memperkirakan pertumbuhan pendapatan tol lebih dari 20%, pertumbuhan EBITDA 20%, dan margin EBITDA 66-67%, sementara juga memperkenalkan panduan tahun 2025 untuk pertumbuhan pendapatan dan EBITDA 6-8%, dan mempertahankan rasio *gearing* sekitar 2x. Jasa Marga's 9M24 profit reached 3.3 trillion Rupiah, accounting for 90% of consensus, with toll revenue growing by 19% YoY despite flat traffic growth of 1%. This improvement was driven by higher average tariffs, particularly from special tariffs and adjustments during odd years, along with stronger-than-expected daily traffic from the more integrated JORR 2. The Company has raised its guidance for 2024, forecasting toll revenue growth of over 20%, EBITDA growth of 20%, and an EBITDA margin of 66-67%. It has also introduced guidance for 2025, expecting revenue and EBITDA growth of 6-8%, while maintaining a gearing ratio of around 2x.

Aksi Korporasi
Corporate Action

Selama tahun 2024, Jasa Marga 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.

In 2024, Jasa Marga did not execute any corporate action that may cause any change in stock ratio (stock split), reverse stock, shares dividend and bonus shares payment, addition and price of shares outstanding or change in the Company's shares par value.

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

Sampai dengan Desember 2024, PT Jasa Marga (Persero) Tbk tidak pernah dikenakan sanksi penghentian sementara perdagangan saham (*suspension*) dan/atau penghapusan pencatatan saham (*delisting*).

As of December 2024, PT Jasa Marga (Persero) Tbk. has never been charged by any stocks suspension 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 2024
Table of Bonds of PT Jasa Marga (Persero) Tbk in 2024

No	Uraian Description	Tanggal Penerbitan Inssuance Date	Tenor (tahun) Tenor (year)	Mata Uang Currency	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
									2024	2023	
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/ A Series: Lunas (Paid Off) Seri B,C,D/ B,C,D Series: Belum Lunas (Not Paid Off)	IdAA oleh/by Pefindo	idAA oleh/by Pefindo	PT Bank Mega Tbk
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	-	PT Bank Mega Tbk

Informasi Sukuk

Pada tahun 2019, Perseroan melalui PT Jasamarga Pandaan Tol (JPT) yang merupakan entitas Ventura Bersama menerbitkan Sukuk Ijarah Jangka Menengah, dengan rincian sebagai berikut:

Information on Sukuk

In 2019, through PT Jasamarga Pandaan Tol (JPT) as a Joint Venture Entity, the Company issued Medium-term Ijarah Sukuk, with detail information, as follows:

Tabel Sukuk PT Jasa Marga (Persero) Tbk Tahun 2024
Table of Sukuk of PT Jasa Marga (Persero) Tbk in 2024

No	Uraian Description	Tanggal Penerbitan Inssuance Date	Tenor (tahun) Tenor (year)	Mata Uang Currency	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
									2024	2023	
1	Sukuk Ijarah Jangka Menengah PT Jasamarga Pandaan Tol Tahun 2019 Medium-Term Ijarah Sukuk PT Jasamarga Pandaan Tol Year 2019	19 Juli 2019 July 19, 2019	Seri A: Series A: 3 Seri B Series B: 5	Rp	Seri A/ Series A: 100.000 Seri B/ Series B: 685.000	Seri A/ Series A: 17 Juli/ July 17, 2022 Seri B/ Series B: 17 Juli/ July 17, 2024	Seri A/ Series A: 8,50% Seri B/ B Series: 9,00%	Seri A/ Series A: Lunas (Paid Off) Seri B/ Series B: Lunas (Paid Off)	-	2023: idAA-(sy) oleh/by Pefindo	PT Bank Mega Tbk

Pada tanggal 17 Juli 2024, Perseroan melalui PT Jasamarga Pandaan Tol (JPT) telah melunasi seluruh *outstanding* sukuk.

On July 17, 2024, the Company, through PT Jasamarga Pandaan Tol (JPT), has fully settled all outstanding sukuk.

Informasi Obligasi Konversi

Sampai dengan Desember 2024, Jasa Marga tidak menerbitkan obligasi konversi. Dengan demikian, Perseroan tidak memiliki informasi mengenai obligasi konversi.

Information on Converted Bonds

Until December 2024, Jasa Marga has not issued any convertible bonds. Therefore, the company does not have information regarding convertible bonds.

Informasi Sumber Pendanaan Lainnya
Information on Other Sources of Financing

Tabel Sumber Pendanaan Lainnya PT Jasa Marga (Persero) Tbk Tahun 2024
Table of Other Funding Sources of PT Jasa Marga (Persero) Tbk in 2024

No	Uraian Description	Tahun Terbit Issuance Year	Tenor (tahun) Term (Year)	Mata Uang Currency	Nilai (juta) Value (milion)	Tujuan Penerbitan Purpose of Issuance	Keterangan Description
1	Kontrak Investasi Kolektif Dana Investasi Infrastruktur (KIK-DINFRA) Toll Road Mandiri 001 Infrastructure Investment Fund Collective Investment Contract (KIK-DINFRA) Toll Road Mandiri 001	2019	-	Rp	1.303.400	Memperbaiki struktur pemodalan serta menjaga rasio-rasio keuangan Perseroan. Improving capital structure and maintaining the Company's financial ratios.	Pada September 2024, telah dilakukan pembelian kembali atas seluruh unit penyertaan KIK-DINFRA oleh PT Jasamarga Transjawa Tol. In September 2024, PT Jasamarga Transjawa Tol repurchased all participation units of KIK-DINFRA.

Pada tahun 2024, Jasa Marga tidak menerbitkan instrumen pendanaan lainnya.

In 2024, the Company did not issue other funding instruments.



Jalan Tol Semarang-Solo
Semarang-Solo Tollroad

Penghargaan dan Sertifikasi
Awards and Certifications

Penghargaan
Awards





Tabel Daftar Penghargaan yang Diperoleh Perseroan pada Tahun 2024
Table of List of Awards Received by the Company in 2024

No	Nama Acara Event Name	Penghargaan / Kategori Award Category	Penyelenggara Organizer	Lingkup Scope	Tanggal Date
1	Perayaan Hari Ulang Tahun ke 63 PT Jasa Raharja 63rd Anniversary Celebration of PT Jasa Raharja	Kolaboratif dalam Program Edukasi Pengguna Jalan Berkeselamatan Collaborative in Road Safety Education Programs for Road Users	Jasa Raharja	Nasional National	5 Januari 2024 January 5, 2024
2	*Indonesia Green Awards* 2024	• Kategori Pengorganisasian Tanggung Jawab Sosial Perusahaan • Kategori Penyelamatan Sumber Daya Air • Kategori Rekayasa Teknologi dalam Menghemat Energi/ Penggunaan Energi Terbarukan • Category of Corporate Social Responsibility Organization • Category of Water Resource Conservation • Category of Technology Engineering in Energy Conservation/ Renewable Energy Use	La Tofi School of Social Responsibility	Nasional National	17 Januari 2024 January 17, 2024
3	*Enterprise Risk Management Award* VI 2024 (IERMA-VI-2024)	*Gold Award Excellent* untuk kategori *Public Company, Sector Infrastructure, Industry: Transportation Infrastructure* Operator Gold Award Excellent for the category of Public Company, Sector: Infrastructure, Industry: Transportation Infrastructure Operator	Economic Review	Nasional National	18 Januari 2024 January 18, 2024
4	*Best Stock Award* 2024	• Kategori *Mid Cap* Sektor Infrastruktur • Kategori Badan Usaha Milik Negara (BUMN) • Mid Cap Category of Infrastructure Sector • State-Owned Enterprise Category	Investortrust dan/and Infovesta Utama	Nasional National	25 Januari 2024 January 25, 2024
5	Indonesia *Living Legend Awards* 2024	*Living Legend Company in Encouraging Toll Road Connectivity to Increase Revenue Performance* Kategori Silver Living Legend Company in Encouraging Toll Road Connectivity to Increase Revenue Performance - Silver Category	Warta Ekonomi	Nasional National	31 Januari 2024 January 31, 2024
6	*Contact Center Service Excellent Award* (CCSEA) 2024	Peringkat 1 dalam Bidang *Contact Center Public Service* dengan Predikat Sangat Memuaskan Ranked 1st in the Public Service Contact Center category with an "Excellent" rating	Marketing Magazine dan/and Carre-Center for Customer Satisfaction & Loyalty (Carre-CCSL).	Nasional National	28 Februari 2024 February 28, 2024
7	*Customer Gathering* Bio Farma	*Best Corporate Employee Health Investment* 2023	PT Bio Farma (Persero)	Nasional National	6 Maret 2024 March 6, 2024
8	13th Anugerah BUMN Tahun 2024 13th BUMN Award 2024	• Kategori Tata Kelola Perusahaan (*Good Corporate Governance*) Perusahaan Terbaik • Kategori Program Perusahaan Pengembangan UMKM Terbaik • Best Company in Corporate Governance (Good Corporate Governance) Category • Best Company Program in MSME Development Category	Kementerian BUMN Ministry of State-Owned Enterprises	Nasional National	13 Maret 2024 March 13, 2024
9	Indonesia CSR *Excellence Award* (ICEA) 2024	• CSR *Excellence Award* Kategori #Star 4 '*The Best Company in Community Development and The Environment Excellence in For Create Economic Development The Best Integrated* CSR Program' • *Best Leadership Focus on CSR Program* untuk Direktur Human Capital & Transformasi Jasa Marga, Bagus Cahya A.B. atas dedikasinya dalam mendukung penuh implementasi program-program CSR di Perusahaan. • Best Leadership Focus on CSR Program for Bagus Cahya A.B, Director of Human Capital & Transformation at Jasa Marga, in recognition of his dedication to fully supporting the implementation of CSR programs within the Company.	First Indonesia Magazine bersama PT Indonesia Popular Mandiri	Nasional National	20 Maret 2024 March 20, 2024
10	5th *Anniversary Indonesia Best CEO Award* 2024, *Indonesia Popular CEO*, dan/and Indonesia *Public Leader* 2024	*Indonesia Best* 50 *CEO* 2024 (*Employees Choice*)	The Iconomics Media	Nasional National	21 Maret 2024 March 21, 2024
11	Gala *Award* ASEAN *Winner Class - Award Night* 2024 "*Celebrating Excellence*"	*International Golden Award* Kategori "*Golden Company Winner* 2024" *International Golden Award* in "*Golden Company Winner* 2024" category	Achievement Magazine Indonesia	Nasional National	23 Maret 2024 March 23, 2024
12	13th Infobank-Isentia *Digital Brand Recognition* 2023	The 2nd *Best State Owned Enterprise*	Infobank Media Group	Nasional National	1 April 2024 April 1, 2024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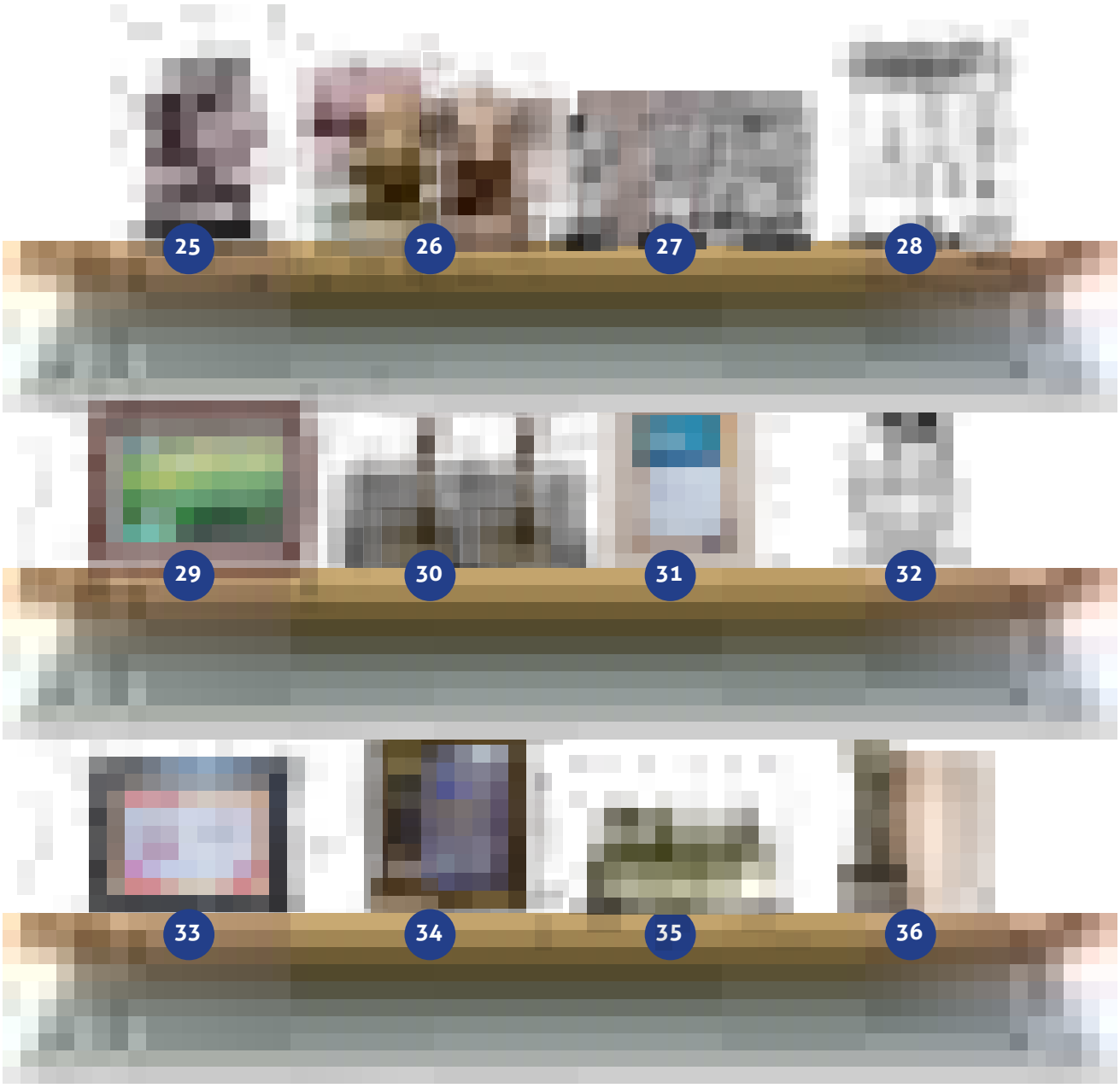
Tabel Daftar Penghargaan yang Diperoleh Perseroan pada Tahun 2024
Table of List of Awards Received by the Company in 2024

No	Nama Acara Event Name	Penghargaan / Kategori Award Category	Penyelenggara Organizer	Lingkup Scope	Tanggal Date
13	6th *Anniversary Indonesia* CSR *Awards* 2024	Indonesia *Best* TJSL *in Toll Road Sector* 2024	The Iconomics	Nasional National	7 Mei 2024 June 7, 2024
14	TOP CSR *Awards* 2024	• TOP CSR *Awards* 2024 *on Star* 5 Predikat *Excellent* untuk Kategori Perusahaan • TOP *Leader on* CSR *Commitment* 2024 untuk Direktur Human Capital & Transformasi Jasa Marga, Bapak Bagus Cahya A.B • TOP CSR Awards 2024 with Star 5 Excellence Rating for the Company Category • TOP Leader on CSR Commitment 2024 for the Director of Human Capital & Transformation of Jasa Marga, Mr. Bagus Cahya A.B.	Majalah Top Business Top Business Magazine	Nasional National	29 Mei 2024 May 29, 2024
15	*Workshop* BUMN AI *Center Excellence*	*Use Case Intelligent Transport System* Jasa Marga	Kementerian BUMN Ministry of State-Owned Enterprises	Nasional National	6 Juni 2024 June 6, 2024
16	Indonesia CSR-SDG-ESG-*Award* - VII - 2024	• *The Best* Indonesia SDG-ESG-*Award*-III-2024 *Sector Infrastructur Operator* • *The Best Commitment Director for* SDG-ESG *Award* III 2024 untuk Direktur Human Capital & Transformasi Jasa Marga, Bagus Cahya A.B dalam Kategori *Public Company* Sektor *Infrastructure Operator* • The Best Commitment Director for SDG-ESG Award III 2024 for Bagus Cahya A.B, Director of Human Capital & Transformation at Jasa Marga, in the category of Public Company, Infrastructure Operator sector.	Economic Review	Nasional National	30 Juni 2024 June 30, 2024
17	TJSL & CSR *Award* 2024 Tahun ke - 4 The 4th TJSL & CSR Award 2024	Pilar Sosial (*Gold*) Bintang 4 4 Stars Social Pillar (Gold)	BUMN Track	Nasional National	30 Juli 2024 July 30, 2024
18	Indonesia's *Top Green Leaders Award* 2024.	*Green Leader for Green Orientation in Fostering Sustainable Operational Activities to Minimize Environmental Impacts* untuk Direktur Utama Jasa Marga, Subakti Syukur Green Leader for Green Orientation in Fostering Sustainable Operational Activities to Minimize Environmental Impacts for the President Director of Jasa Marga, Subakti Syukur	Warta Ekonomi	Nasional National	30 Juli 2024 July 30, 2024
19	Indonesia *Most Acclaimed Companies Awards* 2024	Indonesia *Most Acclaimed Company 2024 with Outstanding Toll Road Service Operation to Achieve Revenue Target* untuk kategori *Infrastructure Services Industry (Toll Road)* Indonesia Most Acclaimed Company 2024 with Outstanding Toll Road Service Operation to Achieve Revenue Target in the Infrastructure Services Industry (Toll Road) category.	Warta Ekonomi	Nasional National	31 Juli 2024 July 31, 2024
20	ESG *Initiative Awards* 2024	Kategori Perusahaan/Company Category: • *Best Biodiversity and Nature Conservation* dengan Predikat 5 *Gold* Best Biodiversity and Nature Conservation with a 5 Gold Rating • *Best Millennial and Gen Z Engagement Leadership* dengan Predikat 4 *Bronze.* Best Millennial and Gen Z Engagement Leadership with a 4 Bronze Rating. Kategori Individu/Individual Category: *Best Leader for* ESG *Initiatives - Environment, Social & Governance Advisor* Jasa Marga, Imad Zaky Mubarak	Business Update	Nasional National	8 Agustus 2024 August 8, 2024
21	5th Indonesia *Public Relations* (PR) *Summit* 2024	Kategori *Toll Operator* Toll Operator Category	The Iconomics	Nasional National	9 Agustus 2024 August 9, 2024
22	*Engineering Network* 2024	• *Continuing Education* dan *Utilization of Consultation Services,* • Penghargaan sebagai Mitra Terbaik FT UI dalam Kategori *Utilization of Consulting Services.* • *Continuing Education* dan *Utilization of Consultation Services,* • Awarded as the best partner by FT UI in the category of Utilization of Consulting Services.	Fakultas Teknik Universitas Indonesia (FT UI) Faculty of Engineering, University of Indonesia	Nasional National	26 Agustus 2024 August 26, 2024
23	GRC & *Performance Excellence Award 2024*	*The Best GRC for Corporate Risk Management* 2024, *The Best Chief Risk Management Officer, The Best Corporate Secretary*	Business News	Nasional National	1 September 2024 September 1, 2024
24	*Most Popular Brand of the year*	Pengembangan Insfrastuktur dan Jasa Kontruksi Development of Infrastructure and Construction Services	Jawa Pos Media	Nasional National	3 September 2024 September 3, 2024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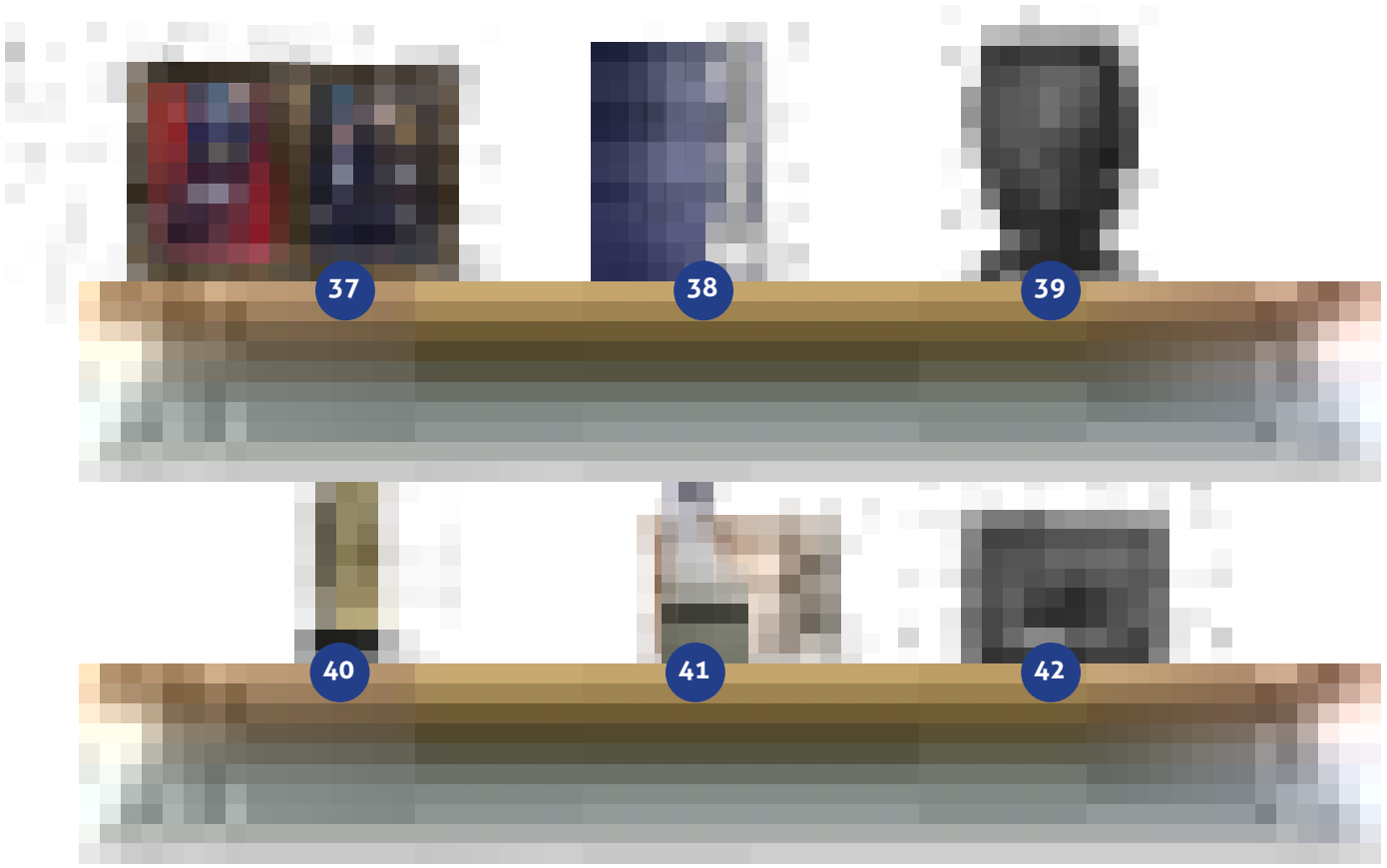
Tabel Daftar Penghargaan yang Diperoleh Perseroan pada Tahun 2024
Table of List of Awards Received by the Company in 2024

No	Nama Acara Event Name	Penghargaan / Kategori Award Category	Penyelenggara Organizer	Lingkup Scope	Tanggal Date
25	Fortune Indonesia 100 Gala 2024	*Most Profitable Companies By Net Profit Margin*	Fortune Indonesia	Nasional National	6 September 2024 September 6, 2024
26	TOP GRC *Awards*	TOP GRC *Awards* 2024 #5 *Star*	Majalah Top Business Majalah Top Business	Nasional National	12 September 2024 September 12, 2024
27	Indonesia QHSE *for Business Sustainability Awards* (IQSA) 2024	• *The Best Company Concerned QHSE* • *The Best QHSE Team* • *The Best Senior Vice President/Vice President For QHSE Excellent*	Business Asia	Nasional National	4 Oktober 2024 October 4, 2024
28	*Annual Report Award* (ARA) 2023	*Annual Report Award* (ARA) 2023 kategori BUMN Non Keuangan Annual Report Award (ARA) 2023 for the Non-Financial SOEs category	PT Bursa Efek Indonesia (BEI) bersama Otoritas Jasa Keuangan (OJK), Kementerian Koordinator Bidang Perekonomian, Kementerian BUMN, Direktorat Jenderal Pajak Kementerian Keuangan, Komite Nasional Kebijakan Governansi, serta Ikatan Akuntan Indonesia (IAI) PT Indonesia Stock Exchange (IDX) in collaboration with Financial Services Authority (OJK), Coordinating Ministry of Economic Affairs, Ministry of State-Owned Enterprise (BUMN), Ministry of Finance Directorate General of Taxation, National Governance Policy Committee, and The Institute of Indonesia Chartered Accountants	Nasional National	7 Oktober 2024 October 7, 2024
29	CSR *Award* 2024	*Special Award*	Investortrust dan/and Infovesta Utama	Nasional National	26 Oktober 2024 October 26, 2024
30	*TOP Human Capital Awards* 2024	• *TOP Human Capital Awards 2024 #5 Star* untuk kategori perusahaan • *The Most Committed Human Capital Leader 2024* yang diberikan kepada Direktur Human Capital & Transformasi Jasa Marga, Bagus Cahya Arinta B	Majalah Top Business	Nasional National	30 Oktober 2024 October 30, 2024
31	*Indonesia Best* BUMN *Awards* 2024	*Best BUMN Awards 2024 for Enhancing Operational Efficiency to Support Service Excellence' untuk kategori Infrastructure Service*	Warta Ekonomi	Nasional National	31 Oktober 2024 October 31, 2024
32	CSA *Awards* 2024	*The Best Infrastructure Sector on the Main Board*	Asosiasi Analis Efek Indonesia (AAEI) dan CSA Community	Nasional National	31 Oktober 2024 October 31, 2024
33	*Most Powerfull Women Awards* 2024	*Indonesia Most Powerful Women 2024 in Enhancing Operational Excellence to Accelerate Decision Making Process*	Herstory	Nasional National	12 November 2024 November 12, 2024
34	BUMN *Branding & Marketing Award* (BBMA) 2024	*Internal Team Dynamics on Innovation Platinum Winner*	BUMN Track	Nasional National	14 November 2024 November 14, 2024
35	TOP CEO Indonesia *Award* 2024	*The Best CEO Initiating Operations of 3 Green Toll Road*	Tempo IDN Financials	Nasional National	15 November 2024 November 15, 2024
36	SNI *Award* 2024	*National Quality Award of Indonesia*	Badan Standarisasi Nasional (BSN)	Nasional National	21 November 2024 November 21, 2024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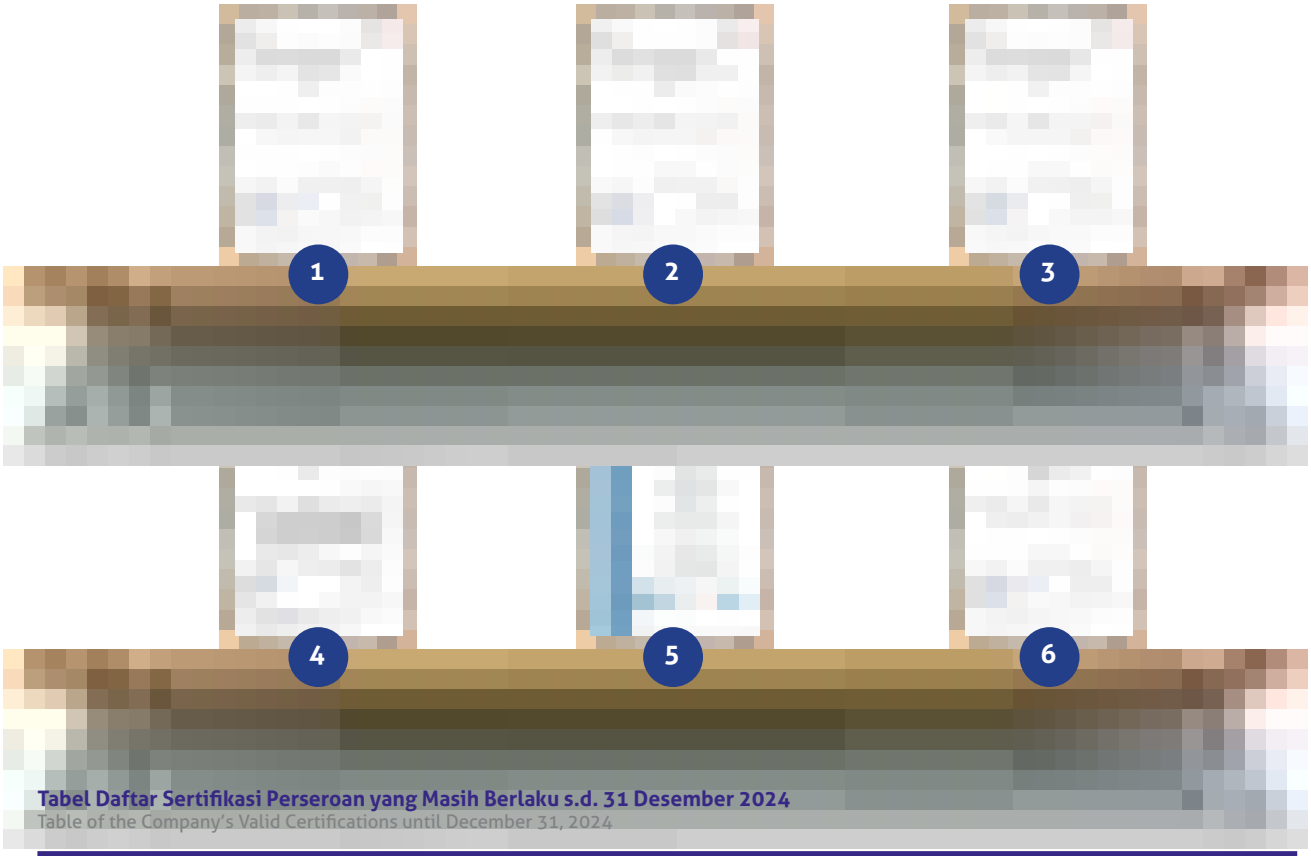
Tabel Daftar Penghargaan yang Diperoleh Perseroan pada Tahun 2024
Table of List of Awards Received by the Company in 2024

No	Nama Acara Event Name	Penghargaan / Kategori Award Category	Penyelenggara Organizer	Lingkup Scope	Tanggal Date
37	Indonesia *Most Trusted Companies Award*	*Most Popular CFO Award 2024*	The Iconomic	Nasional National	21 November 2024 November 21, 2024
38	*15th Indonesian Institute for Corporate Directorship Corporate Governance* (IICD CG) *Award*	*Top 50 Big Capitalization Public Listed Company* dan/and *Best State Owned Enterprises Big Cap*	Investortrust	Nasional National	27 November 2024 November 27, 2024
39	Bisnis Indonesia *Logistic Awards* 2024	Operator Jalan Tol Toll Road Operator	Bisnis Indonesia	Nasional National	2 Desember 2024 December 2, 2024
40	*Elevating Value, Celebrating Excellence*	*Best Assesment Sektor Infrastruktur*	Nusantara TV	Nasional National	4 Desember 2024 December 4, 2024
41	Ajang Anugerah Keterbukaan Informasi Publik 2024 2024 Public Information Disclosure Award	Keterbukaan Informasi Publik Predikat 'Informatif' Public Information Disclosure with 'Informative' Predicate	Komisi Informasi Pusat	Nasional National	17 Desember 2024 December 17, 2024
42	BUMN *Awards*	*Holding* BUMN	Investortrust	Nasional National	19 Desember 2024 December 19, 2024

Sertifikasi
Certifications



Tabel Daftar Sertifikasi Perseroan yang Masih Berlaku s.d. 31 Desember 2024
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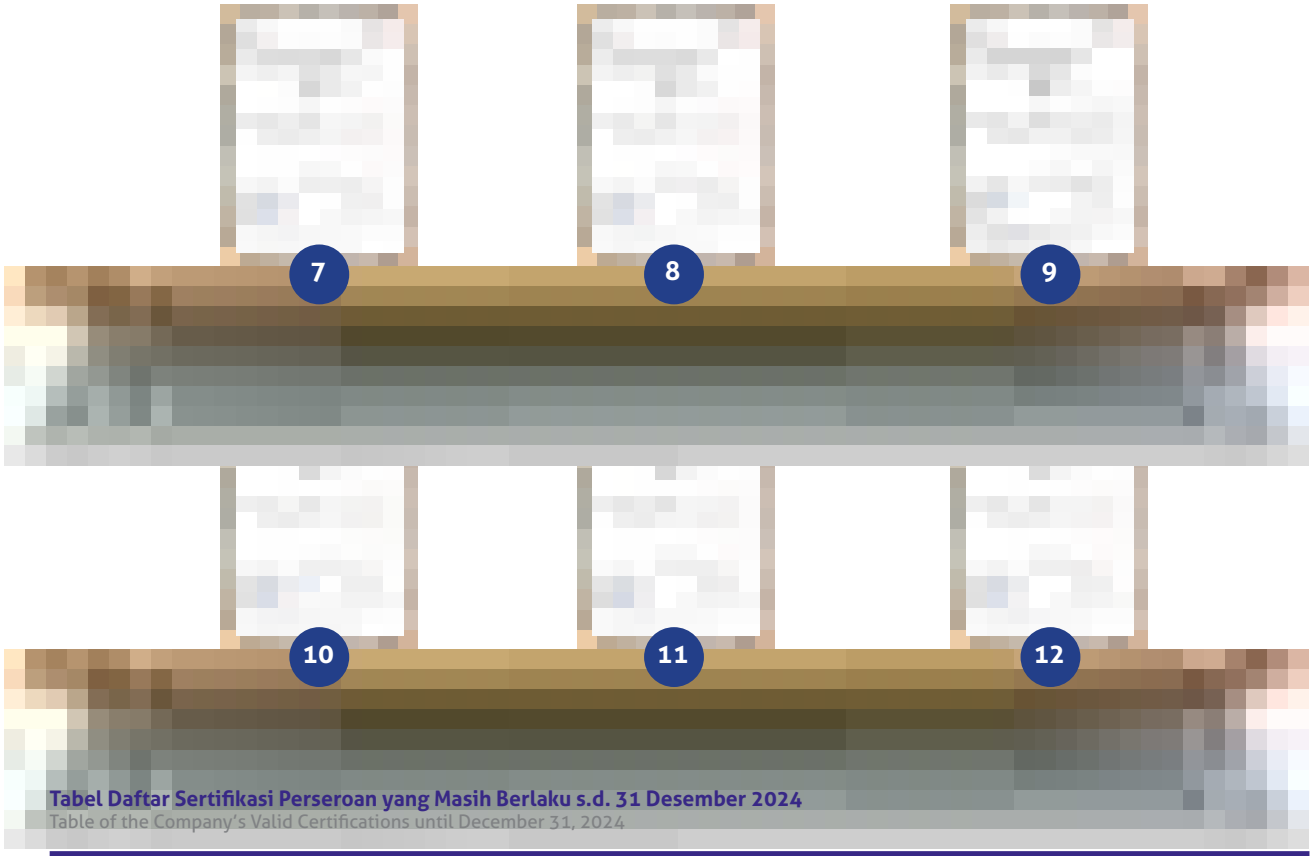
No	Lingkup Sertifkasi Certification Scope	ISO/OHSAS	Masa Berlaku Valid Period		Lembaga Sertifikasi yang Memberikan Certification Provider
			Mulai From	Berakhir To	
1	Kantor Pusat PT Jasa Marga (Persero) Tbk Head Office of PT Jasa Marga (Persero) Tbk	*Quality Management System* – ISO 9001:2015	27 Desember 2022 December 27, 2022	26 Desember 2026 December 26, 2026	PT BSI Group Indonesia
2	Kantor Pusat PT Jasa Marga (Persero) Tbk Head Office of PT Jasa Marga (Persero) Tbk	*Occupational Health & Safety Management System* – ISO 45001:2018	27 Desember 2022 December 27, 2022	26 Desember 2026 December 27, 2026	PT BSI Group Indonesia
3	Kantor Pusat PT Jasa Marga (Persero) Tbk Head Office of PT Jasa Marga (Persero) Tbk	*Environmental Management System* – ISO 14001:2015	27 Desember 2022 December 27, 2022	26 Desember 2026 December 27, 2026	PT BSI Group Indonesia
4	Kantor Pusat PT Jasa Marga (Persero) Tbk Head Office of PT Jasa Marga (Persero) Tbk	*Anti-Bribery Management System* - ISO 37001:2016	6 Desember 2020 December 6, 2020	5 Desember 2026 December 5, 2026	PT BSI Group Indonesia
5	*Data Center* Kantor Pusat PT Jasa Marga (Persero) Tbk Data Centre of Head Office of PT Jasa Marga (Persero) Tbk	*Information Secutiry Management System* - ISO/IEC 27001:2022	4 Juni 2024 June 4, 2024	3 Juni 2027 June 3, 2027	PT TÜV SÜD Indonesia
6	Kantor Pusat Jasamarga Nusantara Tollroad Regional Division PT Jasa Marga (Persero) Tbk Head Office of Jasamarga Nusantara Tollroad Regional Division of PT Jasa Marga (Persero) Tbk	*Quality Management System* – ISO 9001:2015	1 September 2022 September 1, 2022	31 Agustus 2025 August 31, 2025	PT BSI Group Indonesia





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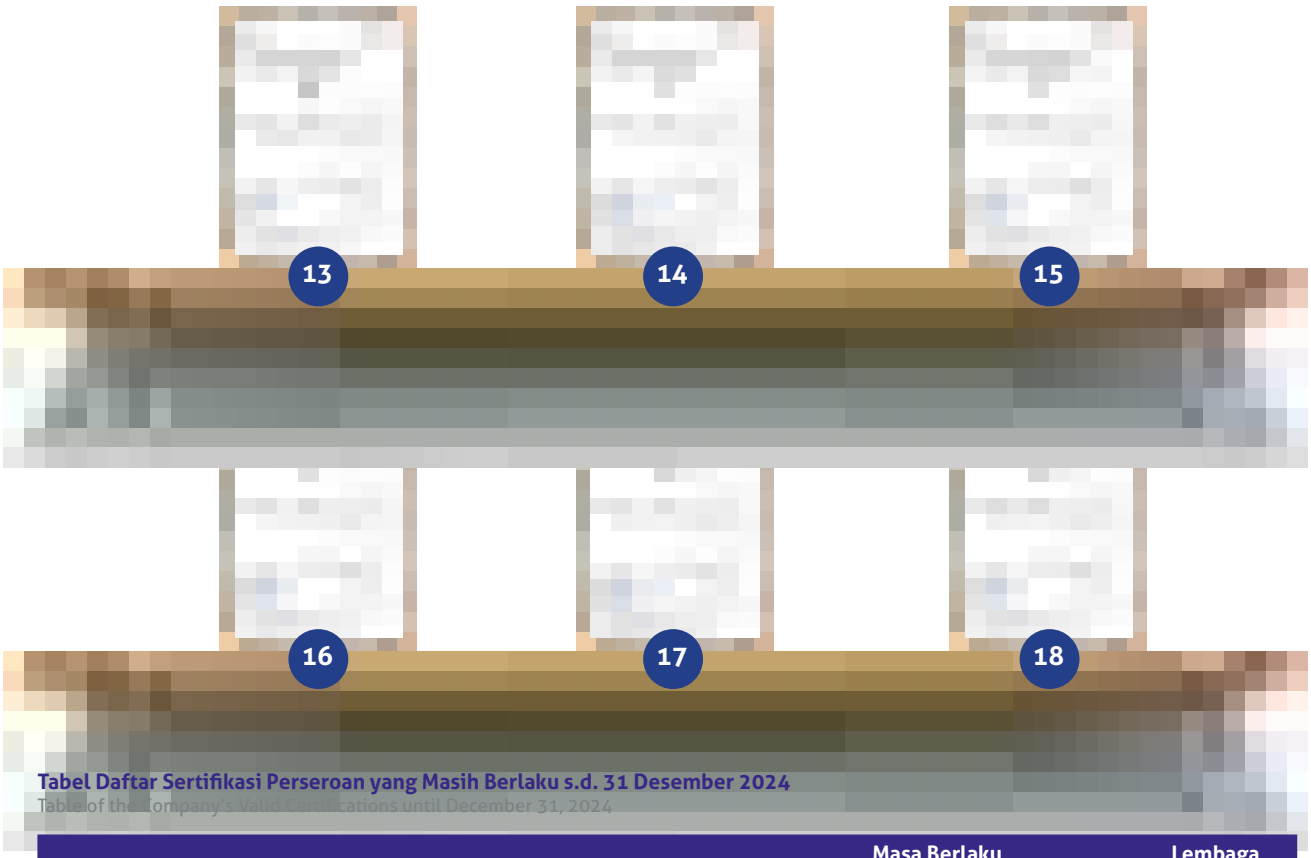
7	Kantor Pusat Jasamarga Nusantara Tollroad Regional Division PT Jasa Marga (Persero) Tbk Head Office of Jasamarga Nusantara Tollroad Regional Division of PT Jasa Marga (Persero) Tbk	*Occupational Health & Safety Management System* – ISO 45001:2018	1 September 2022 September 1, 2022	31 Agustus 2025 August 31, 2025	PT BSI Group Indonesia
8	Kantor Pusat Jasamarga Nusantara Tollroad Regional Division PT Jasa Marga (Persero) Tbk Head Office of Jasamarga Nusantara Tollroad Regional Division of PT Jasa Marga (Persero) Tbk	*Environmental Management System* – ISO 14001:2015	1 September 2022 September 1, 2022	31 Agustus 2025 August 31, 2025	PT BSI Group Indonesia
9	Kantor Pusat Jasamarga Nusantara Tollroad Regional Division PT Jasa Marga (Persero) Tbk Head Office of Jasamarga Nusantara Tollroad Regional Division of PT Jasa Marga (Persero) Tbk	*Anti-Bribery Management System* - ISO 37001:2016	27 Januari 2023 Januari 27, 2023	26 Januari 2026 Januari 26, 2026	PT BSI Group Indonesia
10	Kantor Pusat Jasamarga Metropolitan Tollroad Regional Division PT Jasa Marga (Persero) Tbk Head Office of Jasamarga Metropolitan Tollroad Regional Division of PT Jasa Marga (Persero) Tbk	*Quality Management System* – ISO 9001:2015	1 November 2022 November 1, 2022	31 Oktober 2025 October 31, 2025	PT BSI Group Indonesia
11	Kantor Pusat Jasamarga Metropolitan Tollroad Regional Division PT Jasa Marga (Persero) Tbk Head Office of Jasamarga Metropolitan Tollroad Regional Division of PT Jasa Marga (Persero) Tbk	*Occupational Health & Safety Management System* – ISO 45001:2018	1 November 2022 November 1, 2022	31 Oktober 2025 October 31, 2025	PT BSI Group Indonesia
12	Kantor Pusat Jasamarga Metropolitan Tollroad Regional Division PT Jasa Marga (Persero) Tbk Head Office of Jasamarga Metropolitan Tollroad Regional Division of PT Jasa Marga (Persero) Tbk	*Environmental Management System* – ISO 14001:2015	2 November 2022 November 2, 2022	31 Oktober 2025 October 31, 2025	PT BSI Group Indonesia



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			Mulai From	Berakhir To	
13	Kantor Pusat Jasamarga Metropolitan Tollroad Regional Division PT Jasa Marga (Persero) Tbk Head Office of Jasamarga Metropolitan Tollroad Regional Division of PT Jasa Marga (Persero) Tbk	*Anti-Bribery Management System* - ISO 37001:2016	27 Januari 2023 Januari 27, 2023	26 Januari 2026 Januari 26, 2026	PT BSI Group Indonesia
14	Kantor Pusat PT Jasamarga Transjawa Tol Head Office of PT Jasamarga Transjawa Tol	*Quality Management System* – ISO 9001:2015	30 Desember 2022 December 30, 2022	29 Desember 2025 December 29, 2025	PT BSI Group Indonesia
15	Kantor Pusat PT Jasamarga Transjawa Tol Head Office of PT Jasamarga Transjawa Tol	*Occupational Health & Safety Management System* – ISO 45001:2018	30 Desember 2022 December 30, 2022	29 Desember 2025 December 29, 2025	PT BSI Group Indonesia
16	Kantor Pusat PT Jasamarga Transjawa Tol Head Office of PT Jasamarga Transjawa Tol	*Environmental Management System* – ISO 14001:2015	30 Desember 2022 December 30, 2022	29 Desember 2025 December 29, 2025	PT BSI Group Indonesia
17	Kantor Pusat PT Jasamarga Tollroad Operator Head Office of 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
18	Kantor Pusat PT Jasamarga Tollroad Operator Head Office of 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





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			Mulai From	Berakhir To	
19	PT Jasa Marga (Persero) Tbk	Sertifikat INDI 4.0 dengan Nilai 3.10 tentang Standarisasi dan Kebijakan Jasa Industri INDI 4.0 Certificate with a Score of 3.10 on Industrial Service Standardization and Policy	13 Juni 2022 June 13, 2022	13 Juni 2025 June 13, 2025	Kementerian Perindustrian Ministry of Industry
20	Ruas Jalan Tol Gempol – Pandaan PT Jasamarga Pandaan Tol Gempol – Pandaan Toll Road Section of PT Jasamarga Pandaan Tol	*Green Toll Road Indonesia* Kategori Eksisting V.1.1 Predikat *Gold* Green Toll Road Indonesia Existing Category V.1.1 Gold Predicate	11 Februari 2023 February 11, 2023	11 Februari 2025 February 11, 2025	Green Product Council Indonesia
21	Ruas Jalan Tol Pandaan – Malang PT Jasamarga Pandaan Malang Pandaan – Malang Toll Road of PT Jasamarga Pandaan Malang	*Green Toll Road Indonesia* Kategori Eksisting V.1.1 Predikat *Gold* Green Toll Road Indonesia Existing Category V.1.1 Gold Predicate	11 Februari 2023 February 11, 2023	11 Februari 2025 February 11, 2025	Green Product Council Indonesia
22	Ruas Jalan Tol Ngurah Rai – Nusa Dua – Benoa PT Jasamarga Bali Tol Ngurah Rai – Nusa Dua – Benoa Toll Road of PT Jasamarga Bali Tol	*Green Toll Road Indonesia* Kategori Eksisting V.1.1 Predikat *Gold* Green Toll Road Indonesia Existing Category V.1.1 Gold Predicate	6 Oktober 2024 October 6, 2024	6 Oktober 2026 October 6, 2026	Green Product Council Indonesia
23	Kantor Pengelola PT Jasamarga Ngawi Kertosono Kediri Management Office of PT Jasamarga Ngawi Kertosono Kediri	*Greenship New Building V.1.2* Predikat *Silver* Greenship New Building V.1.2 Silver Predicate	15 Maret 2023 March 15, 2023	15 Maret 2026 March 15, 2026	Green Building Council Indonesia

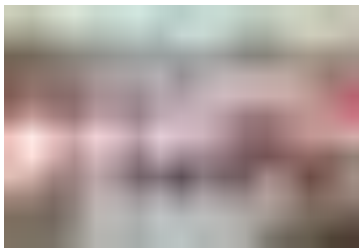
Peristiwa Penting 2024
Event Highlights 2024

01



2 Januari
January, 2

Jasa Marga Salurkan Bantuan untuk Masyarakat Terdampak Gempa Bumi di Sumedang.
Jasa Marga Provided Aid to Communities Affected by the Earthquake in Sumedang.



8 Januari
January, 8

Jalan Tol Serpong-Cinere Seksi 2 Ruas Pamulang-Cinere Sepanjang 3,64 Km Diresmikan oleh Presiden Republik Indonesia Joko Widodo.
The Serpong-Cinere Toll Road Section 2, Pamulang-Cinere Segment, Spanning 3.64 Km, Officially Opened by President Joko Widodo.



16 Januari
January, 16

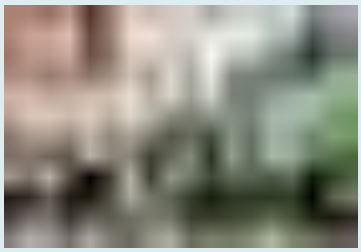
Jasa Marga Gelar Seremoni Bulan K3 Nasional: Seminar Keselamatan Konstruksi dan Kesehatan serta Apresiasi K3 dalam Rangka Peringatan Bulan K3 Nasional.
Jasa Marga Held National OSH Month Ceremony: Construction Safety and Health Seminar and OSH Appreciation in Commemoration of National Occupational Safety and Health.

02



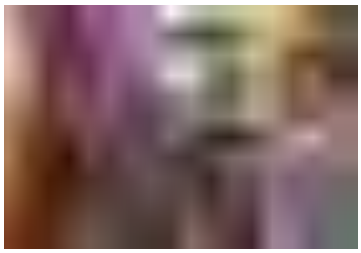
7 Februari
February, 7

Jasa Marga Kembali Gelar *Roadster Rescue Competition* 2024 dalam Rangka HUT Ke-46 Jasa Marga.
Jasa Marga Held the 2024 Roadster Rescue Competition to Celebrate its 46th Anniversary.



18 Februari
February, 18

Jasa Marga Berpartisipasi dalam Gerakan Penanaman 100.000 Bibit Pohon dalam Rangka Hari Pers Nasional Berkolaborasi dengan Kementerian BUMN.
Jasa Marga Participated in the Planting of 100,000 Tree Seedlings Movement in Collaboration with the Ministry of SOEs to Commemorate National Press Day.



29 Februari
February, 29

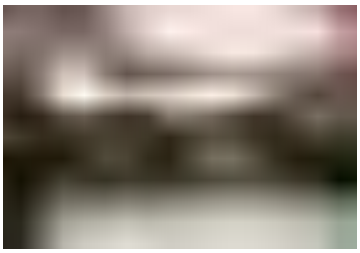
Jasa Marga Gandeng Tiga UMK Mitra Binaan untuk Berpartisipasi dalam Ajang Inacraft 2024.
Jasa Marga Partnered with Three Fostered MSMEs to Participate in the 2024 Inacraft Event.

03



1 Maret
March, 1

Peluncuran Jasa Marga AKHLAK *Space*.
Jasa Marga AKHLAK Space Launching.



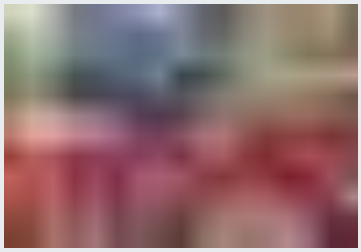
5 Maret
March, 5

Komitmen Lakukan Pengembangan dan Penguatan Tata Kelola Perusahaan, Jasa Marga Jalin Kerja Sama dengan Badan Pengawasan Keuangan dan Pembangunan.
Commitment to Develop and Strengthen Corporate Governance, Jasa Marga Collaborates with the Financial and Development Supervisory Agency.



8 Maret
March, 8

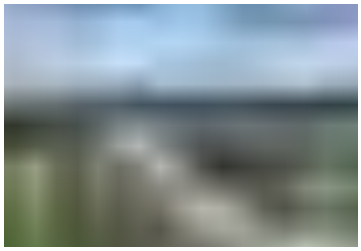
Jasa Marga Meraih 3 Penghargaan di BCOMMS 2024 Karena Jalankan Komunikasi Korporasi yang Efektif serta Program Keberlanjutan yang Tepat Sasaran.
Jasa Marga Won 3 Awards at BCOMMS 2024 for Effective Corporate Communication and Targeted Sustainability Programs.



27 Maret
March, 27

Jasa Marga Lakukan Penyaluran 6.000 Paket Sembako dan 4.000 Paket Takjil Program Budaya Kita Berbagi (BUKBER).
Jasa Marga Distributed 6,000 Basic Food Packages and 4,000 Takjil Packages Through the "Budaya Kita Berbagi" (BUKBER) Program.

04



3 April
April, 3

Pengoperasian Jalan Tol Fungsional Jogja-Solo Seksi I Kartasura-Klaten.
Operationalization of the Functional Jogja-Solo Toll Road Section I Kartasura-Klaten.



24 April
April, 24

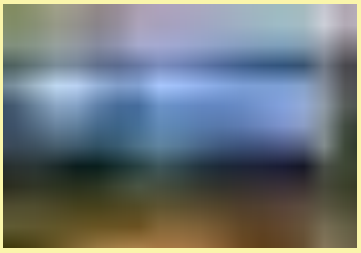
Jasa Marga *Launching* Program *Whistleblowing System* (WBS) Terintegrasi Kerja Sama dengan KPK.
Jasa Marga Launched an Integrated Whistleblowing System (WBS) Program in Collaboration with the Corruption Eradication Commission (KPK).



25 April
April, 25

Mahasiswa Fakultas Ilmu Administrasi (FIA) Universitas Indonesia Gelar *Company Visit* ke Jasamarga Tollroad Command Center (JMTC) untuk Kenali Proses Bisnis dan Digitalisasi Layanan Operasional Jasa Marga.
Faculty of Administrative Sciences (FIA), University of Indonesia Students Conducted Company Visit to Jasa Marga Toll Road Command Center to Learn About Business Processes and Service Digitalization at Jasa Marga.

05



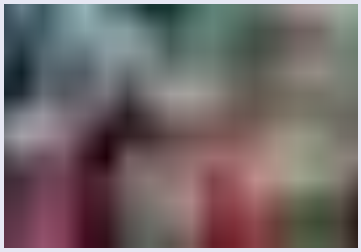
8 Mei
May, 8

Jasa Marga Gelar Rapat Umum Pemegang Saham Tahunan (RUPST), Laporkan Pencapaian Kinerja Positif Tahun 2023.
Jasa Marga Held Annual General Meeting of Shareholders to Report Positive Performance Achievements in 2023



14 Mei
May, 14

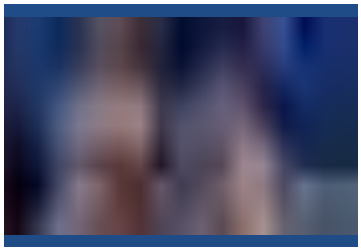
Jasa Marga dan Fordigi BUMN Gelar Sosialisasi Implementasi Undang-Undang (UU) Pelindungan Data Pribadi untuk Perkuat Sistem Keamanan Data Pribadi di Perseroan.
Jasa Marga and Fordigi BUMN Conducted Dissemination on the Implementation of the Personal Data Protection Law to Strengthen Personal Data Security Systems in the Company.



29 Mei
May, 29

Jasa Marga Berpartisipasi dalam Forum *Intelligent Transport System* (ITS) Asia-Pasifik Ke-19 Tahun 2024.
Jasa Marga Participated in the 19th Asia-Pacific Intelligent Transport System (ITS) Forum 2024.

06



6 Juni
June, 6

Use Case Intelligent Transport System Jasa Marga Terpilih dalam Acara *Workshop* BUMN *Artificial Intelligence Center of Excellence*.
Jasa Marga's Intelligent Transport System Use Case Selected at the BUMN AI Center of Excellence Workshop.



13 Juni
June, 13

Jasa Marga dan LPPOM MUI Bersinergi Tingkatkan Mutu Produk UMK Mitra Binaan melalui Sertifikasi Halal di *Rest Area* KM 519A Jalan Tol Solo-Ngawi.
Jasa Marga and LPPOM MUI Collaborated to Improve the Quality of Products from Partnered MSMEs through Halal Certification at the Rest Area KM 519A of the Solo-Ngawi Toll Road.



21 Juni
June, 21

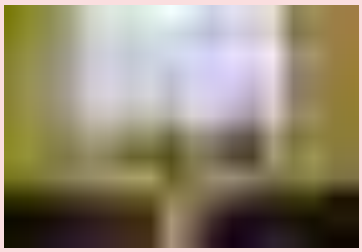
Jasa Marga masuk Perusahaan Terbaik Versi *Top 500 Fortune Southeast Asia* tahun 2024.
Jasa Marga has been included in the 2024 edition of the Fortune Top 500 Best Companies in Southeast Asia.

07



5 Juli
July, 5

Jasa Marga Selenggarakan AKHLAK Festival Peringati 4 Tahun Implementasi AKHLAK.
Jasa Marga held the AKHLAK Festival to celebrate the 4th anniversary of AKHLAK implementation.



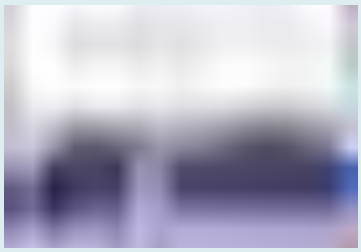
8 Juli
July, 8

Jasa Marga Menandatangani Perjanjian Jual Beli untuk Pembelian 10% Saham Milik Synergy Quest International Limited (SQIL) di PT Jasamarga Kunciran Cengkareng (JKC).
Jasa Marga signed a Sales Purchase Agreement for the acquisition of 10% of SQIL's shares at PT Jasamarga Kunciran Cengkareng.



11 Juli
July, 11

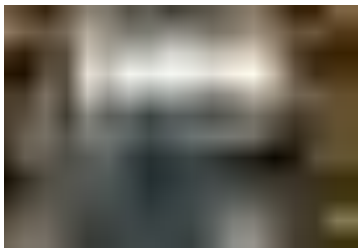
Jasa Marga Raih Penghargaan dari Kementerian Perhubungan atas Peran Aktif dalam Penyelenggaraan Angkutan Lebaran 2024.
Jasa Marga won an award from the Ministry of Transportation for its active role in organizing the 2024 Eid transportation services.



30 Juli
July, 30

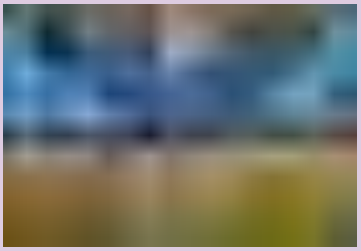
Jasa Marga Gelar *Executive Risk Summit* 2024 untuk Dorong Implementasi Manajemen Risiko yang Komprehensif dan Efektif.
Jasa Marga held the Executive Risk Summit 2024 to encourage the implementation of comprehensive and effective risk management.

08



9 Agustus
August, 9

Jasa Marga dan DJP Kemenkeu Gelar *Focus Group Discussion* (FGD) untuk Dorong Ketaatan Pajak dan Optimalkan Kebijakan Fiskal di Sektor Jalan Tol.
Jasa Marga and the Directorate General of Taxes (DJP) of the Ministry of Finance held a Focus Group Discussion (FGD) to encourage tax compliance and optimize fiscal policies in the toll road sector.



28 Agustus
August, 28

Jasa Marga Paparkan Peningkatan Kinerja Positif hingga Semester I Tahun 2024 dalam *Pubex Live* 2024.
Jasa Marga presented positive performance improvements for the first half of 2024 in Pubex Live 2024.

09



5 September
September, 5

Konsisten Implementasikan *Good Corporate Governance*, Jasa Marga Gelar *Kick Off Meeting* Penyusunan Pedoman *Anti Fraud* dan Seminar Strategi *Anti Fraud*.
Consistently implementing Good Corporate Governance, Jasa Marga held the Guideline Creation of Anti Fraud and Anti Fraud Seminar Strategy Kick Off Meeting.



19 September
September, 19

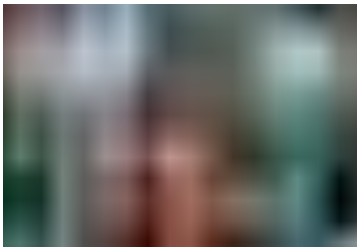
Peresmian Jalan Tol Solo-Yogyakarta-NYIA Kulon Progo Seksi I Kartasura-Klaten oleh Presiden RI Joko Widodo.
Inauguration of the Solo-Yogyakarta-NYIA Kulon Progo Toll Road Section I Kartasura-Klaten by President Joko Widodo.



27 September
September, 27

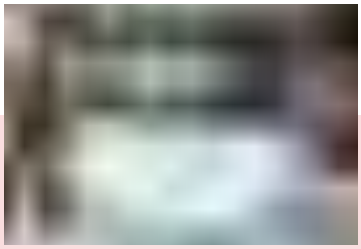
Penandatangan Akta Jual Beli Saham dan Akta Penerbitan Saham Baru PT Jasamarga Transjawa Tol dengan *Strategic Partner.*
Signing of the Sales Purchase Agreement (SPA) of PT Jasamarga Transjawa Tol with a Strategic Partner.

10



9 Oktober
October, 9

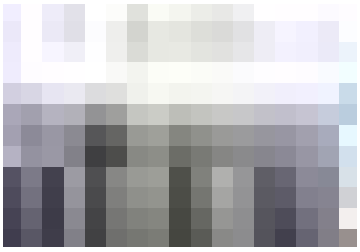
Jasa Marga Meraih Penghargaan dalam Ajang *Annual Report Award* 2023 Kategori BUMN Non Keuangan.
Jasa Marga Won an Award at the Annual Report Award 2023 in the Non-Financial SOE.



25 Oktober
October, 25

Dukung Pengelolaan Sampah Ramah Lingkungan, Jasa Marga Berikan Bantuan Mesin Komposter di *Rest Area* KM 88 A dan 88 B Ruas Tol Cipularang.
Supporting Environmentally Friendly Waste Management, Jasa Marga Provides Composting Machine Assistance at Rest Areas KM 88 A and 88 B on the Cipularang Toll Road.

11



19 November
November, 19

Jasa Marga Selenggarakan Acara *Road Safety Rangers* 2024 untuk Tingkatkan Kesadaran Keselamatan Berkendara Kepada Generasi Muda.
Jasa Marga Organizes Road Safety Rangers 2024 to Raise Awareness of Driving Safety Among the Younger Generation.



25 November
November, 25

Jasa Marga Tambah Fasilitas di *Rest Area* untuk Tingkatkan Pelayanan Kepada Pengguna Jalan Tol.
Jasa Marga Enhances Rest Area Facilities to Improve Service for Toll Road Users.



30 November
November, 30

Jasa Marga Tanam 2.500 Bibit Pohon untuk Lingkungan Berkelanjutan.
Jasa Marga Plants 2,500 Tree Saplings for a Sustainable Environment.

12



13 Desember
December, 13

Jasa Marga Siapkan Jalur Fungsional Jalan Tol Solo-Yogyakarta-NYIA Kulon Progo Segmen Klaten-Prambanan dan Jalan Tol Probolinggo-Banyuwangi Segmen Gending-Kraksaan untuk Dukung Pelayanan Libur Natal 2024 dan Tahun Baru 2025.
Jasa Marga Prepares Functional Lanes for the Solo-Yogyakarta-NYIA Kulon Progo Toll Road Section of Klaten-Prambanan and the Probolinggo-Banyuwangi Toll Road Section of Gending-Kraksaan to Support Christmas 2024 and New Year 2025 Holiday Services.



13 Desember
December, 13

Gelar *Kick Off*, Jasa Marga Siap Siagakan Petugas, Armada, dan Layanan Operasional Sambut Libur Natal 2024 dan Tahun Baru 2025.
Kick-Off Held, Jasa Marga Ready to Deploy Personnel, Fleets, and Operational Services to Welcome the 2024 Christmas and 2025 New Year Holidays.



19 Desember
December, 19

Perseroan melalui PT Jasamarga Akses Patimban (JAP) memperoleh fasilitas kredit investasi senilai Rp3,96 triliun dari Bank BCA dan PT Sarana Multi Infrastruktur (SMI) (Persero) untuk pembangunan Jalan Tol Akses Patimban, khususnya pada Seksi 1 *Junction* Cipendeuy-Simpang Susun (SS) Cipendeuy dan Seksi 2 SS Cipendeuy-SS Pasir Bungur dengan total panjang 14,11 km.
The Company, through PT Jasamarga Akses Patimban (JAP), has obtained an investment credit facility worth IDR 3.96 trillion from Bank BCA and PT Sarana Multi Infrastruktur (SMI) (Persero) for the development of the Patimban Access Toll Road, particularly for Section 1 (Junction Cipendeuy – Cipendeuy Interchange) and Section 2 (Cipendeuy Interchange – Pasir Bungur Interchange), with a total length of 14.11 km.

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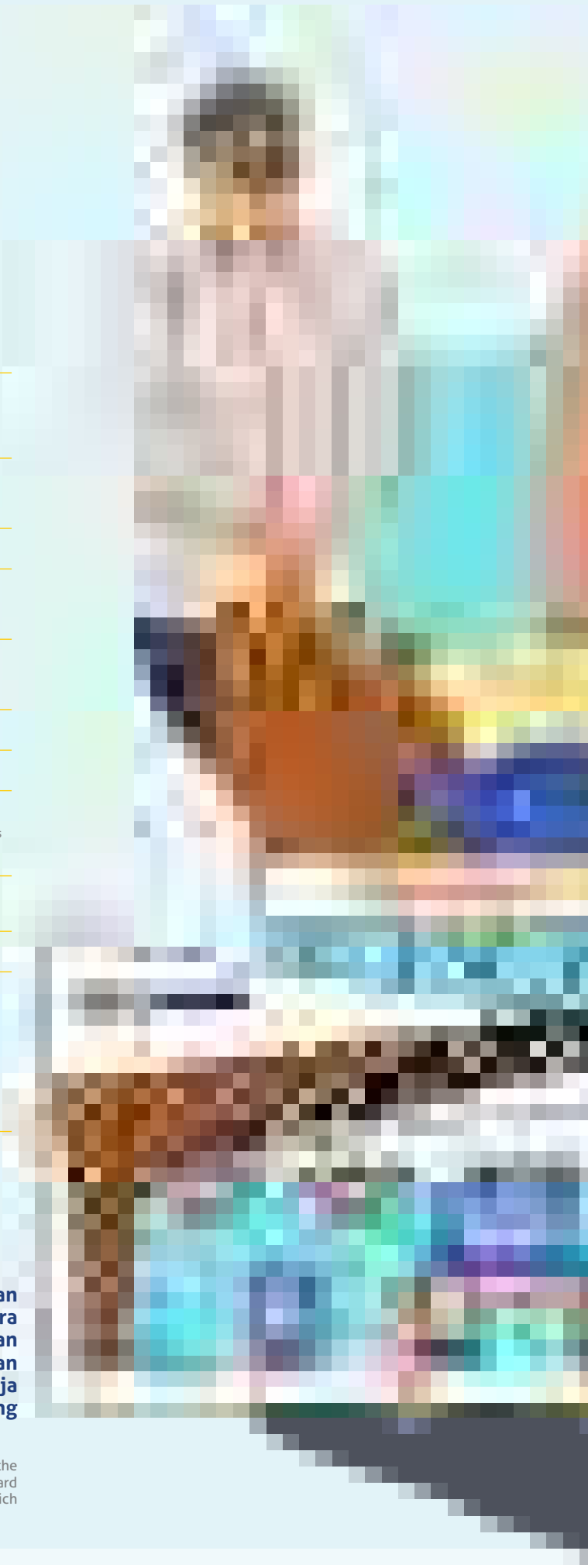


Salah satu bentuk implementasi GCG yang diterapkan Perseroan adalah kolaborasi yang harmonis antara Dewan Komisaris dan Direksi untuk memastikan terciptanya pengawasan yang ketat dan keputusan yang tepat, yang pada akhirnya mendorong kinerja yang optimal dan pertumbuhan Perseroan yang berkelanjutan

One of the corporate governance practices implemented by the Company is the harmonious collaboration between the Board of Commissioners and the Board of Directors to ensures effective oversight and informed decision-making, which ultimately drives sustainable growth and optimal company performance.



Laporan Dewan Komisaris
Board of Commissioners' Report

Dewan Komisaris memberikan apresiasi yang tinggi atas langkah-langkah strategis yang telah dilakukan sepanjang tahun 2024 oleh Direksi. Di antaranya adalah pembaruan visi dan misi Perseroan untuk menegaskan komitmen dalam beradaptasi dengan perubahan lingkungan bisnis.

The Board of Commissioners highly appreciates the strategic steps taken throughout 2024 by the Board of Directors. Among these is the update of the Company's vision and mission to reaffirm its commitment to adapting to changes in the business environment.

Para Pemegang Saham yang terhormat dan Para Pemangku Kepentingan yang kami hargai,

Mewakili Dewan Komisaris, pertama-tama kami mengucap puji serta syukur kepada Allah SWT atas perlindungan-Nya sehingga PT Jasa Marga (Persero) Tbk mampu menutup tahun 2024 dengan pencapaian yang positif. Melalui laporan ini, perkenankan kami selaku Dewan Komisaris menyampaikan laporan tugas pengawasan yang kami lakukan secara independen, cermat dan sesuai dengan prinsi-pprinsip Tata Kelola Perusahaan yang Baik *(Good Corporate Governance/* GCG) atas pengelolaan Perseroan yang dilakukan oleh Direksi sepanjang tahun 2024 dalam mencapai sasaran Rencana Kerja Anggaran Perusahaan (RKAP) 2024 yang sejalan dengan sasaran-sasaran utama dalam Rencana Jangka Panjang Perusahaan (RJPP) 2021-2025. Laporan ini merupakan bentuk akuntabilitas Dewan Komisaris Perseroan dalam menjalankan fungsi dan perannya yang akan memperkuat daya saing Perseroan guna menjaga keberlanjutan bisnisnya.

Dear honorable Shareholders and Stakeholders,

On behalf of the Board of Commissioners, first and foremost, we would like to express our praise and gratitude to Allah SWT for His protection, allowing PT Jasa Marga (Persero) Tbk to close the year 2024 with positive achievements. Through this report, we, as the Board of Commissioners, would like to present an independent, thorough, and diligent supervisory report, in line with the principles of Good Corporate Governance (GCG), regarding the management of the Company by the Board of Directors throughout 2024 in achieving the targets of the 2024 Corporate Budget Work Plan (RKAP), which are in line with the main objectives of the Company's Long-Term Plan (RJPP) for 2021-2025. This report serves as a form of accountability from the Board of Commissioners in carrying out its functions and roles, which will strengthen the Company's competitiveness in maintaining the sustainability of its business.



Mohammad Zainal Fatah
Komisaris Utama
President Commissioner

Dewan Komisaris berfungsi sebagai pengawas dan penasihat yang kritis, memberikan dukungan kepada Direksi dalam proses pengambilan keputusan strategis. Dewan Komisaris berupaya untuk menyeimbangkan pertimbangan antara aspek komersial dan pertumbuhan bisnis, sekaligus memastikan bahwa penerapan GCG senantiasa diutamakan.

The Board of Commissioners serves as a critical supervisory and advisory body, supporting the Board of Directors in strategic decision-making processes. The Board of Commissioners seeks to balance considerations between commercial aspects and business growth while ensuring that the implementation of GCG is always prioritized.

Penilaian terhadap Kinerja Direksi Mengenai Pengelolaan Perseroan

Pada tahun 2024, Dewan Komisaris menyadari bahwa tantangan yang dihadapi Perseroan semakin dinamis dan kompleks. Lingkungan bisnis yang terus berubah menuntut Perseroan untuk menyesuaikan kembali strategi ke depan agar tetap relevan di tengah perubahan. Hal ini mencakup tantangan dari aspek regulasi, persaingan di pasar, serta perubahan dalam kebutuhan dan preferensi masyarakat. Dewan Komisaris percaya bahwa keberhasilan Perseroan dalam merespons tantangan tersebut tidak hanya akan mengamankan posisi pasar, tetapi juga mendukung pertumbuhan berkelanjutan dalam jangka panjang.

Assessment of the Board of Directors' Performance in Company Management

In 2024, the Board of Commissioners recognized that the challenges faced by the Company have become increasingly dynamic and complex. The constantly changing business environment demands that the Company adjust its strategies to remain relevant amidst these changes. This includes challenges related to regulations, market competition, as well as shifts in public needs and preferences. The Board of Commissioners believes that the Company's success in responding to these challenges will not only secure its market position but also support sustainable long-term growth.

Menyikapi tantangan tersebut, Dewan Komisaris memberikan apresiasi yang tinggi atas langkah-langkah strategis yang diambil oleh Direksi. Di antaranya adalah perumusan kembali visi dan misi Perseroan, yang bertujuan untuk menyelaraskan tujuan Perseroan dengan kondisi pasar yang ada. Langkah ini, ditambah dengan aksi-aksi korporasi yang sejalan dengan RJPP 2025-2029, memberikan landasan yang kokoh untuk pertumbuhan yang lebih baik. Dengan adanya penyesuaian Visi dan Misi tersebut, Perseroan tidak hanya mampu bertahan, tetapi juga memanfaatkan peluang yang ada untuk mencapai tujuan yang lebih tinggi lagi.

In response to these challenges, the Board of Commissioners highly appreciates the strategic steps taken by the Board of Directors. These include the revision of the Company's vision and mission, aimed at aligning the Company's goals with the prevailing market conditions. This, along with corporate actions in line with the Company's Long-Term Corporate Plan (RJPP) 2025-2029, provides a solid foundation for better growth. With the adjustment of the vision and mission, the Company is not only able to survive but also seize available opportunities to achieve higher objectives.

Dalam penilaian kinerja Direksi, Dewan Komisaris melakukan evaluasi secara berkala atas Laporan Manajemen Triwulanan. Evaluasi tersebut mencakup penilaian terhadap kepatuhan Direksi dalam menjalankan pengelolaan Perseroan sesuai dengan RKAP dan RJPP yang telah ditetapkan. Selain itu, Dewan Komisaris juga menilai kemampuan 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.

In evaluating the performance of the Board of Directors, the Board of Commissioners conducts regular assessments based on the Quarterly Management Reports. This evaluation includes an assessment of the Board of Directors' compliance with managing the Company under the established Work Plan and Budget (RKAP) and the RJPP. Furthermore, the Board of Commissioners also evaluates the Board of Directors' ability to follow up on decisions made during Board of Commissioners' meetings as well as coordination meetings between the Board of Commissioners and the Board of Directors. Follow-up actions on recommendations provided by external auditors are also an important part of this evaluation, ensuring that every step taken aligns with applicable regulations and provisions.

Dewan Komisaris berkomitmen untuk menilai kinerja Direksi secara objektif dan adil, dengan mengacu pada berbagai indikator kinerja, salah satunya adalah perolehan Laba Inti *(Core Profit)* Perseroan pada tahun 2024 sebesar Rp3,7 triliun, meningkat 36,0% dibandingkan dengan tahun 2023. Hasil penilaian menunjukkan bahwa Direksi telah menjalankan tugas dan tanggung jawabnya dengan baik. Hal ini mencerminkan kemampuan Direksi dalam menjaga integritas dan keberlanjutan operasional Perseroan, di tengah situasi yang tidak menentu.

The Board of Commissioners is committed to assessing the performance of the Board of Directors objectively and fairly, by referring to various performance indicators, one of which is the Company's Core Profit in 2024, amounting Rp3.7 trillion, a 36.0% increase compared to 2023. The assessment results show that the Board of Directors has carried out its duties and responsibilities well.This reflects the Board of Directors' ability to maintain the integrity and sustainability of the Company's operations amidst an uncertain situation.

Salah satu indikator kinerja utama yang dievaluasi adalah pencapaian *Key Performance Indicators* (KPI). Pada tahun 2024, Direksi berhasil mencapai realisasi KPI sebesar 100%, menunjukkan bahwa seluruh target yang ditetapkan telah terpenuhi. Penilaian kinerja untuk setiap anggota Direksi dilakukan secara menyeluruh dan mendalam oleh Dewan Komisaris, dengan mempertimbangkan berbagai aspek kinerja yang relevan. Hasil dari penilaian ini kemudian dilaporkan kepada pemegang saham Seri A Dwiwarna, sebagai bentuk akuntabilitas dan transparansi dalam pengelolaan Perseroan.

Penilaian secara berkala terhadap kinerja Direksi tidak hanya berfungsi sebagai alat ukur keberhasilan, tetapi juga sebagai sarana untuk memperkuat komunikasi dan kerja sama antara Dewan Komisaris dan Direksi. Dengan hasil yang memuaskan, Dewan Komisaris optimis bahwa Direksi akan terus melanjutkan upaya untuk meningkatkan kinerja Perseroan, serta mengambil langkah-langkah inovatif yang diperlukan untuk menjawab tantangan masa depan.

One of the key performance indicators evaluated was the achievement of the Key Performance Indicators (KPI). In 2024, the Board of Directors achieved 100% of the KPI targets, indicating that all set goals were met. The performance evaluation for each member of the Board of Directors was comprehensive and in-depth, considering various relevant performance aspects. The results of this evaluation were then reported to the Dwiwarna A Series shareholders as a form of accountability and transparency in the management of the Company.

Periodic performance assessments of the Board of Directors serve not only as a success measure but also as a means to strengthen communication and cooperation between the Board of Commissioners and the Board of Directors. With the satisfactory results, the Board of Commissioners is optimistic that the Board of Directors will continue its efforts to improve the Company's performance and take the necessary innovative steps to address future challenges.

Pengawasan Dewan Komisaris dalam Perumusan dan Implementasi Strategi Perseroan

Dewan Komisaris memiliki tanggung jawab dalam memastikan bahwa strategi Perseroan dirumuskan dan diimplementasikan dengan baik. Berdasarkan Keputusan Dewan Komisaris No. KEP-032/III/2023 yang menetapkan pembagian tugas Anggota Dewan Komisaris, serta sesuai dengan Keputusan Rapat Dewan Komisaris tanggal 09 Januari 2024, 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.

Dalam rangka pengawasan dan pemantauan, Dewan Komisaris secara rutin menyelenggarakan rapat untuk melakukan monitoring dan mengambil keputusan secara kolegial. Rapat ini merupakan forum penting untuk membahas isu-isu strategis, serta untuk mengevaluasi pencapaian yang telah diraih. Apabila diperlukan, Dewan Komisaris juga mengadakan rapat internal, di mana Direksi diundang untuk memberikan penjelasan atau tambahan informasi terkait permasalahan atau usulan yang memerlukan rekomendasi dan persetujuan dari Dewan Komisaris. Pendekatan kolaboratif ini tidak hanya memperkuat komunikasi antara kedua pihak, tetapi juga memastikan bahwa setiap keputusan yang diambil didasarkan pada pemahaman yang mendalam tentang situasi dan tantangan yang dihadapi.

Supervisory of the Board of Commissioners in Formulating and Implementing the Company's Strategy

The Board of Commissioners has the responsibility to ensure that the Company's strategy is formulated and implemented effectively. Based on the Decree of the Board of Commissioners No. KEP-032/III/2023 which stipulates the division of duties of the Members of the Board of Commissioners, and in accordance with the Decree of the Board of Commissioners Meeting dated January 9, 2024, the Board of Commissioners has established a clear and detailed work program, as well as assigned specific tasks and responsibilities to each member. This is aimed at ensuring that every member of the Board of Commissioners can contribute maximally in overseeing and making decisions related to the Company's strategic direction. With an organized structure, the Board of Commissioners is committed to fulfilling its function effectively in supporting the Company's sustainability and growth.

For supervisory and monitoring purposes, the Board of Commissioners regularly holds meetings to monitor and make decisions collectively. These meetings serve as an important forum for discussing strategic issues and evaluating the achievements made. If necessary, the Board of Commissioners also conducts internal meetings, where the Board of Directors is invited to provide explanations or additional information related to issues or proposals that require recommendations and approval from the Board of Commissioners. This collaborative approach not only strengthens communication between both parties but also ensures that every decision made is based on a deep understanding of the situation and challenges faced.

Selama tahun 2024, Dewan Komisaris menyelenggarakan 20 rapat Dewan Komisaris, dengan rata-rata tingkat kehadiran anggota Dewan Komisaris mencapai 85%. Tingkat kehadiran yang tinggi menunjukkan komitmen masing-masing anggota Dewan Komisaris terhadap tanggung jawabnya dan keseriusan dalam menjalankan fungsi pengawasan. Selain itu, Dewan Komisaris juga melaksanakan 15 rapat koordinasi dengan Direksi, yang juga memiliki rata-rata tingkat kehadiran anggota yang sangat baik, yaitu 91%.

During 2024, the Board of Commissioners held 20 meetings, with an average attendance rate of 85%. This high level of attendance demonstrates the commitment of the Board members to their responsibilities and their dedication to fulfilling their supervisory functions. Additionally, the Board of Commissioners held 15 coordination meetings with the Board of Directors, with an impressive average attendance rate of 91%.

Dalam setiap rapat yang diadakan, seluruh keputusan diambil dengan metode musyawarah untuk mufakat, dan 100% dari keputusan tersebut telah ditindaklanjuti dengan baik. Proses tersebut memastikan bahwa semua suara didengar, dan keputusan yang diambil mencerminkan kepentingan bersama yang mengutamakan kepentingan Perseroan. Melalui forum-forum tersebut, Dewan Komisaris memberikan arahan dan nasihat strategis kepada Direksi dalam perumusan dan rencana implementasi strategi, baik untuk jangka pendek maupun jangka panjang, termasuk dalam penyusunan RJPP 2025-2029. Dengan demikian, Dewan Komisaris berperan aktif dalam mewujudkan Visi dan Misi, serta Perseroan.

In each meeting, all decisions were made through consensus-based deliberation, and 100% of these decisions have been followed up effectively. This process ensures that all voices are heard, and the decisions made reflect shared interests yang mengutamakan kepentingan Perseroan. Through these forums, the Board of Commissioners provides strategic direction and advice to the Board of Directors in formulating and planning the implementation of strategies, both for the short and long term, including the development of the Company's Long-Term Corporate Plan (RJPP) 2025-2029. Thus, the Board of Commissioners plays an active role in shaping the future vision and mission of the Company.

Dewan Komisaris berkomitmen untuk melakukan monitoring dan evaluasi yang berkelanjutan terhadap penerapan strategi dan progres kinerja Perseroan. Melalui analisis yang mendalam, Dewan Komisaris dapat memberikan rekomendasi perbaikan yang relevan, sehingga setiap langkah yang diambil dapat disesuaikan dengan dinamika pasar dan kondisi internal Perseroan. Proses ini tidak hanya meningkatkan efisiensi operasional, tetapi juga memastikan bahwa tujuan jangka panjang Perseroan dapat tercapai.

The Board of Commissioners is committed to continuous monitoring and evaluation of the implementation of strategies and performance progress. Through in-depth analysis, the Board of Commissioners can provide relevant recommendations for improvements, ensuring that each step taken is aligned with the dynamics of the market and the Company's internal conditions. This process not only enhances operational efficiency but also ensures that the Company's long-term objectives are achieved.

Dalam rangka memperkuat pemantauan terhadap proses bisnis, Dewan Komisaris juga melakukan kunjungan kerja ke berbagai regional dan anak perusahaan. Kunjungan ini bertujuan untuk meninjau perkembangan proyek pembangunan jalan tol, serta mengevaluasi pengembangan bisnis operasional dan potensi bisnis baru. Di tahun 2024, Dewan Komisaris melakukan 5 (lima) kali 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, sebagai salah satu perwujudan dalam pelaksanaan fungsi pengawasan Dewan Komisaris.

To strengthen the monitoring of business processes, the Board of Commissioners also conducts site visits to various regions and subsidiaries. These visits are aimed at reviewing the development of toll road construction projects and evaluating the development of operational businesses and potential new business opportunities. In 2024, the Board of Commissioners conducted 5 (five) times field visits to toll road projects, both those under construction and those already operational. These visits provide direct insights into the challenges and opportunities faced and allow the Board of Commissioners to give more targeted direction based on field information, as one of the reflection on the implementation of the supervisory function from the Board of Commissioners.

Secara keseluruhan, pengawasan yang dilakukan oleh Dewan Komisaris dalam perumusan dan implementasi strategi Perseroan adalah bagian integral dari penerapan GCG. Melalui kerja sama yang erat antara Dewan Komisaris dan Direksi, serta keterlibatan aktif dalam pengambilan keputusan strategis, Dewan Komisaris berkomitmen untuk mendorong pertumbuhan dan keberlanjutan Perseroan dalam menghadapi tantangan masa depan.

Overall, the supervisory conducted by the Board of Commissioners in formulating and implementing the Company's strategy is an integral part of the implementation of Good Corporate Governance (GCG). Through strong cooperation between the Board of Commissioners and the Board of Directors, as well as active involvement in strategic decision-making, the Board of Commissioners is committed to driving the growth and sustainability of the Company in facing future challenges.

Pandangan atas Prospek Usaha Perseroan

Dewan Komisaris menilai bahwa dalam menghadapi tantangan dan peluang mendatang, penyesuaian strategi dan target yang telah disusun oleh Direksi dalam RJPP 2025-2029 dan RKAP 2024 menunjukkan optimisme yang tinggi. Strategi ini sejalan dengan proyeksi perekonomian global dan nasional, yang diperkirakan akan mengalami pertumbuhan yang stabil meskipun dihadapkan pada berbagai tantangan. Dengan pandangan yang tajam terhadap tren pasar dan kebutuhan masyarakat, Direksi telah merumuskan langkah-langkah yang tidak hanya mempertahankan eksistensi Perseroan, tetapi juga mendorong pertumbuhan yang berkelanjutan.

Inovasi yang berkelanjutan dan semangat untuk peningkatan nilai akan menjadi pendorong utama bagi Perseroan untuk tumbuh secara berkelanjutan di masa depan. Dalam konteks ini, Dewan Komisaris melihat adanya sinergi yang kuat antara rencana Perseroan dan program pemerintah untuk meningkatkan konektivitas infrastruktur pembangunan. Hal ini memberikan ruang yang luas bagi Perseroan untuk terus berkembang, mengingat bahwa peningkatan infrastruktur merupakan prioritas dalam agenda pembangunan nasional. Dengan memanfaatkan peluang tersebut, Perseroan diharapkan dapat memperkuat posisinya di industri dan meningkatkan kinerjanya secara signifikan.

Pencapaian kinerja yang sangat baik di tahun 2024 akan menjadi landasan yang kokoh bagi Perseroan dalam mencapai target-target yang telah ditetapkan untuk masa depan. Keberhasilan ini tidak hanya mencerminkan kemampuan Direksi dalam menjalankan operasional Perseroan, tetapi juga menunjukkan efektivitas dari strategi yang telah diimplementasikan. Di samping itu, Dewan Komisaris senantiasa mengingatkan Direksi untuk memperkuat sistem pengendalian internal dan manajemen risiko, sesuai dengan prinsip-prinsip GCG, dalam setiap pengambilan keputusan. Dengan langkah-langkah tersebut, Perseroan tidak hanya dapat menghadapi tantangan yang ada, tetapi juga siap untuk memanfaatkan peluang yang muncul demi mencapai visi dan misinya.

Perspective on the Company's Business Prospects

The Board of Commissioners believes that in facing upcoming challenges and opportunities, the strategic adjustments and targets set by the Board of Directors in the Company's Long-Term Plan (RJPP) 2025-2029 and the Company's Work Plan and Budget (RKAP) 2024 demonstrate a high level of optimism. This strategy aligns with projections for the global and national economy, which are expected to experience stable growth despite various challenges. With a keen eye on market trends and the needs of society, the Board of Directors has formulated steps that not only maintain the Company's existence but also promote sustainable growth.

Sustained innovation and commitment to value enhancement will be the key factors for the Company to grow sustainably in the future. In this context, the Board of Commissioners sees a strong synergy between the Company's plans and the government's programs to improve infrastructure connectivity. This provides ample opportunities for the Company to continue growing, as infrastructure improvement is a priority in the national development agenda. By capitalizing on these opportunities, the Company is expected to strengthen its position in the industry and significantly improve its performance.

Achieving excellent performance in 2024 will serve as a solid foundation for the Company to meet the targets set for the future. This success not only reflects the Board of Directors' ability to manage the Company's operations but also demonstrates the effectiveness of the strategies that have been implemented. Furthermore, the Board of Commissioners continues to remind the Board of Directors to strengthen the internal control systems and risk management, under the principles of Good Corporate Governance (GCG), in every decision-making process. With these measures in place, the Company will not only be able to face existing challenges but will also be ready to seize emerging opportunities to achieve its vision and mission.

Pandangan atas Penerapan Tata Kelola

Penerapan prinsip-prinsip GCG Perseroan dilakukan dengan komitmen tinggi, mengacu pada Peraturan Menteri Badan Usaha Milik Negara (BUMN) No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara, serta mengikuti *best practice* penerapan GCG yang berlaku di industri. Dewan Komisaris berperan aktif dalam memastikan bahwa setiap aspek pengelolaan Perseroan dilakukan dengan perilaku beretika, akuntabilitas, transparansi, dan berkelanjutan, yang merupakan landasan penting dalam membangun kepercayaan investor dan pemangku kepentingan lainnya. Melalui komitmen yang kuat terhadap prinsip-prinsip GCG, Perseroan berupaya menciptakan lingkungan yang kondusif bagi pertumbuhan dan keberlanjutan.

Perspective on Good Corporate Governance Implementation

The implementation of the Company's Good Corporate Governance (GCG) principles is conducted with a high level of commitment, according to the Ministry of State-Owned Enterprises (BUMN) Regulation No. PER-2/MBU/03/2023 regarding the Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises, as well as adhering to the best practices of GCG implementation in the industry. The Board of Commissioners plays an active role in ensuring that every aspect of the Company's management is conducted with ethical behavior, accountability, transparency, and sustainability, which are essential foundations in building trust with investors and other stakeholders. Through a strong commitment to GCG principles, the Company strives to create a conducive environment for growth and sustainability.

Dewan Komisaris mengapresiasi upaya-upaya Perseroan dalam melakukan pengukuran atas implementasi prinsip-prinsip GCG yang dilakukan secara berkala, dengan metode *assessment* dan/atau *self-assessment,* dengan menggunakan parameter-parameter yang berlaku berdasarkan praktik terbaik. Sebagaimana tahun-tahun sebelumnya, pada tahun 2024 juga dilakukan penilaian atas implementasi GCG berdasarkan parameter ASEAN *Corporate Governance Scorecard* (ACGS) oleh pihak independen dan Perseroan berhasil memperoleh mencapai skor total sebesar 104,18 dalam penerapan GCG. Hasil ini mencerminkan keberhasilan Perseroan dalam mengintegrasikan prinsip-prinsip GCG ke dalam setiap aspek bisnisnya. Pencapaian tersebut tidak hanya menunjukkan bahwa Perseroan mampu memenuhi standar yang ditetapkan, tetapi juga berkontribusi pada peningkatan kepercayaan investor dan pemangku kepentingan lainnya yang akan menjadi nilai tambah yang signifikan bagi Perseroan dalam menjalankan aktivitas operasional dan strategisnya.

The Board of Commissioners commends the Company's efforts in periodically assessing the implementation of Good Corporate Governance (GCG) principles through assessments and/or self-assessments, using applicable parameters based on best practices. As in previous years, in 2024, an assessment of the implementation of GCG was also conducted based on the ASEAN Corporate Governance Scorecard (ACGS) parameters by an independent party, and the Company successfully achieved a total score of 104.18 in GCG implementation. This result reflects the Company's success in integrating GCG principles into every aspect of its business. This achievement not only shows that the Company meets the established standards but also contributes to increasing the trust of investors and other stakeholders, which will serve as a significant added value for the Company in carrying out its operational and strategic activities.

Selain itu, Perseroan telah menerapkan sistem manajemen risiko yang komprehensif, sesuai dengan Peraturan Menteri BUMN No. PER-2/MBU/03/2023. Perseroan juga telah menyusun *contingency plan* yang efektif dan melakukan pengukuran *risk maturity index* sebagai bagian integral dari pengelolaan Perseroan dan penerapan GCG yang terbaik. Dengan langkah-langkah tersebut, Dewan Komisaris memastikan bahwa semua potensi risiko diidentifikasi dan dikelola dengan baik, sehingga Perseroan dapat menjalankan operasionalnya dengan lebih efektif dan efisien.

Moreover, the Company has implemented a comprehensive risk management system, under the Ministry of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023. The Company has also developed an effective contingency plan and conducted risk maturity index assessments as an integral part of the Company's management and the best GCG practices. With these measures, the Board of Commissioners ensures that all potential risks are identified and managed effectively, allowing the Company to operate more efficiently and effectively.

Dewan Komisaris menilai bahwa penerapan GCG di Perseroan telah berjalan sesuai dengan prinsip-prinsip yang telah ditetapkan, baik dalam statusnya sebagai BUMN maupun sebagai Perusahaan Terbuka. Keberhasilan ini mencerminkan dedikasi dan komitmen semua pihak dalam menerapkan GCG, yang pada akhirnya akan memperkuat posisi Perseroan dalam menghadapi tantangan dan meraih peluang di masa depan.

The Board of Commissioners evaluates that the implementation of GCG in the Company has been in line with the established principles, both as a State-Owned Enterprise (BUMN) and as a publicly listed company. This success reflects the dedication and commitment of all parties in implementing GCG, which will ultimately strengthen the Company's position in facing challenges and seizing opportunities in the future.

Pencapaian Penerapan Prinsip-prinsip GCG di Lingkungan Dewan Komisaris Tahun Buku 2024

Achievement of the Implementation of GCG Principles within the Board of Commissioners in the 2024 Fiscal Year

Dalam lingkupnya, Dewan Komisaris berkomitmen untuk menjalankan tugas dan fungsi pengawasan secara efektif terhadap pengelolaan Perseroan. Dalam setiap langkah dan keputusan yang diambil, Dewan Komisaris senantiasa mengacu pada peraturan perundang-undangan serta ketentuan yang berlaku. Dengan mematuhi prinsip-prinsip GCG, Dewan Komisaris berupaya untuk memastikan bahwa seluruh aktivitas Perseroan dilaksanakan dengan integritas dan bertanggung jawab, yang pada akhirnya akan meningkatkan kepercayaan investor dan pemangku kepentingan.

Within its scope, the Board of Commissioners is committed to performing its supervisory duties and functions effectively in managing the Company. In every step and decision taken, the Board of Commissioners always refers to applicable laws and regulations. By adhering to GCG principles, the Board of Commissioners strives to ensure that all of the Company's activities are conducted with integrity and responsibility, which ultimately enhances the trust of investors and stakeholders.

Setiap tahunnya, Dewan Komisaris menyusun program kerja dimana realisasi program kerja tersebut dilaporkan dalam bentuk laporan pengawasan Dewan Komisaris, yang berfungsi sebagai alat evaluasi kinerja Dewan Komisaris yang selanjutnya dilaporkan dalam Rapat Umum Pemegang Saham (RUPS) Tahunan. Proses evaluasi tersebut penting

Each year, the Board of Commissioners develops a work program, which is reported in the form of the Board of Commissioners' supervisory report, serving as a tool for evaluating the Board's performance during the Annual General Meeting of Shareholders (AGMS). This evaluation process is essential to ensure that the Board of Commissioners

untuk memastikan bahwa Dewan Komisaris terus beradaptasi dan meningkatkan efektivitasnya dalam menjalankan tugas pengawasan, serta untuk mempertanggungjawabkan kinerjanya kepada para pemegang saham.

continues to adapt and improve effectiveness in performing their supervisory duties as well as to account for their performance to the shareholders.

Di tahun 2024, Dewan Komisaris berhasil menyelesaikan seluruh program kerja yang telah ditetapkan. Semua pencapaian ini disampaikan dalam RUPS Tahunan, di mana Dewan Komisaris melaporkan hasil pelaksanaan tugasnya dan memberikan gambaran yang jelas tentang upaya yang telah dilakukan untuk meningkatkan penerapan GCG. Pencapaian ini menunjukkan dedikasi dan komitmen Dewan Komisaris dalam memastikan bahwa setiap aspek pengelolaan Perseroan dilakukan dengan baik dan sesuai dengan prinsip-prinsip GCG. Dengan keberhasilan dalam menyelesaikan program kerja, Dewan Komisaris menegaskan perannya sebagai pengawas yang efektif dan proaktif, yang tidak hanya berfokus pada kepatuhan, tetapi juga pada peningkatan kualitas dan keberlanjutan operasional Perseroan.

In 2024, the Board of Commissioners completed all the work programs that had been set. All achievements were presented at the AGMS, where the Board reported on the execution of their duties and provided a clear overview of the efforts made to improve the implementation of GCG. This accomplishment demonstrates the dedication and commitment of the Board of Commissioners to ensure that every aspect of the Company's management is conducted well and aligns with GCG principles. By completing the work program, the Board of Commissioners reaffirms its role as an effective and proactive overseer, focusing not only on compliance but also on enhancing the quality and sustainability of the Company's operations.

Berikut adalah beberapa program kerja besar Dewan Komisaris:

Here are some of the major work programs of the Board of Commissioners:

Pengusulan Kantor Akuntan Publik (KAP) untuk Disetujui dan Ditetapkan oleh RUPS

Proposal of Public Accounting Firm (KAP) for Approval and Appointment by the GMS

Dewan Komisaris memiliki tanggung jawab penting dalam memastikan bahwa laporan keuangan Perseroan diaudit oleh pihak yang independen dan profesional. Dalam konteks ini, Dewan Komisaris menyetujui pengusulan KAP Amir Abadi Jusuf, Aryanto, Mawar & Rekan (Anggota Jaringan Global RSM) yang akan melakukan audit terhadap laporan keuangan konsolidasian Perseroan dan laporan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) tahun 2024. Proses pengusulan ini dilakukan melalui pertimbangan yang matang, dengan mempertimbangkan pengalaman, reputasi, dan kemampuan KAP dalam melaksanakan audit yang berkualitas tinggi. Setelah melalui proses evaluasi yang komprehensif, usulan KAP ini kemudian disampaikan kepada RUPS untuk mendapatkan persetujuan dan penetapan RUPS yang yang memberikan pelimpahan kewenangan dan kuasa kepada Dewan Komisaris untuk menetapkan besaran imbalan jasa audit dan/atau penambahan ruang lingkup yang diperlukan dan persyaratan lainnya, yang wajar bagi KAP tersebut.

The Board of Commissioners has an important responsibility to ensure that the Company's financial statements are audited by an independent and professional party. In this context, the Board of Commissioners approved the proposal of the Public Accounting Firm (KAP) Amir Abadi Jusuf, Aryanto, Mawar & Partners (a member of the global RSM network), which will audit the Company's consolidated financial statements and the Micro and Small Business Funding Program (PUMK) report in 2024. This proposal was made after careful consideration of the experience, reputation, and capability of the Public Accounting Firm to conduct high-quality audits. After a comprehensive evaluation process, the proposal was submitted to the General Meeting of Shareholders (GMS) for approval and appointment, with the GMS delegating the authority and power to the Board of Commissioners to determine the appropriate audit fee and/or additional scope of work and other reasonable requirements for the Public Accounting Firm.

Pemberian Persetujuan dan Penetapan RKAP 2024

Approval and Establishment of the 2024 Company Work Plan and Budget (RKAP)

Dalam rangka memastikan bahwa Perseroan memiliki arah yang jelas untuk tahun mendatang, Dewan Komisaris memberikan persetujuan dan penetapan RKAP 2024 Surat Keputusan Dewan Komisaris No. Kep 015/I/2024 tanggal 30 Januari 2024. Proses penyusunan RKAP melibatkan analisis mendalam mengenai kinerja tahun sebelumnya, proyeksi pasar, dan rencana strategis yang selaras dengan tujuan jangka panjang Perseroan. Dengan mempertimbangkan berbagai faktor, Dewan Komisaris bekerja sama dengan Komite di bawah Dewan Komisaris serta Direksi untuk menyusun RKAP yang komprehensif, yang mencakup tujuan, program kerja, dan anggaran yang diperlukan untuk mencapai sasaran yang ditetapkan.

To ensure that the Company has a clear direction for the coming year, the Board of Commissioners approved and established the 2024 Company Work Plan and Budget (RKAP) through the Board of Commissioners Decree No. Kep 015/I/2024 dated January 30, 2024. The RKAP preparation process involved an in-depth analysis of the previous year's performance, market projections, and strategic plans that align with the company's long-term vision. Taking various factors into account, the Board of Commissioners worked with the committees under the Board of Commissioners and the Board of Directors to draft a comprehensive RKAP, which includes goals, work programs, and the necessary budget to achieve the set targets.

Penetapan RKAP tersebut menjadi landasan bagi pengelolaan operasional Perseroan di tahun 2024. Dewan Komisaris menekankan pentingnya implementasi RKAP yang efektif agar setiap program dan kegiatan yang direncanakan dapat terlaksana dengan baik dan memberikan kontribusi positif terhadap kinerja keuangan Perseroan.

The establishment of the RKAP serves as the foundation for the Company's operations in 2024. The Board of Commissioners emphasized the importance of effectively implementing the RKAP so that every program and activity planned can be conducted properly and contribute positively to the Company's financial performance.

Pengawasan terhadap Kebijakan dan Pelaksanaan Pengelolaan Anak Perusahaan

Salah satu program kerja utama Dewan Komisaris adalah melakukan pengawasan terhadap kebijakan dan pelaksanaan pengelolaan anak perusahaan. Mengingat pentingnya peran anak perusahaan dalam mendukung pertumbuhan dan keberlanjutan Perseroan, Dewan Komisaris memastikan bahwa semua kebijakan yang diterapkan sejalan dengan strategi dan visi Perseroan secara keseluruhan. Melalui pemantauan yang cermat, Dewan Komisaris berupaya untuk mengidentifikasi tantangan yang dihadapi oleh anak perusahaan dan memberikan dukungan yang diperlukan untuk mengatasi masalah tersebut.

Supervisory of the Policies and Implementation of Subsidiary Management

One of the main tasks of the Board of Commissioners is to oversee the policies and implementation of subsidiary management. Given the crucial role of subsidiaries in supporting the growth and sustainability of the Company, the Board of Commissioners ensures that all policies implemented align with the overall strategy and vision of the Company. Through careful monitoring, the Board of Commissioners seeks to identify the challenges faced by the subsidiaries and provide the necessary support to address those issues.

Dengan melakukan kunjungan kerja dan rapat koordinasi secara berkala, Dewan Komisaris dapat memperoleh wawasan langsung mengenai kondisi terkini anak perusahaan. Hal ini tidak hanya memungkinkan Dewan Komisaris untuk menilai kinerja anak perusahaan secara objektif, tetapi juga untuk memberikan arahan strategis yang diperlukan dalam pengambilan keputusan. Dengan pendekatan pengawasan yang proaktif, Dewan Komisaris berkomitmen untuk memastikan bahwa setiap anak perusahaan beroperasi secara optimal dan berkontribusi secara signifikan terhadap pencapaian tujuan Perseroan.

By conducting work visits and regular coordination meetings, the Board of Commissioners can obtain direct insights into the current conditions of the subsidiaries. This not only allows the Board to assess the subsidiaries' performance objectively but also to provide the necessary strategic direction for decision-making. With a proactive supervisory approach, the Board of Commissioners is committed to ensuring that each subsidiary operates optimally and makes a significant contribution to achieving 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 ini mencakup berbagai aspek, dengan memperhatikan relevansi pada kondisi dan tantangan yang ada serta aspirasi pemegang saham dan seluruh pemangku kepentingan. Dengan adanya arahan tersebut, Dewan Komisaris memastikan bahwa semua tindakan yang diambil oleh Direksi selaras dengan tujuan jangka panjang Perseroan.

Guidance on the Implementation of the Company's Plans and Policies

The Board of Commissioners provides clear and strategic guidance on the implementation of the Company's plans and policies. This guidance includes various aspects, taking into account the relevance to the existing conditions and challenges, as well as the aspirations of the shareholders and all stakeholders. With this direction, the Board ensures that all actions taken by the Board of Directors align with the Company's long-term goals.

Dalam konteks ini, Dewan Komisaris berfokus pada evaluasi dan pengawasan terhadap pelaksanaan rencana yang telah disepakati. Melalui rapat-rapat koordinasi dan diskusi yang intensif, Dewan Komisaris dapat memberikan masukan yang konstruktif dan mengidentifikasi potensi risiko yang mungkin muncul selama proses implementasi. Dengan demikian, Dewan Komisaris berperan aktif dalam mendukung Direksi untuk memastikan bahwa setiap kebijakan yang diterapkan dapat memberikan dampak positif terhadap kinerja Perseroan.

In this context, the Board of Commissioners focuses on evaluating and supervising the execution of the agreed-upon plans. Through coordination meetings and intensive discussions, the Board can provide constructive feedback and identify potential risks that may arise during the implementation process. Therefore, the Board plays an active role in supporting the Board of Directors to ensure that every policy implemented has a positive impact on the Company's performance.

Arahan Terkait Keberlanjutan Bisnis dan Peningkatan Daya Saing

Dewan Komisaris menyadari bahwa keberlanjutan bisnis berdasarkan *Environmental, Social, and Governance* (ESG) merupakan aspek penting dalam menghadapi tantangan industri yang semakin kompetitif. Oleh karena itu, Dewan Komisaris memberikan arahan strategis yang berfokus pada pengembangan kebijakan keberlanjutan yang selaras dengan tren pasar dan kebutuhan masyarakat. Dalam arahan ini, Dewan Komisaris mendorong Direksi untuk melakukan inovasi dan peningkatan kualitas layanan, sehingga Perseroan dapat mempertahankan daya saingnya dan memiliki landasan yang kuat untuk tumbuh berkelanjutan di pasar yang semakin dinamis.

Penguatan landasan kinerja yang kokoh tidak hanya bergantung pada kualitas, tetapi juga pada efisiensi operasional dan pengelolaan sumber daya yang berkelanjutan. Dewan Komisaris berkomitmen untuk memastikan bahwa strategi keberlanjutan yang diterapkan dapat memberikan manfaat jangka panjang bagi Perseroan, serta berkontribusi pada pembangunan sosial dan lingkungan.

Strategic Guidance on Business Sustainability and Enhancing Competitive Advantage

The Board of Commissioners recognizes that business sustainability based on Environmental, Social, and Governance (ESG) principles is a critical aspect in facing the increasingly competitive industry challenges. Therefore, the Board provides strategic guidance focused on developing sustainability policies that align with market trends and societal needs. In this guidance, the Board encourages the Board of Directors to innovate and enhance service quality, so that the Company can maintain its competitiveness and establish a strong foundation for sustainable growth in an increasingly dynamic market.

Strengthening a solid performance foundation relies not only on quality but also on operational efficiency and sustainable resource management. The Board of Commissioners is committed to ensuring that the sustainability strategies implemented provide long-term benefits for the Company and contribute to social and environmental development.

Arahan Terkait Penguatan Sistem Pengendalian Internal

Penguatan sistem pengendalian internal menjadi salah satu prioritas utama bagi Dewan Komisaris dalam menjalankan fungsi pengawasannya. Dewan Komisaris menyadari bahwa sistem pengendalian internal yang efektif merupakan kunci untuk menjaga integritas laporan keuangan dan memastikan bahwa semua operasi Perseroan dilakukan sesuai dengan kebijakan yang telah ditetapkan. Oleh karena itu, Dewan Komisaris memberikan arahan untuk terus melakukan evaluasi dan perbaikan terhadap sistem yang ada, guna mengidentifikasi potensi kelemahan dan meningkatkan efektivitas pengendalian.

Dewan Komisaris juga mendorong Direksi untuk melibatkan semua level organisasi dalam penerapan pengendalian internal, sehingga setiap karyawan memiliki pemahaman yang jelas mengenai pentingnya tata kelola yang baik. Dengan menciptakan budaya kesadaran akan pentingnya pengendalian internal, diharapkan semua pihak dapat berkontribusi dalam menjaga kepatuhan dan transparansi dalam operasional Perseroan.

Guidance on Strengthening the Internal Control System

Strengthening the internal control system is one of the main priorities for the Board of Commissioners in performing their supervisory function. The Board realizes that an effective internal control system is crucial for maintaining the integrity of financial statements and ensuring that all company operations are conducted under established policies. Therefore, the Board provides guidance to continuously evaluate and improve the existing system, to identify potential weaknesses and enhance the effectiveness of controls.

The Board also encourages the Board of Directors to involve all levels of the organization in the implementation of internal controls, so that every employee has a clear understanding of the importance of good governance. By fostering a culture of awareness regarding the significance of internal controls, it is hoped that all parties will contribute to maintaining compliance and transparency in the company's operations.

Arahan Terkait Efektivitas Sistem Manajemen Risiko Perseroan

Dewan Komisaris memberikan perhatian yang serius terhadap efektivitas sistem manajemen risiko Perseroan. Dalam menghadapi ketidakpastian dan risiko yang muncul dari berbagai faktor, Dewan Komisaris menekankan perlunya implementasi sistem manajemen risiko yang komprehensif dan berkelanjutan. Arahan ini mencakup pengembangan kerangka kerja untuk mengidentifikasi, menganalisis, dan mengelola risiko yang mungkin dihadapi oleh Perseroan, baik dari segi operasional, keuangan, maupun reputasi.

Guidance on the Effectiveness of the Company's Risk Management System

The Board of Commissioners pays serious attention to the effectiveness of the Company's risk management system. In facing uncertainties and risks arising from various factors, the Board emphasizes the need for the implementation of a comprehensive and sustainable risk management system. This guidance includes the development of a framework to identify, analyze, and manage risks that the Company may face, in terms of operations, finances, and reputation.

Dengan melibatkan Direksi dalam pengelolaan risiko, Dewan Komisaris memastikan bahwa setiap risiko yang teridentifikasi dapat ditangani dengan strategi yang tepat dan proaktif. Selain itu, Dewan Komisaris juga mendorong Direksi untuk menyusun laporan risiko yang transparan dan akurat, yang dapat digunakan sebagai dasar pengambilan keputusan strategis. Dengan pendekatan yang sistematis terhadap manajemen risiko, Perseroan diharapkan dapat mempertahankan kinerja yang solid dan berkelanjutan, serta siap menghadapi tantangan yang mungkin muncul di masa depan.

By involving the Board of Directors in risk management, the Board ensures that each identified risk can be addressed with the appropriate and proactive strategy. Additionally, the Board encourages the Board of Directors to prepare transparent and accurate risk reports, which can serve as the foundation for strategic decision-making. With a systematic approach to risk management, the Company is expected to maintain solid and sustainable performance, while being prepared to face challenges that may arise in the future.

Penilaian Kinerja Dewan Komisaris Tahun 2024

Penilaian kinerja Dewan Komisaris dilaksanakan melalui proses *self-assessment* yang mendalam, berdasarkan KPI yang telah ditentukan. Hasil dari evaluasi ini menunjukkan bahwa Dewan Komisaris berhasil mencapai skor maksimal, yakni 5,0 dari 5,0, mencerminkan dedikasi dan komitmen kami dalam menjalankan fungsi pengawasan dengan baik.

Assessment of the Board of Commissioners Performance in 2024

The performance assessment of the Board of Commissioners is conducted through an in-depth self-assessment process based on the established Key Performance Indicators (KPIs). The results of this evaluation indicate that the Board of Commissioners has achieved the maximum score of 5.0 out of 5.0, reflecting our dedication and commitment to performing our supervisory duties effectively.

Penilaian Kinerja Komite-Komite di Bawah Dewan Komisaris Tahun 2024

Dalam mendukung efektivitas pelaksanaan fungsi pengawasan dan menjalankan tugas serta tanggung jawabnya, Dewan Komisaris mendapatkan dukungan dari Tim Sekretariat dan beberapa komite yang memiliki peran penting, antara lain yaitu Komite Audit, Komite Nominasi dan Remunerasi, Komite Risiko dan Hukum, serta komite baru yang dibentuk di tahun 2024, yaitu Komite Tata Kelola Terintegrasi. Pembentukan Komite Tata Kelola Terintegrasi ini bertujuan untuk memastikan bahwa semua aspek tata kelola Perseroan dikelola secara menyeluruh dan terintegrasi. Setiap Komite bertugas untuk menyusun program kerja tahunan yang rinci, termasuk laporan pelaksanaan tugas yang akan disampaikan kepada Dewan Komisaris setiap triwulan.

Laporan pelaksanaan tugas tersebut berfungsi sebagai acuan untuk penilaian kinerja dan KPI masing-masing komite. Dalam evaluasi yang dilakukan oleh Dewan Komisaris pada tahun 2024, terlihat bahwa semua komite telah melaksanakan tugas dan tanggung jawabnya dengan baik, intensif, dan efektif. Dewan Komisaris memberikan apresiasi terhadap pencapaian tersebut, dan menilai bahwa Komite-komite tersebut telah berkontribusi signifikan dalam meningkatkan kualitas pengawasan internal terhadap pengelolaan Perseroan. Selain itu, Dewan Komisaris mendorong seluruh Komite untuk terus meningkatkan perannya secara berkesinambungan, sehingga fungsi pengawasan dapat lebih baik lagi dalam menjaga integritas dan akuntabilitas operasional Perseroan di masa mendatang.

Assessment of the Performance of Committees Under the Board of Commissioners in 2024

To support the effectiveness of the supervisory function and conduct their duties and responsibilities, the Board of Commissioners receives support from the Secretariat Team and several committees with vital roles, including the Audit Committee, the Nomination and Remuneration Committee, the Risk and Legal Committee, and a newly formed committee in 2024, the Integrated Governance Committee. The establishment of the Integrated Governance Committee aims to ensure that all aspects of corporate governance are managed comprehensively and integrally. Each committee is tasked with preparing a detailed annual work program, including progress reports on tasks to be presented to the Board of Commissioners quarterly.

These progress reports serve as a reference for performance assessment and the Key Performance Indicators (KPIs) for each committee. In the evaluation conducted by the Board of Commissioners in 2024, all committees have conducted their duties and responsibilities effectively, intensively, and efficiently. The Board of Commissioners appreciates these achievements and assesses that these committees have made significant contributions in enhancing the quality of internal supervisory over the management of the Company. Additionally, the Board of Commissioners encourages all committees to continue to improve their roles continuously, so that the supervisory function can further enhance the integrity and accountability of the Company's operations in the future.

Perubahan Komposisi Dewan Komisaris

Di tahun 2024, tidak terdapat perubahan komposisi Dewan Komisaris. Dengan demikian, komposisi Dewan Komisaris Perseroan hingga tanggal penyusunan laporan ini adalah sebagai berikut:

Changes in the Composition of the Board of Commissioners

In 2024, there were no changes in the composition of the Board of Commissioners. Therefore, the composition of the Company's Board of Commissioners as of the date of this report is as follows:

Komisaris Utama President Commissioner	Mohammad Zainal Fatah
Komisaris Commissioner	M. Roskanedi
Komisaris Commissioner	Raja Erizman
Komisaris Independen Independent Commissioner	Chandra Wijaya
Komisaris Independen Independent Commissioner	Seppalga Ahmad
Komisaris Independen Independent Commissioner	Marsetio
Komisaris Independen Independent Commissioner	Abdul Rachman

Apresiasi

Atas nama Dewan Komisaris, kami mengungkapkan rasa terima kasih yang mendalam kepada seluruh pemangku kepentingan, termasuk pemegang saham, Direksi, dan seluruh karyawan, atas dukungan dan kerja sama yang telah diberikan selama tahun 2024. Pencapaian yang diraih oleh Perseroan tidak terlepas dari dedikasi dan komitmen bersama dalam menjalankan tugas dan tanggung jawab masing-masing. Kami sangat menghargai upaya tim manajemen dalam menerapkan prinsip-prinsip GCG, serta memastikan transparansi dan akuntabilitas dalam setiap langkah yang diambil. Apresiasi ini juga kami tujukan kepada seluruh Komite yang telah bekerja keras untuk menjalankan fungsi pengawasan dan memberikan rekomendasi yang konstruktif.

Sebagai penutup, Dewan Komisaris menegaskan komitmennya untuk terus meningkatkan fungsi pengawasan dan mendukung pertumbuhan berkelanjutan Perseroan di masa depan. Kami percaya bahwa dengan landasan yang kuat dalam tata kelola yang baik, serta kolaborasi yang solid di antara semua pihak, Perseroan akan mampu menghadapi tantangan dan meraih peluang di masa mendatang. Kami berharap agar semangat untuk berinovasi dan meningkatkan kinerja tetap terjaga, sehingga Perseroan dapat terus memberikan kontribusi positif bagi pembangunan nasional dan kesejahteraan masyarakat.

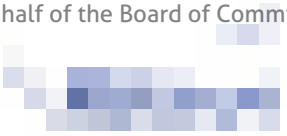
Appreciation

On behalf of the Board of Commissioners, we extend our deepest gratitude to all stakeholders, including shareholders, the Board of Directors, and all employees, for the support and collaboration provided throughout 2024. The achievements of the Company are inseparable from the dedication and shared commitment in conducting respective duties and responsibilities. We highly appreciate the efforts of the management team in upholding the principles of Good Corporate Governance (GCG) and ensuring transparency and accountability in every decision made. Our appreciation also goes to all committees for their hard work in fulfilling supervisory functions and providing constructive recommendations.

In conclusion, the Board of Commissioners reaffirms its commitment to continuously enhancing its sup functions and supporting the Company's sustainable growth in the future. With a strong foundation in good governance and solid collaboration among all parties, the Company will be well-equipped to face challenges and seize opportunities in the following years. We hope the spirit of innovation and performance improvement remains steadfast, enabling the Company to continue contributing positively to national development and the welfare of society.

Jakarta, 15 April / April 15, 2025

Atas Nama Dewan Komisaris
On Behalf of the Board of Commissioners



Mohammad Zainal Fatah
Komisaris Utama
President Commissioner

Profil Dewan Komisaris
Board of Commissioner' Profile

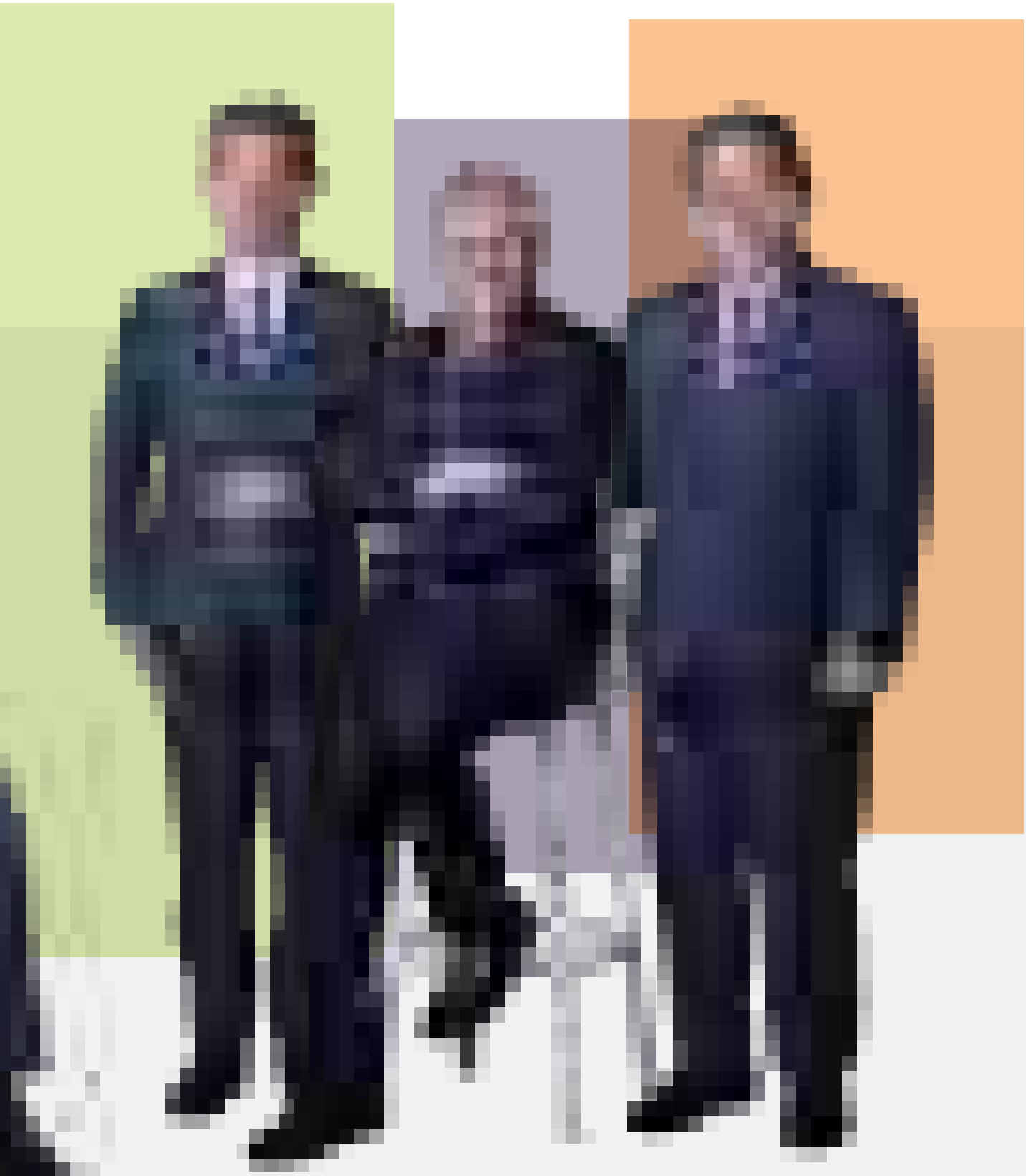


M. Roskanedi
Komisaris
Commissioner

Raja Erizman
Komisaris
Commissioner

Marsetio
Komisaris Independen
Independent Commissioner

Mohammad Zainal Fatah
Komisaris Utama
President Commissioner



Seppalga Ahmad
Komisaris Independen
Independent Commissioner

Abdul Rachman
Komisaris Independen
Independent Commissioner

Chandra Wijaya
Komisaris Independen
Independent Commissioner

Laporan Direksi
Board of Directors' Report

Perseroan telah mengambil langkah signifikan dengan memperbarui visi dan misinya dalam Rencana Jangka Panjang Perusahaan (RJPP) 2025-2029. Pembaruan ini dilakukan sebagai bagian dari komitmen untuk beradaptasi dengan perubahan lingkungan bisnis yang semakin dinamis, termasuk perkembangan teknologi dan tuntutan pasar yang terus berubah.

The company has taken significant steps by updating its vision and mission in the Company's Long-Term Plan (RJPP) for 2025-2029. This update is part of its commitment to adapt to the increasingly dynamic business environment, including technological developments and the ever-changing market demands.

Pemegang Saham yang terhormat,
Para Pemangku Kepentingan yang kami hargai

Memulai laporan ini, mewakili Direksi, kami mengucapkan puji syukur ke hadirat Tuhan Yang Maha Esa, karena atas rahmat dan karunia-Nya, Perseroan berhasil melewati tahun 2024 dengan pencapaian yang positif. Dalam perjalanan yang penuh tantangan ini, Perseroan senantiasa berkomitmen untuk memberikan yang terbaik bagi masyarakat, pelanggan, dan seluruh pemangku kepentingan. Perkenankan kami untuk melaporkan perkembangan kinerja Perseroan di sepanjang tahun 2024 dalam rangka mempersiapkan landasan yang kokoh untuk menyongsong masa depan yang lebih baik dan pertumbuhan yang berkelanjutan sehingga dapat menciptakan nilai bagi seluruh pemangku kepentingan.

Dear Shareholders, The honorable Stakeholders,

To begin this report, on behalf of the Board of Directors, we express our gratitude to God Almighty for His blessings and grace that enabled the Company to successfully navigate 2024 with positive achievements. Throughout this challenging journey, the Company has remained steadfast in its commitment to delivering the best for the community, customers, and all stakeholders. Allow us to present the Company's performance developments throughout 2024 as part of our efforts to build a strong foundation for a brighter future and sustainable growth, thereby creating value for all stakeholders.



Subakti Syukur
Direktur Utama
President Director

Kondisi Ekonomi Nasional dan Industri di Tahun 2024

Memasuki tahun 2024, perekonomian nasional Indonesia menunjukkan pertumbuhan yang positif meskipun di tengah tantangan global. Menurut data dari Badan Pusat Statistik (BPS), pertumbuhan Produk Domestik Bruto (PDB) Indonesia mencapai 5,03% pada tahun 2024. Faktor utama yang mendukung pertumbuhan ini adalah peningkatan konsumsi rumah tangga, investasi, dan ekspor, terutama dalam sektor komoditas. Selain itu, stabilitas inflasi yang tercatat sebesar 1,57% juga memberikan ruang bagi daya beli masyarakat untuk terus meningkat, yang berdampak positif pada permintaan terhadap infrastruktur, termasuk jalan tol.

Dalam konteks industri jalan tol, perkembangan yang signifikan terlihat pada proyek-proyek yang sedang berjalan dan operasional. Sampai dengan Desember tahun 2024, total panjang jalan tol yang beroperasi di Indonesia mencapai lebih dari 2.500 km, dengan proyeksi penambahan sekitar 500 km hingga akhir tahun. Pendapatan dari sektor jalan tol juga mengalami kenaikan, yang didorong oleh lonjakan volume lalu lintas, seiring dengan meningkatnya mobilitas masyarakat pasca-pandemi dan pelaksanaan berbagai proyek infrastruktur besar yang memperluas jaringan jalan tol di seluruh Indonesia.

Conditions of National Economic and Industry in 2024

Entering 2024, Indonesia's national economy has shown positive growth despite global challenges. According to data from the Central Statistics Agency (BPS), Indonesia's Gross Domestic Product (GDP) growth reached 5.03% in 2024. The main factors supporting this growth are increased household consumption, investment, and exports, particularly in the commodities sector. In addition, the recorded inflation stability of 1.57% has provided room for increased public purchasing power, which has a positive impact on the demand for infrastructure, including toll roads.

In the toll road industry context, significant progress was evident in ongoing projects and operations. As of the third quarter of 2024, the total length of operational toll roads in Indonesia exceeded 2,500 km, with projections for an additional 500 km by the end of the year. Revenue from the toll road sector also increased, driven by a surge in traffic volume, reflecting heightened mobility post-pandemic and the execution of major infrastructure projects that expanded the toll road network nationwide.

Strategi dan Kebijakan Strategis

Perseroan telah mengambil langkah signifikan dengan memperbarui visi dan misinya dalam Rencana Jangka Panjang Perusahaan (RJPP) 2025-2029. Pembaruan ini dilakukan sebagai bagian dari komitmen untuk beradaptasi dengan perubahan lingkungan bisnis yang semakin dinamis, termasuk perkembangan teknologi dan tuntutan pasar yang terus berubah. Dengan latar belakang pengalaman yang mendalam dan jaringan yang luas, Perseroan berkomitmen untuk terus berinovasi dan meningkatkan layanannya. Hal ini sangat penting agar Perseroan dapat mempertahankan posisinya sebagai pemimpin dalam industri jalan tol di Indonesia. Namun, keberhasilan di masa depan sangat bergantung pada kemampuan Perseroan untuk secara efektif mengadaptasi strategi bisnisnya, menanggapi dinamika pasar, dan memenuhi regulasi yang terus berubah. Dalam konteks ini, Perseroan menyadari bahwa fleksibilitas dan responsivitas adalah kunci untuk tetap relevan dan kompetitif di industri yang semakin ketat ini.

Berdasarkan visi dan misi baru yang telah dirumuskan, Perseroan telah mengidentifikasi tujuan strategis yang menjadi landasan dalam RJPP periode 2025-2029. Tujuan ini dirancang untuk meningkatkan kinerja portofolio eksisting sambil melibatkan dan memahami pelanggan dengan lebih baik. Tujuan strategis yang telah ditetapkan tersebut adalah sebagai berikut:

Strategic Direction and Policies

The Company has taken significant steps by updating its vision and mission as part of the Corporate Long-Term Plan (RJPP) 2025–2029. This update reflects the Company's commitment to adapting to an increasingly dynamic business environment, including technological advancements and evolving market demands. With a solid foundation of experience and an extensive network, the Company remains committed to innovation and enhancing its services. This commitment is crucial for maintaining its position as the leader in Indonesia's toll road industry. However, future success heavily relies on the Company's ability to adapt its business strategies effectively, respond to market dynamics, and comply with continuously evolving regulations. In this context, the Company recognizes that flexibility and responsiveness are essential to remaining relevant and competitive in an increasingly challenging industry.

Based on the newly formulated vision and mission, the Company has identified strategic objectives as the foundation for its Corporate Long-Term Plan (RJPP) for 2025–2029. These objectives are designed to enhance the performance of the existing portfolio while better engaging with and understanding customers. The identified strategic objectives are as follows:

1. Memaksimalkan teknologi sebagai *enabler* dalam memberikan layanan infrastruktur jalan tol yang inovatif serta sesuai dengan kebutuhan pengguna. Hal ini mencakup penggunaan teknologi untuk meningkatkan efisiensi operasional, meningkatkan pengalaman pengguna, dan mengembangkan solusi baru untuk memenuhi tuntutan pasar yang terus berkembang. Pelibatan pelanggan secara proaktif diperlukan untuk mendorong adanya peningkatan pada layanan, identifikasi jenis-jenis layanan baru, penciptaan peluang untuk sumber pendapatan baru, serta untuk meningkatkan kepuasan pelanggan secara menyeluruh.
2. Meningkatkan performa *existing* portfolio serta mulai menjajaki peluang ekspansi ke pasar yang lebih luas. Hal ini mencakup fokus pada peningkatan kualitas dan efisiensi dari infrastruktur jalan tol yang sudah dimiliki, dioperasikan, atau sedang dalam masa konstruksi. Selain itu, dapat dilakukan melalui identifikasi dan penjajakan peluang untuk memperluas cakupan pasar, baik melalui akuisisi aset yang sudah ada (*brownfield*), investasi minoritas dalam proyek-proyek baru, atau penyediaan layanan Pengoperasian dan Preservasi parsial di ruas tol negara lain.
3. Meningkatkan inovasi melalui kolaborasi dengan *stakeholder* pada ekosistem jalan tol sekaligus pengembangan kapabilitas inti. Mengembangkan inovasi tidak hanya sebatas penciptaan teknologi baru, tetapi juga melibatkan kerja sama dengan berbagai pihak terkait, termasuk pemerintah, masyarakat, dan perusahaan lain dalam ekosistem.
4. Memperluas implementasi solusi teknologi *Electronic Toll Collection (*ETC) di seluruh Indonesia melalui skema kerja sama dengan mitra strategis, pengembang teknologi, operator jalan tol lainnya, atau pelanggan. Hal ini melibatkan ekspansi sistem pembayaran tol otomatis (ETC) ke seluruh jaringan jalan tol di Indonesia. Proses ini melibatkan kerja sama dengan berbagai pihak eksternal, antara lain mitra strategis, pengembang teknologi, operator jalan tol lainnya, atau pelanggan. Melalui kerja sama ini, diharapkan dapat dipercepat pengadopsian teknologi ini secara luas, meningkatkan efisiensi sistem pembayaran tol, dan mengurangi kemacetan lalu lintas di gerbang tol.
5. Menetapkan target dan menjalankan inisiatif berkelanjutan yang berkontribusi pada target dekarbonisasi nasional. Hal ini meliputi penetapan target dan implementasi inisiatif berkelanjutan untuk mengurangi emisi karbon yang dapat diselaraskan dengan target nasional. Jasa Marga dapat memperkuat citra Perseroan yang peduli lingkungan dan berkelanjutan, yang dapat menjadi faktor pembeda dan meningkatkan kepercayaan masyarakat serta investor.

Perseroan telah menetapkan strategi Perseroan untuk mendukung pencapaian tujuan strategis di atas dalam 3 (tiga) strategi utama yang berkaitan langsung dengan aspek usaha Perseroan yaitu Bisnis Konsensi, Bisnis Pendukung Jalan Tol, dan Bisnis Prospektif, serta 6 (enam) strategi lainnya pada aspek pendukung sebagai berikut:

1. Maximizing technology as an enabler to deliver innovative toll road infrastructure services aligned with user needs. This involves utilizing technology to improve operational efficiency, enhance user experience, and develop new solutions to meet evolving market demands. Proactive customer engagement is essential to drive service improvements, identify new service types, create opportunities for new revenue streams, and enhance overall customer satisfaction.
2. Enhancing the performance of the existing portfolio while exploring opportunities for broader market expansion. This includes improving the quality and efficiency of toll road infrastructure owned, operated, or under construction. Additionally, it involves identifying and exploring opportunities to expand market coverage, whether through the acquisition of existing assets (brownfield), minority investments in new projects, or the provision of partial Operation & Preservation services in toll road segments abroad.
3. Driving innovation through collaboration with stakeholders within the toll road ecosystem while developing core capabilities. Innovation efforts go beyond merely creating new technologies. They also collaborate with various stakeholders, including governments, communities, and other companies within the ecosystem, to develop and implement innovative solutions.
4. Expanding the implementation of Electronic Toll Collection (ETC) technology solutions across Indonesia. This entails accelerating the adoption of automated toll payment systems (ETC) throughout the Indonesian toll road network. The process involves collaboration with external parties, including strategic partners, technology developers, other toll road operators, and customers. This collaboration aims to facilitate broader adoption of the technology, improve toll payment efficiency, and reduce traffic congestion at toll gates.
5. Setting targets and implementing sustainable initiatives contributing to national decarbonization goals. This involves establishing targets and implementing sustainable initiatives to reduce carbon emissions in alignment with national objectives. By doing so, the Company aims to strengthen its reputation as an environmentally conscious and sustainable organization, serving as a differentiator and building trust among the public and investors.

The Company has outlined its strategies to support the achievement of the above strategic objectives through 3 (three) main strategies directly related to its business aspects, including Concession Business, Toll Road Support Business, and Prospective Business, as well as 6 (six) other supporting strategies as follows:

1. **Strategi Bisnis**
   a. Bisnis Konsesi
      Optimalisasi kinerja portofolio konsesi jalan tol melalui standardisasi biaya Pengoperasian dan Preservasi dan melakukan manajemen portofolio atas seluruh aset konsesi Perseroan.
   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.

1. **Business Strategies**
   a. Concession Business
      Optimizing the performance of the toll road concession portfolio through standardizing Operation & Preservation costs and managing the portfolio of all the Company's concession assets.
   b. Toll Road Supporting Business
      Expanding the market by leveraging the unique selling points of Operation and Preservation service providers.
   c. Prospective Business
      Increasing the utilization of non-toll assets to boost non-toll revenue and enhance the Jasa Marga brand image.
2. **Functional Strategies**
   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 opportunities for international market expansion.
   c. Technology
      Enhancing technological capacity and infrastructure to support data-driven decision-making.
   d. Financial
      Improving cost efficiency through alternative funding sources and enhancing portfolio management via integrated asset management.
   e. Organization and Human Resources (HR)
      Undertaking organizational restructuring, upskilling the workforce, and establishing shared services to support the Company's business plans.
   f. Environmental, Social, and Governance (ESG)
      Promoting the adoption of green initiative use cases in core operational activities and exploring opportunities to issue green financing instruments.

Peranan Direksi dalam Perumusan Strategi dan Kebijakan Strategis

Dalam merumuskan strategi dan kebijakan strategis Perseroan, Direksi secara aktif terlibat dalam proses tersebut dengan melakukan analisis mendalam terhadap dinamika pasar dan regulasi yang berlaku, sehingga strategi yang dirumuskan dapat relevan dan adaptif terhadap kondisi yang terus berubah. Hal ini penting untuk memastikan bahwa Perseroan tidak hanya dapat bertahan dalam menghadapi tantangan, tetapi juga mampu memanfaatkan peluang yang ada di pasar. Dengan pendekatan yang proaktif, Direksi senantiasa mengevaluasi kinerja Perseroan dan melakukan penyesuaian terhadap kebijakan yang ada, sehingga Perseroan dapat bergerak dengan lincah dan efisien.

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

In formulating the company's strategic direction and policies, the Board of Directors is actively involved in conducting an in-depth analysis of market dynamics and applicable regulations, ensuring that the strategies developed are relevant and adaptable to the constantly changing conditions. This is crucial to ensure that the company is capable of surviving the challenges and capitalizing on the opportunities in the market. With a proactive approach, the Board of Directors consistently evaluates the company's performance and makes adjustments to existing policies, enabling the company to move swiftly and efficiently.

Selain merumuskan strategi secara umum, Direksi juga berfokus pada pembahasan arah dan kebijakan strategis untuk setiap unit bisnis. Proses tersebut mencakup penetapan target bisnis yang jelas, rencana pertumbuhan yang terukur, serta pengadaan sarana utama seperti teknologi dan infrastruktur yang diperlukan untuk mencapai tujuan tersebut. Sumber daya manusia menjadi salah satu fokus utama, di mana Direksi memastikan bahwa Perseroan memiliki tenaga kerja yang kompeten dan siap untuk menghadapi tantangan di industri jalan tol. Selain itu, manajemen risiko juga menjadi perhatian yang tidak kalah penting, di mana Direksi menetapkan langkah-langkah preventif dan responsif untuk mengurangi potensi risiko yang dapat mengganggu operasional Perseroan.

In addition to formulating overall strategies, the Board of Directors also focuses on direction and strategic policies for each business unit. This process includes setting clear business targets, and measurable growth plans, and acquiring essential resources such as technology and infrastructure needed to achieve those goals. Human resources are a key focus, with the Board of Directors ensuring the company has a competent workforce ready to face challenges in the toll road industry. Furthermore, risk management is also a critical concern, with the Board of Directors implementing preventive and responsive measures to mitigate potential risks that could disrupt the Company's operations.

Dalam perumusan strategi tersebut, Direksi senantiasa berkoordinasi dengan Dewan Komisaris untuk mendapatkan arahan, masukan, dan nasihat yang konstruktif. Kolaborasi ini memastikan bahwa kebijakan yang diambil tidak hanya berdasarkan pandangan internal, tetapi juga mempertimbangkan perspektif eksternal yang lebih luas. Direksi juga bertanggung jawab untuk memastikan bahwa kerangka kerja organisasi berjalan efektif, dengan kebijakan dan prosedur yang tepat sasaran serta infrastruktur manajemen risiko yang *prudent*.

In formulating these strategies, the Board of Directors always coordinates with the Board of Commissioners to receive guidance, input, and constructive advice. This collaboration ensures that the policies adopted are not only based on internal viewpoints but also considering a broader external perspective. The Board of Directors is also responsible for ensuring that the organizational framework operates effectively, with targeted policies and procedures, and prudent risk management infrastructure.

Proses yang Dilakukan Direksi untuk Memastikan Implementasi Strategi

Perseroan mengedepankan pendekatan sistematis untuk memastikan implementasi strategi dengan menyelaraskan antara RJPP dan Rencana Kerja Anggaran Perusahaan (RKAP). Proses ini dimulai dengan penetapan tujuan strategis yang jelas dalam RJPP yang selanjutnya diintegrasikan ke dalam RKAP. Dengan cara ini, semua lini bisnis dan unit pendukung memiliki pemahaman yang sama mengenai prioritas dan target yang harus dicapai. Penyelarasan ini tidak hanya memberikan arah yang jelas bagi setiap unit, tetapi juga memastikan bahwa sumber daya dialokasikan dengan efisien untuk mendukung pencapaian tujuan tersebut. Direksi berkomitmen untuk mengawasi setiap langkah dalam proses tersebut, memastikan bahwa semua rencana yang disusun sejalan dan mendukung satu sama lain.

The Process Conducted by the Board of Directors to Ensure Strategy Implementation

The Company adopts a systematic approach to ensure the implementation of its strategy by aligning the Long-Term Company Plan (RJPP) and the Annual Corporate Work Plan and Budget (RKAP). This process begins with setting clear strategic objectives in the RJPP, which are then integrated into the RKAP. In this way, all business lines and support units share a common understanding of the priorities and targets to be achieved. This alignment provides clear direction for each unit and ensures that resources are allocated efficiently to support those objectives. The Board of Directors is committed to overseeing each step in this process, ensuring that all plans are aligned and support one another.

Komunikasi yang efektif menjadi elemen kunci dalam proses implementasi strategi. Direksi secara rutin mengadakan rapat evaluasi kinerja dengan lini bisnis, unit pendukung, dan seluruh anak perusahaan. Dalam rapat-rapat tersebut, Direksi tidak hanya menyampaikan kebijakan dan arahan, tetapi juga mendengarkan umpan balik dari masing-masing unit terkait tantangan yang dihadapi dalam implementasi strategi. Melalui komunikasi yang terbuka dan transparan, setiap unit dapat menyampaikan progres dan isu yang mungkin menghambat pencapaian target, sehingga dapat diambil langkah-langkah perbaikan yang diperlukan secara cepat. Rapat evaluasi ini menjadi forum penting untuk memperkuat sinergi antara unit-unit, memastikan bahwa semua elemen dalam Perseroan bergerak menuju tujuan yang sama.

Effective communication is a key element in the strategy implementation process. The Board of Directors regularly holds performance evaluation meetings with business lines, support units, and all subsidiaries. In these meetings, the Board of Directors communicates policies and guidance and listens to feedback from each unit regarding the challenges faced in implementing the strategy. Through open and transparent communication, each unit can report on progress and any issues that may hinder the achievement of targets, allowing for swift corrective actions. These evaluation meetings serve as an important forum to strengthen synergy between units, ensuring that all elements within the Company are working toward the same goals.

Untuk memastikan implementasi strategi yang efektif, Direksi secara aktif memantau pelaksanaan strategi melalui peninjauan berkala. Dalam setiap pertemuan, Direksi membahas berbagai indikator utama yang mencakup pencapaian kinerja finansial, perkembangan bisnis, isu operasional, risiko bisnis, transformasi digital, dan kinerja karyawan. Peninjauan ini tidak hanya berfokus pada pencapaian angka, tetapi juga mempertimbangkan konteks di balik setiap indikator, sehingga keputusan yang diambil relevan dan sesuai dengan dinamika pasar serta peraturan yang berlaku. Pemberian umpan balik yang konstruktif juga menjadi bagian dari proses ini, di mana Direksi dapat memberikan arahan yang diperlukan untuk perbaikan dan pengembangan lebih lanjut.

To ensure effective strategy implementation, the Board of Directors actively monitors the execution of the strategy through periodic reviews. In each meeting, the Board of Directors discusses key performance indicators, including financial performance, business development, operational issues, business risks, digital transformation, and employee performance. These reviews focus on achieving numerical targets and consider the context behind each indicator, ensuring that decisions are relevant and aligned with market dynamics and applicable regulations. Providing constructive feedback is also part of this process, where the Board of Directors offers necessary guidance for further improvements and development.

Perbandingan antara Hasil yang Dicapai dengan yang Ditargetkan

Salah satu tolak ukur keberhasilan Perseroan dapat dilihat dari pencapaian kinerja di tahun 2024, dan membandingkannya dengan target yang ditetapkan dalam RKAP 2024. Pada tahun 2024, Perseroan berhasil menunjukkan kinerja yang sangat baik, di mana berbagai indikator utama menunjukkan hasil yang memuaskan. Mencermati kondisi pasar dan ekonomi yang terus berfluktuasi, Direksi memastikan bahwa semua strategi dan kebijakan yang diambil berorientasi pada pencapaian target yang realistis dan terukur. Pencapaian ini tidak hanya mencerminkan kinerja finansial, tetapi juga kemampuan Perseroan dalam mengelola dan menjalankan berbagai inisiatif strategis yang telah dirumuskan.

Comparison Between Achievements and Targets

One of the benchmarks for the success of the Company can be seen from the performance achievements in 2024, compared to the targets set in the 2024 Company Work Plan and Budget (RKAP). In 2024, the Company demonstrated excellent performance, with various key indicators showing satisfactory results. Considering the fluctuating market and economic conditions, the Board of Directors ensured that all strategies and policies adopted were focused on achieving realistic and measurable targets. These achievements reflect financial performance and the Company's ability to manage and implement the various formulated strategic initiatives.

Pencapaian Lima Perspektif Strategis Indikator Kinerja Perseroan Tahun 2024
Achievement of the Five Strategic Perspectives of Company Performance Indicators in 2024

107%
Nilai Ekonomi untuk Sosial
Economic Value for Social

96%
Inovasi Model Bisnis
Business Model Innovation

110%
Kepemimpinan Teknologi
Technology Leadership

103%
Peningkatan Investasi
Investment Enhancement

92%
Pengembangan Talenta
Talent Development

104%
Total Indikator Kinerja Perseroan
The Company Total Key Performance Indicator (KPI)

Dukungan dari penguatan ekonomi nasional serta meningkatnya aktivitas masyarakat, termasuk mobilitas yang kembali normal pasca-pandemi, memberikan kontribusi yang besar terhadap kinerja Perseroan di tahun 2024. Dengan langkah-langkah proaktif yang diambil, seperti optimalisasi layanan dan pengembangan infrastruktur yang berkelanjutan, Perseroan mampu memenuhi dan bahkan melampaui target yang telah ditetapkan dalam RKAP. Peningkatan dalam volume lalu lintas dan pendapatan dari tarif jalan tol berperan penting dalam menjaga kesehatan finansial Perseroan secara jangka panjang. Selain itu, Perseroan juga mengedepankan aspek keberlanjutan dalam setiap operasionalnya, yang berkontribusi terhadap pencapaian target dan dampak positif bagi masyarakat luas.

Support from the strengthening of the national economy and the increasing activities of the public, including the return to normal mobility post-pandemic, contributed significantly to the Company's performance in 2024. Through proactive measures, such as optimizing services and the continuous development of infrastructure, the Company could meet and even exceed the targets set in the RKAP. The increase in traffic volume and toll revenue played crucial roles in maintaining the Company's long-term financial health. Furthermore, the Company also emphasized sustainability in its operations, which contributed to achieving targets and positive impacts on society.

Kinerja Utama Perseroan 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 tahun 2024 tercapai sebesar 103,7%, yang menunjukkan pencapaian di atas rencana sebesar 3,7%. Hasil ini menunjukkan bahwa tidak hanya fokus pada aspek finansial, tetapi juga berkomitmen untuk menciptakan nilai tambah yang lebih luas bagi pemangku kepentingan.

The Company's key performance is measured through five strategic perspectives: (i) Economic and Social Value for Indonesia, (ii) Business Model Innovation, (iii) Technological Leadership, (iv) Investment Growth, and (v) Talent Development. From these perspectives, the total corporate Key Performance Indicator (KPI) for 2024 was achieved at 103.7%, indicating an achievement above plan by 3.7%. This result shows that the Company is focused on financial aspects and committed to creating broader added value for stakeholders.

Analisis atas Kinerja Perseroan

Realisasi volume lalu lintas transaksi tahun 2024 tercatat sebesar 1.301,8 juta transaksi. Perseroan juga telah melakukan penyesuaian tarif di tahun ini pada sembilan ruas jalan tol yakni Kunciran-Cengkareng, Cinere-Serpong, Jakarta-Cikampek, Jalan Layang Cikampek, Bali-Mandara, Gempol-Pandaan, Surabaya-Mojokerto, Cawang-Tomang-Pluit, dan Jakarta-Tangerang. Penyesuaian tersebut mendorong kinerja peningkatan pendapatan tol sebesar 23,2%, menjadi Rp17,2 triliun dan peningkatan EBITDA sebesar 27,3%, menjadi Rp12,6 triliun.

Company Performance Analysis

The transaction traffic volume in 2024 was recorded at 1,301.8 million transactions. The company also adjusted tariffs this year on nine toll roads, namely Kunciran-Cengkareng, Cinere-Serpong, Jakarta-Cikampek, Jakarta-Cikampek Elevated, Bali-Mandara, Gempol-Pandaan, Surabaya-Mojokerto, Cawang-Tomang-Pluit, and Jakarta-Tangerang. These adjustments led to an increase in toll revenue performance of 23.2%, to IDR 17.2 trillion and an increase in EBITDA of 27.3%, to IDR 12.6 trillion.

Tantangan dan Kendala yang Dihadapi dan Langkah Penyelesaiannya

Selain tantangan perekonomian baik secara global dan nasional, Perseroan juga menghadapi beberapa tantangan yang dipengaruhi faktor internal dan eksternal sebagai berikut:

1. **Lini Bisnis Konsesi Jalan Tol**
   Dalam lini bisnis konsesi jalan tol, Perseroan menghadapi berbagai tantangan, termasuk isu pembebasan lahan dan perizinan yang seringkali memerlukan waktu dan proses yang kompleks. Pembebasan lahan yang lambat dapat menghambat pembangunan proyek jalan tol yang direncanakan, sehingga mempengaruhi jadwal penyelesaian dan potensi pendapatan. Selain itu, adanya perubahan regulasi dan kebijakan pemerintah yang tidak terduga juga dapat menjadi kendala dalam pengoperasian konsesi jalan tol.

Challenges, Obstacles, and Solutionsa

In addition to the economic challenges both globally and nationally, the Company also faces some challenges influenced by internal and external factors as follows:

1. **Toll Road Concession Business Line**
   In the toll road concession business line, the Company faces various challenges, including land acquisition and licensing issues, which often require complex and time-consuming processes. Slow land acquisition can delay the construction of planned toll road projects, affecting completion schedules and revenue potential. Additionally, unexpected regulatory changes and government policies may also become obstacles in toll road concession operations.

Untuk mengatasi tantangan ini, Perseroan telah mengimplementasikan pendekatan kolaboratif dengan pemerintah dan pemangku kepentingan lainnya. Perseroan aktif terlibat dalam dialog dengan masyarakat lokal untuk memperoleh dukungan dalam proses pembebasan lahan. Selain itu, Perseroan juga mengoptimalkan penggunaan teknologi untuk mempercepat proses perizinan dan memastikan kepatuhan terhadap regulasi yang berlaku.

To address these challenges, the Company has implemented a collaborative approach with the government and other stakeholders. The Company is actively involved in dialogue with local communities to gain support for the land acquisition process. Furthermore, the Company optimizes the use of technology to expedite the licensing process and ensure compliance with applicable regulations.

2. Lini Bisnis Pengoperasian

Lini bisnis pengoperasian juga menghadapi tantangan, terutama terkait dengan pemeliharaan infrastruktur dan kualitas layanan. Peningkatan volume lalu lintas dapat menyebabkan penurunan kualitas jalan tol jika tidak diimbangi dengan pemeliharaan yang memadai. Selain itu, faktor cuaca ekstrem dan kondisi lingkungan juga dapat memengaruhi infrastruktur jalan tol, mengakibatkan peningkatan biaya operasional dan potensi gangguan layanan bagi pengguna.

2. Operating Business Line

The operating business line also faces challenges, particularly related to infrastructure maintenance and service quality. Increased traffic volume can lead to a decline in toll road quality if not balanced with adequate maintenance. Furthermore, extreme weather conditions and environmental factors can affect toll road infrastructure, leading to increasing operational costs and potential service disruptions for users.

Untuk mengatasi kendala ini, Perseroan telah menerapkan sistem manajemen pemeliharaan berbasis teknologi yang memungkinkan pemantauan kondisi infrastruktur secara *real-time*. Melalui penggunaan sensor dan perangkat lunak manajemen, Perseroan dapat mendeteksi kerusakan lebih awal dan melakukan tindakan pemeliharaan preventif sebelum masalah menjadi lebih serius. Selain itu, Perseroan juga berfokus pada pelatihan karyawan dalam hal standar pelayanan dan keselamatan, guna memastikan bahwa pengguna jalan mendapatkan layanan yang optimal dan aman.

To overcome these problems, the Company has implemented a technology-based maintenance management system that enables real-time monitoring of infrastructure conditions. Through the use of sensors and management software, the Company can detect damage early and perform preventive maintenance before problems escalate. Additionally, the Company focuses on employee training regarding service standards and safety to ensure optimal and safe service for road users.

3. Lini Bisnis Prospektif

Dalam lini bisnis prospektif, tantangan utama yang dihadapi adalah identifikasi dan pengembangan proyek baru yang sesuai dengan kebutuhan pasar dan tren pembangunan infrastruktur. Keterbatasan dana dan risiko investasi yang tinggi menjadi kendala dalam mengembangkan proyek baru, terutama di tengah persaingan yang ketat dengan perusahaan lain dalam industri yang sama.

3. Prospective Business Line

In the prospective business line, the main challenge is identifying and developing new projects that align with market needs and infrastructure development trends. Limited funds and high investment risks present barriers to developing new projects, particularly amid intense competition from other companies within the same industry.

Perseroan berupaya mengatasi tantangan ini dengan melakukan studi kelayakan yang mendalam untuk setiap proyek yang akan dikembangkan, guna memastikan bahwa investasi yang dilakukan memiliki potensi keuntungan yang memadai. Selain itu, Perseroan juga mencari peluang kolaborasi dengan investor swasta dan lembaga keuangan untuk mendapatkan pendanaan yang diperlukan.

The Company seeks to overcome this challenge by conducting thorough feasibility studies for each project to ensure that the investments have adequate profit potential. Furthermore, the Company explores collaboration opportunities with private investors and financial institutions to secure the necessary funding.

4. Bidang Keuangan

Dalam bidang keuangan, tantangan utama yang dihadapi Perseroan adalah pengelolaan arus kas dan pendanaan untuk proyek-proyek infrastruktur yang membutuhkan investasi besar. Ketidakpastian ekonomi dan fluktuasi suku bunga dapat memengaruhi biaya pinjaman dan arus kas yang tersedia untuk operasional dan investasi.

4. Financial Sector

DIn financial sector, the main challenge the Company faces is cash flow management and financing for infrastructure projects requiring substantial investments. Economic uncertainty and fluctuating interest rates can affect loan costs and the available cash flow for operations and investments.

Untuk mengatasi tantangan ini, Perseroan telah memperkuat strategi pengelolaan keuangan dengan melakukan diversifikasi sumber pendanaan, termasuk penerbitan obligasi dan kerja sama dengan lembaga keuangan. Perseroan juga menerapkan pengelolaan risiko keuangan yang *prudent*, serta mengoptimalkan *cash flow* melalui perencanaan anggaran yang lebih efektif.

To address this challenge, the Company has strengthened its financial management strategy by diversifying funding sources, including bond issuance and partnerships with financial institutions. The Company also implements prudent financial risk management and optimizes cash flow through more effective budget planning.

5. **Bidang Sumber Daya Manusia dan Umum**
Dalam bidang sumber daya manusia dan umum, tantangan yang dihadapi mencakup kebutuhan untuk menarik dan mempertahankan talenta yang berkualitas di tengah persaingan industri yang semakin ketat. Selain itu, pengembangan keterampilan dan kompetensi karyawan menjadi sangat penting untuk mendukung inovasi dan transformasi digital di Perseroan.

Perseroan telah merumuskan berbagai langkah strategis untuk mengatasi kendala ini, termasuk penyusunan program pelatihan dan pengembangan yang berkelanjutan bagi karyawan. Selain itu, Perseroan aktif dalam membangun kemitraan dengan lembaga pendidikan untuk mengembangkan program magang dan rekrutmen yang dapat menjembatani kebutuhan industri dengan ketersediaan talenta.

5. **Human Resources and General Affairs**
DIn the human resources and general affairs sector, the challenges include the need to attract and retain high-quality talent amidst increasing industry competition. Additionally, the development of employee skills and competencies is crucial to support innovation and digital transformation within the Company.

The Company has formulated various strategic steps to address these constraints, including continuous development trainings and programs for the employees. Additionally, the Company actively builds partnerships with educational institutions to develop internship and recruitment programs that bridge industry needs with available talent.

Memperkuat Landasan untuk Pertumbuhan Berkelanjutan

Perseroan berkomitmen untuk memperkuat landasan pertumbuhan berkelanjutan dengan menerapkan teknologi inovatif yang mendorong efisiensi operasional sekaligus memenuhi Standar Pelayanan Minimal (SPM) . Dalam era digital yang terus berkembang, Perseroan menginvestasikan sumber daya untuk mengintegrasikan sistem teknologi informasi yang canggih dalam operasional jalan tol. Penggunaan teknologi seperti sistem manajemen lalu lintas pintar dan pembayaran elektronik tidak hanya meningkatkan kecepatan dan kenyamanan layanan bagi pengguna, tetapi juga membantu dalam penghematan biaya operasional. Dengan memastikan bahwa setiap inovasi tetap sesuai dengan SPM, Perseroan berupaya untuk memberikan pengalaman terbaik kepada pelanggan tanpa mengorbankan kualitas layanan.

Selain peningkatan teknologi, Perseroan mengadopsi pengelolaan risiko yang efektif di seluruh rantai nilai usaha. Dengan melakukan identifikasi dan mitigasi risiko secara proaktif, Perseroan dapat menjaga kelangsungan operasional dan mencegah potensi gangguan yang dapat menghambat pencapaian target strategis. Pendekatan ini mencakup penerapan kerangka manajemen risiko yang komprehensif, yang mencakup analisis risiko finansial, operasional, dan reputasi. Dengan demikian, Perseroan tidak hanya melindungi aset dan investasi yang ada, tetapi juga menciptakan lingkungan yang stabil dan kondusif untuk pertumbuhan jangka panjang.

Strengthening the Foundation for Sustainable Growth

The company is committed to strengthening the foundation for sustainable growth by implementing innovative technologies that drive operational efficiency while meeting the Minimum Service Standards (MSS). In the rapidly evolving digital era, the company invests resources to integrate advanced information technology systems into toll road operations. The use of technologies such as smart traffic management systems and electronic payments not only improves the speed and convenience of services for users but also helps in reducing operational costs. By ensuring that every innovation remains aligned with the MSS, the company strives to deliver the best experience to customers without compromising service quality.

In addition to technological advancements, the company adopts effective risk management across its entire business value chain. By proactively identifying and mitigating risks, the company can maintain operational continuity and prevent potential disruptions that could hinder the achievement of strategic targets. This approach includes implementing a comprehensive risk management framework, which covers financial, operational, and reputational risk analysis. As a result, the company not only protects its existing assets and investments but also creates a stable and conducive environment for long-term growth.

Untuk menjaga kesehatan finansial, Perseroan telah melaksanakan beberapa aksi korporasi yang strategis, termasuk optimalisasi portofolio investasi dan pencarian sumber pendanaan alternatif. Penerapan digitalisasi dalam pembelajaran juga menjadi fokus utama, dengan tujuan meningkatkan kapasitas modal insani melalui program pelatihan dan pengembangan karyawan yang berbasis teknologi. Dengan langkah-langkah tersebut, Perseroan berkomitmen tidak hanya untuk mencapai kinerja jangka pendek, tetapi juga untuk menciptakan nilai yang berkelanjutan dan berdampak positif bagi seluruh pemangku kepentingan.

To maintain financial health, the company has undertaken several strategic corporate actions, including optimizing the investment portfolio and seeking alternative funding sources. The implementation of digital learning also remains a key focus, with the goal of enhancing human capital capacity through technology-based employee training and development programs. With these initiatives, the company is committed to achieving short-term performance and creating sustainable value that positively impacts all stakeholders.

Prospek Usaha

Memasuki tahun 2025, tantangan eksternal khususnya dari sisi makro ekonomi semakin meningkat. Namun, Perseroan tetap optimis dengan target kinerja pertumbuhan ekonomi nasional yang diprediksi mencapai 5,2% pada Anggaran Pendapatan dan Belanja Negara (APBN) tahun 2025. Pemerintah juga menjaga inflasi pada kisaran 2,5% dalam rangka menjaga daya beli masyarakat. Hal ini diharapkan dapat memberikan dampak positif terhadap volume lalu lintas dan pendapatan Perseroan.

Pemerintah mencanangkan 17 program kerja prioritas baru yang dapat mendukung stabilitas industri jalan tol. Pemerintah saat ini tetap mendukung penyelesaian ruas tol yang proyeknya sedang berjalan. Selain itu, fokus perbaikan perekonomian Pemerintah dalam jangka panjang menjadi indikator untuk mendorong pertumbuhan wilayah dan peluang peningkatan mobilitas orang dan barang/jasa.

Untuk mendukung prospek usaha yang positif tersebut, Perseroan berkomitmen untuk terus berinovasi dan menerapkan teknologi terkini dalam operasionalnya. Upaya digitalisasi yang sudah dimulai, seperti sistem pembayaran tol yang lebih efisien dan penggunaan *big data* untuk analisis lalu lintas, diharapkan dapat meningkatkan efisiensi dan memberikan pengalaman yang lebih baik bagi pengguna jalan. Dengan memanfaatkan potensi pasar yang besar dan mengikuti perkembangan teknologi, Perseroan tidak hanya akan mampu menghadapi tantangan yang ada, tetapi juga siap untuk meraih peluang baru yang muncul seiring dengan pertumbuhan ekonomi dan perkembangan infrastruktur yang berkelanjutan di Indonesia.

Business Prospects

Welcoming 2025, external challenges, especially from a macroeconomic perspective, will increase. However, the Company remains optimistic about the national economic growth performance target which is predicted to reach 5.2% in the 2025 State Revenue and Expenditure Budget (APBN). The government projected to maintain the inflation at around 2.5% in order to uphold people's purchasing power. This is expected to have a positive impact on the Company's traffic volume and income.

The government has launched 17 new priority work programs aimed to support stability within the toll road industry. Additionally, the government continues to support the completion of toll road sections currently under development. Beyond this, long-term economic improvement by the government serves as a key indicator to foster regional growth and create opportunities for enhancing the mobility of people, goods, and services.

To support these positive business prospects, the Company is committed to continuously innovating and implementing the latest technology in its operations. Digitalization efforts that have already begun, such as more efficient toll payment systems and the use of big data for traffic analysis, are expected to enhance efficiency and provide a better experience for road users. By leveraging the vast market potential and keeping up with technological advancements, the Company will not only be able to face existing challenges but also be prepared to seize new opportunities that arise along with the economic growth and sustainable infrastructure development in Indonesia.

Penerapan Tata Kelola Perusahaan

Perseroan menunjukkan komitmen yang kuat terhadap penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*/GCG) dengan mematuhi prinsip-prinsip perilaku beretika, akuntabilitas, transparansi, dan keberlanjutan. Penerapan GCG yang baik menjadi landasan bagi Perseroan dalam menjalankan bisnis yang bertanggung jawab dan berkelanjutan. Dalam setiap langkah operasionalnya, Perseroan mengedepankan nilai-nilai etika yang tinggi, sehingga membangun kepercayaan dari para pemangku kepentingan, termasuk investor, pelanggan, dan masyarakat. Melalui komitmen ini, Perseroan berupaya untuk menciptakan lingkungan kerja yang profesional dan mematuhi semua regulasi yang berlaku, sekaligus mendukung pencapaian tujuan jangka panjang Perseroan.

Untuk meningkatkan kualitas dan cakupan penerapan GCG, Perseroan telah melaksanakan beragam inisiatif dan kegiatan. Salah satu inisiatif penting adalah pelatihan berkala yang berfokus pada anti korupsi, yang bertujuan untuk meningkatkan kesadaran karyawan mengenai pentingnya integritas dan tata kelola yang baik dalam setiap aktivitas. Selain itu, Perseroan juga memastikan penerapan *whistleblowing system* (WBS) yang efektif, yang memberikan saluran aman bagi karyawan untuk melaporkan dugaan pelanggaran atau penyimpangan tanpa takut akan reprisal. Inisiatif ini tidak hanya meningkatkan transparansi, tetapi juga menciptakan budaya organisasi yang responsif terhadap isu-isu etika dan kepatuhan.

Pelaksanaan asesmen GCG dilakukan setiap tahun untuk mengukur seberapa baik penerapan GCG di perusahaan. Proses ini melibatkan evaluasi menyeluruh terhadap praktik-praktik yang telah diterapkan, dengan skor yang menunjukkan nilai yang baik. Melalui asesmen ini, Perseroan dapat mengidentifikasi area yang perlu ditingkatkan dan memastikan bahwa semua praktik tata kelola yang diterapkan selalu sesuai dengan standar yang ditetapkan.

Penilaian Kinerja Komite di bawah Direksi dan Dasar Penilaiannya

Dalam menjalankan fungsi dan tanggung jawabnya, Direksi dibantu oleh beberapa komite yang berperan penting, antara lain Komite Manajemen Risiko dan Komite Pengarah Teknologi Informasi. Komite-komite ini memiliki tugas spesifik yang dirancang untuk memperkuat pengambilan keputusan dan memastikan bahwa Perseroan beroperasi dengan efisien serta sesuai dengan standar yang ditetapkan. Komite Manajemen Risiko fokus pada identifikasi, penilaian, dan mitigasi risiko yang dapat mempengaruhi kinerja Perseroan, sedangkan Komite Pengarah Teknologi Informasi bertanggung jawab untuk memastikan bahwa penggunaan teknologi informasi mendukung tujuan strategis dan operasional Perseroan.

Implementation of Corporate Governance

The company demonstrates a strong commitment to Good Corporate Governance (GCG) by adhering to principles of ethical behavior, accountability, transparency, and sustainability. The application of good GCG serves as the foundation for the company in conducting responsible and sustainable business operations. In every operational step, the company prioritizes high ethical values, building trust among stakeholders, including investors, customers, and the community. Through this commitment, the company strives to create a professional work environment, comply with all applicable regulations, and support the achievement of the company's long-term goals.

To enhance the quality and scope of GCG implementation, the company has carried out various initiatives and activities. One key initiative is regular training focused on anti-corruption, aimed at raising employee awareness of the importance of integrity and good governance in every activity. In addition, the company ensures the effective implementation of a whistleblowing system (WBS), which provides a safe channel for employees to report any suspected violations or misconduct without fear of retaliation. This initiative enhances transparency and fosters a responsive organizational culture to ethical and compliance issues.

The GCG assessment is conducted annually to evaluate how well GCG is implemented in the company. This process involves a comprehensive review of the practices that have been applied, with a score of xx indicating a good result. Through this assessment, the company can identify areas for improvement and ensure that all governance practices are consistently aligned with established standards.

Assessment of the Performance of Committees Under the Board of Directors and the Basis for Evaluation

In conducting functions and responsibilities, the Board of Directors is assisted by several committees with crucial roles, including the Risk Management Committee and the Information Technology Steering Committee. These committees have specific duties designed to strengthen decision-making and ensure that the company operates efficiently and comply with established standards. The Risk Management Committee focuses on identifying, assessing, and mitigating risks that may impact the company's performance, while the Information Technology Steering Committee is responsible for ensuring that the use of information technology supports the company's strategic and operational objectives.

Sepanjang tahun 2024, kedua komite tersebut telah berhasil melaksanakan tugasnya dengan baik, menunjukkan komitmen yang tinggi terhadap pengelolaan risiko dan pengembangan teknologi. Dalam melaksanakan fungsi mereka, komite-komite ini tidak hanya memenuhi pedoman dan prosedur yang telah ditetapkan, tetapi juga memberikan masukan yang berharga kepada Direksi mengenai isu-isu kritis yang perlu diperhatikan. Melalui rapat-rapat yang rutin dilakukan, seluruh komite mampu mendiskusikan perkembangan terkini dalam manajemen risiko dan teknologi, serta menyesuaikan strategi yang diperlukan untuk merespons perubahan dalam lingkungan bisnis yang cepat dan dinamis.

Throughout 2024, both committees have successfully performed their duties, demonstrating a strong commitment to risk management and technological development. In conducting their functions, these committees not only adhered to the established guidelines and procedures but also provided valuable input to the Board of Directors on critical issues that needed attention. Through regular meetings, the committees were able to discuss the latest developments in risk management and technology and adjust strategies as necessary to respond to changes in the fast-paced and dynamic business environment.

Direksi secara berkala menilai kinerja komite berdasarkan pedoman dan prosedur yang telah ditetapkan, guna memastikan bahwa program kerja masing-masing komite selaras dengan kondisi ekonomi terkini, perkembangan bisnis, dan regulasi yang berlaku. Penilaian ini dilakukan melalui mekanisme evaluasi yang sistematis, yang mencakup analisis kinerja, efektivitas rapat, dan kontribusi yang diberikan kepada pengambilan keputusan strategis. Dengan cara ini, Direksi dapat memastikan bahwa semua komite beroperasi secara optimal dan berkontribusi terhadap pencapaian tujuan Perseroan.

The Board of Directors periodically evaluates the performance of the committees based on the established guidelines and procedures to ensure that each committee's work program aligns with current economic conditions, business developments, and applicable regulations. This evaluation is conducted through a systematic assessment mechanism, including performance analysis, meeting effectiveness, and the contribution made to strategic decision-making. In this way, the Board of Directors ensures that all committees are operating optimally and contributing to the achievement of the company's goals.

Perubahan Komposisi Direksi

Di tahun 2024, tidak terdapat perubahan komposisi Direksi. Dengan demikian, komposisi Direksi Perseroan hingga tanggal penyusunan laporan ini adalah sebagai berikut:

Changes in the Composition of the Board of Directors

In 2024, there were no changes in the composition of the Board of Directors. Therefore, the composition of the Company's Board of Directors as of the date of this report is as follows:

Direktur Utama President Director	Subakti Syukur
Direktur Bisnis Director of Business	Reza Febriano
Direktur Human Capital dan Transformasi Director of Human Capital and Transformation	Bagus Cahya Arinta B.
Direktur Operasi Director of Operations	Fitri Wiyanti
Direktur Pengembangan Usaha Director of Business Development	Mohamad Agus Setiawan
Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	Pramitha Wulanjani

Apresiasi

Mewakili Direksi, kami ingin menyampaikan apresiasi kepada seluruh karyawan Perseroan atas dedikasi, kerja keras, dan komitmen yang luar biasa dalam menjalankan tugas dan tanggung jawab. Pencapaian yang telah diraih selama tahun ini adalah hasil kolaborasi yang solid dan sinergi yang terjalin di antara seluruh unit dalam Perseroan. Kami juga berterima kasih kepada para pemangku kepentingan, termasuk pelanggan, mitra, dan pemerintah, yang terus memberikan dukungan dan kepercayaan kepada Perseroan. Komitmen Perseroan untuk mengedepankan layanan berkualitas dan inovasi dalam pengembangan infrastruktur jalan tol adalah bagian dari upaya bersama untuk membangun masa depan yang lebih baik bagi Indonesia.

Sebagai penutup, kami mengajak seluruh pemangku kepentingan untuk terus bersama-sama mengawal dan mendukung langkah-langkah strategis yang telah ditetapkan dalam RJPP dan RKAP. Tantangan di masa depan akan tetap ada, namun dengan pondasi yang kuat dan komitmen untuk berinovasi, kami yakin Perseroan akan terus tumbuh dan memberikan kontribusi signifikan terhadap pembangunan infrastruktur di Indonesia. Mari kita songsong masa depan dengan optimisme, berkomitmen untuk mencapai keberhasilan yang berkelanjutan dan memberikan nilai tambah bagi seluruh masyarakat.

Appreciation

On behalf of the Board of Directors, we would like to express our appreciation to all employees of the Company for their dedication, hard work, and exceptional commitment in carrying out their duties and responsibilities. The achievements made this year are the result of solid collaboration and synergy among all units within the Company. We also extend our gratitude to all stakeholders, including customers, partners, and the government, for their continued support and trust in the Company. The Company's commitment to prioritizing quality service and innovation in toll road infrastructure development is part of a collective effort to build a better future for Indonesia.

In conclusion, we invite all stakeholders to continue to support and uphold the strategic steps set out in the Company's Long-Term Plan (RJPP) and the Company's Work Plan and Budget (RKAP). Challenges will persist in the future, but with a strong foundation and a commitment to innovation, we are confident that the Company will continue to grow and make significant contributions to infrastructure development in Indonesia. Let us embrace the future with optimism, committed to achieving sustainable success and providing added value to the entire society.

Jakarta, 15 April / April 15, 2025

Atas Nama Direksi
On Behalf of the Board of Directors



Subakti Syukur
Direktur Utama
President Director

Profil Direksi
Board of Directors' Profile



Bagus Cahya Arinta B.
Direktur Human Capital dan Transformasi
Director of Human Capital and Transformation



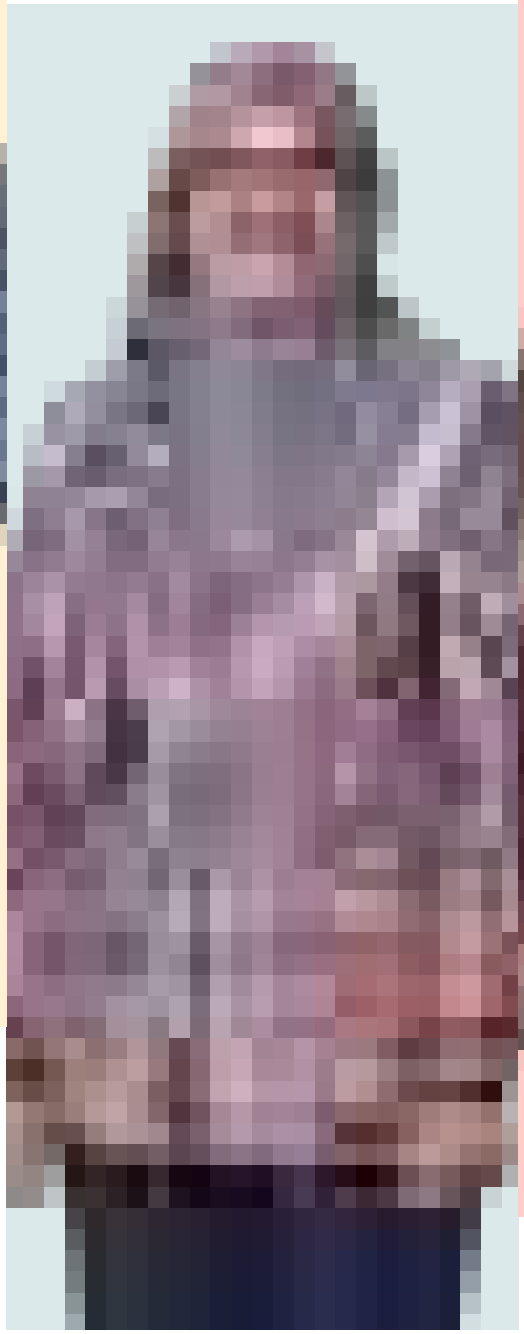
Pramitha Wulanjani
Direktur Keuangan dan Manajemen Risiko
Director of Finance and Risk Management



M. Agus Setiawan
Direktur Pengembangan Usaha
Director of Business Development



Subakti Syukur
Direktur Utama
President Director



Fitri Wiyanti
Direktur Operasi
Director of Operations



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 2024

Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Tahunan PT Jasa Marga (Persero) Tbk Tahun Buku 2024 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Tahunan Perseroan.

Demikian pernyataan ini dibuat dengan sebenarnya.

Jakarta, 15 April 2025

Anggota Dewan Komisaris
Member of the Board of Commissioners

Mohammad Zainal Fatah
Komisaris Utama
President Commissioner

M. Roskanedi
Komisaris
Commissioner

Raja Erizman
Komisaris
Commissioner

Chandra Wijaya
Komisaris Independen
Independent Commissioner

Seppalga Ahmad
Komisaris Independen
Independent Commissioner

Marsetio
Komisaris Independen
Independent Commissioner

Abdul Rachman
Komisaris Independen
Independent 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 Fiscal Year 2024

We, the undersigned, declare that all information in the Annual Report of PT Jasa Marga (Persero) Tbk for the Fiscal Year 2024 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, April 15, 2025

Anggota Direksi
Members of the Board of Directors



Subakti Syukur
Direktur Utama
President Director



Reza Febriano
Direktur Bisnis
Director of Business

Bagus Cahya Arinta B.
Direktur Human Capital dan Transformasi
Director of Human Capital and Transformation



Fitri Wiyanti
Direktur Operasi
Director of Operations



Mohamad Agus Setiawan
Direktur Pengembangan Usaha
Director of Business Development



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

03

Profil Perusahaan

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Dengan pengalaman lebih dari 40 tahun, Perseroan berhasil menjadi pemimpin perusahaan jalan tol di Indonesia, yang didukung oleh inovasi teknologi serta sumber daya manusia yang kompeten dan berpengalaman, untuk memastikan kelangsungan bisnis yang berkelanjutan.

With over 40 years of experience, the Company has successfully become the leader in the toll road industry in Indonesia, supported by reliable technology innovation and experienced human capital to drive sustainable business continuity.



Identitas Jasa Marga
Jasa Marga Identity

Nama Perusahaan | Company's Name
PT Jasa Marga (Persero) Tbk

Nama Panggilan | Business Name
Jasa Marga

Bidang Usaha | Line of Business
Pengusahaan Jalan Tol
Toll Road Business

Tanggal Pendirian | Establishment Date
1 Maret 1978
March 1, 1978

Dasar Hukum Pendirian | Legal Basis of Establishment
Peraturan Pemerintah No. 04 Tahun 1978
The Government of Indonesia No. 04 Year 1978

Kepemilikan Saham | Shares Ownership
- Pemerintah Indonesia 70%
- Republic of Indonesia Government 70%

- Publik Nasional 30%
- Public National 30%

Modal Dasar | Authorized Capital
Rp9,52 triliun
Rp9.52 trillion

Modal Ditempatkan | Issued Capital
Rp3,63 triliun
Rp3.63 trillion

Tanggal IPO | Initial Public Offering (IPO) Date
12 November 2007
November 12, 2007

Kode Saham | Ticker Code
JSMR
JSMR

Nama Bursa | Stock Exchange
Bursa Efek Indonesia
Indonesia Stock Exchange

Jumlah Pegawai | Total Employees
7.919 Pegawai
7,919 Employees

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 Akses Patimban
13. PT Jasamarga Transjawa Tol
14. PT Jasamarga Tollroad Operator
15. PT Jasamarga Tollroad Maintenance
16. PT Jasamarga Related Business
17. PT Jalantol Lingkarluar Jakarta

Entitas Asosiasi dan Ventura Bersama |
Associate Entities and Joint Ventures
1. PT Marga Lingkar Jakarta
2. PT Jasamarga Jogja Solo
3. PT Trans Lingkar Kita Jaya
4. 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
Telepon | Phone : +62-21 841 3626, +62-21 841 3630
Email | Email : jsmr@jasamarga.co.id
corcomm@jasamarga.co.id
investor.relations@jasamarga.co.id
Situs Perseroan | Company Website : 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: 14080
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

Perjalanan PT Jasa Marga (Persero) Tbk, yang selanjutnya disebut "Jasa Marga" atau "Perseroan" dimulai 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.

The journey of PT Jasa Marga (Persero) Tbk, hereinafter referred to as "Jasa Marga" or "the Company," began in 1978 when the Company started its commercial operations in the toll road industry. The Company has since grown into a symbol of the country's progress in 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 under the Indonesian Government Regulation No. 4 of 1978 regarding the Government's Equity Participation in the Establishment of State-Owned Enterprises (Persero) in the Management, Preservation, and Procurement of Toll Road Networks, along with the Regulations for its Operations, dated February 27, 1978. The Company was then officially founded based on Deed No. 1 dated March 1, 1978, under the name PT Jasa Marga (Indonesia Highway Corporation), made 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, before the same Notary.

Perseroan telah menciptakan fondasi yang kuat untuk pengembangan jaringan jalan tol di Indonesia, salah satunya melalui pengoperasian jalan tol Jagorawi (Jakarta-Bogor-Ciawi) di tahun 1978 yang menjadi tonggak sejarah bagi perkembangan industri jalan tol di Tanah Air. Langkah besar lainnya diambil pada 12 November 2007 ketika Perseroan 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. Perseroan bergerak semakin lincah dan mulai melakukan pembangunan jalan tol secara masif dibarengi 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.

The company has established a strong foundation for the development of toll road networks in Indonesia, one of which is through the operation of the Jagorawi toll road (Jakarta-Bogor-Ciawi) in 1978, which became a historical milestone for the development of the toll road industry in the country. Another significant step was taken on November 12, 2007, when the Company conducted a corporate action through an Initial Public Offering (IPO), listing 30% of its shares on the Indonesia Stock Exchange and changing its logo, marking its transformation into a more dynamic and responsive public company facing challenges and opportunities in the infrastructure sector. The Company became more agile and began massive toll road construction, coupled with the enhancement of services through cards as a payment system to save time for users and streamline access at entrance 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.

To continuously innovate and improve services, the Company implemented advanced technologies such as the Intelligent Transport System (ITS) to improve toll road traffic services and the Integrated Tollroad Maintenance System (ITMS) to enhance toll road preservation services. These initiatives not only increase operational efficiency but also ensure the safety and comfort of road users.

Menyadari pentingnya peran jalan tol dalam mendukung mobilitas dan pertumbuhan ekonomi masyarakat, Perseroan turut mengembangkan bisnis prospektif untuk kawasan di sekitar jalur tol. Melalui strategi bisnis yang berkelanjutan, Perseroan berupaya mengoptimalkan potensi yang ada dan memberikan kontribusi signifikan terhadap pembangunan ekonomi nasional. Untuk meningkatkan daya saingnya,

Recognizing the importance of toll roads in supporting mobility and economic growth, the Company is also developing a prospective business for areas around toll routes. Through a sustainable business strategy, the Company seeks to optimize existing potential and make a significant contribution to the national economic development. To strengthen competitiveness, the Company optimized its

Perseroan melakukan optimalisasi aset melalui konsolidasi ruas jalan tol yaitu ruas Batang-Semarang, ruas Solo-Ngawi, dan Ngawi-Kertosono pada tahun 2023, serta ruas Gempol-Pandaan pada tahun 2024.

Guna menghadapi tantangan di masa depan, mengantisipasi perkembangan teknologi dan dinamika persaingan pasar, Perseroan perlu terus menyesuaikan strategi bisnisnya. 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.

Dengan semangat membuka jalan menuju masa depan yang berkelanjutan, Perseroan terus berinovasi dan beradaptasi, mendukung peningkatan 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.

Hingga akhir tahun 2024, Perseroan telah memiliki 17 (tujuh belas) Entitas Anak, 4 (empat) 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.

assets by consolidating the toll roads, namely the Batang-Semarang section, the Solo-Ngawi section, and the Ngawi-Kertosono section in 2023, and the Gempol-Pandaan toll road in 2024.

The company needs to continually adjust its business strategy to face future challenges, anticipate technological developments, and manage market competition dynamics. Therefore, the Company has set the 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.

With a spirit of paving the way for a sustainable future, the Company continues to innovate and adapt, supporting the enhancement of connectivity between cities and regions and making a positive contribution to society and the environment, to establish resilient infrastructure as a pillar of sustainable development for Indonesia.

By the end of 2024, the Company has 17 (seventeen) Subsidiaries, 4 (four) Associates and Joint Ventures, 8 (eight) Subsidiaries of PT Jasamarga Transjawa Tol (JTT), and 3 (three) Joint Ventures from PT JTT as strategic supporters in 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.

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

Based on Deed No. 1 dated March 1, 1978, the company was established under the name "PT Jasa Marga (Indonesia Highway Corporation)", which was later changed under Deed No. 187 dated May 19, 1981, and the company's name was changed to "PT Jasa Marga (Persero)", both deeds made before Notary Kartini Muljadi, S.H., in Jakarta. Subsequently, the company's name was changed again under Deed No. 27 dated September 12, 2007, made before Notary Poerbaningsih 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.

To this day, 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.* • Program Kerja FHCI Tahun 2024 Bidang 5.2 *Culture, Employee Branding & Employee Value Proposition.* • Certified Student Internship Program. • Joint Recruitment Program. • Integrated Talent Management System. • FHCI Summit Program	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	Pengurus Inti Key Management
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
Fordigi	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
ITS 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.



2021

- **Menambah 55,9 km pengoperasian jalan tol, sehingga total pengoperasian menjadi 1.246 km.**
- **Peresmian Jasa Marga *Tollroad Command Center* sebagai pusat kendali yang berbasis *Intelligent Transportation System* (ITS) pertama di Indonesia.**
- **Peluncuran aplikasi Travoy 3.0 yang dirancang sebagai asisten perjalanan digital untuk membantu pengguna jalan tol berkendara secara aman dan nyaman.**

- Adding 55.9 km of toll road operations, bringing the total operation to 1,246 km.
- The inauguration of the Jasa Marga Tollroad Command Center as the first Intelligent Transportation System (ITS) based control center in Indonesia.
- The launch of the Travoy 3.0 application, designed as a digital travel assistant to help toll road users drive safely and comfortably.

2023

- **Memperoleh konsesi jalan tol baru sepanjang 37,05 km sehingga Perseroan telah memiliki konsesi jalan tol sepanjang 1.736 km.**
- **Melakukan optimalisasi aset dengan mengkonsolidasi 3 (tiga) ruas jalan tol yaitu ruas Batang-Semarang, ruas Solo-Ngawi dan ruas Ngawi-Kertosono-Kediri.**

- Acquiring a new toll road concession of 37.05 km, bringing the total toll road concession to 1,736 km.
- Optimizing assets by consolidating three toll road segments: Batang-Semarang, Solo-Ngawi, and Ngawi-Kertosono-Kediri.

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.

2022

- **Mengoperasikan sepanjang 1.260 km jalan tol.**
- **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).**

- Operating 1,260 km of toll roads.
- 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.**
- **Penerbitan Obligasi Berkelanjutan III Tahap I 2024.**

- 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.
- Issuance of Self Registration Bonds III Phase I 2024.



Wilayah Operasional Perseroan
Company Operational Area



Sumatera Utara
North Sumatra

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

Entitas Anak
Subsidiaries
- **Deli Serdang:** 1 Entitas Anak/ 1 Subsidiaries
  - » PT Jasamarga Kualanamu Tol

Jabodetabek

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 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)

Entitas Anak
Subsidiaries
- **Jakarta:** 5 Entitas Anak/ 5 Subsidiaries
  - » PT Jasamarga Japek Selatan
  - » PT Jasamarga Related Business
  - » PT Jasamarga Tollroad Operator
  - » PT Jasamarga Tollroad Maintenance
  - » PT Jasamarga Akses Patimban
- **Bogor:** 1 Entitas Anak/ 1 Subsidiaries
  - » PT Marga Sarana Jabar
- **Tangerang:** 1 Entitas Anak/ 1 Subsidiaries
  - » PT Jasamarga Kunciran Cengkareng
- **Tangerang Selatan** South Tangerang: 2 Entitas Anak/ 2 Subsidiaries
  - » PT Cinere Serpong Jaya
  - » PT Marga Trans Nusantara
- **Bekasi**: 2 Entitas Anak/ 2 Subsidiaries
  - » PT Jasamarga Transjawa Tol
  - » PT Jalantol Lingkarluar Jakarta

Ventura Bersama
Joint Venture
- **Jakarta:** 1 Ventura Bersama/ 1 Joint Venture
  - » PT Marga Lingkar Jakarta

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

***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)

Jawa Barat
West Java

Representative Office
- **Bandung:** 1 *Representative Office*
  - » *Representative Office* 3 Jasamarga Metropolitan Tollroad Regional Division (Ruas/Segment Cikampek-Padalarang-Cileunyi)

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

Jawa Tengah/DIY
Central Java/Special Region of Yogyakarta

Entitas Anak
Subsidiaries
- **Yogyakarta:** 1 Entitas Anak/ 1 Subsidiary
  - » PT Jasamarga Jogja Bawen

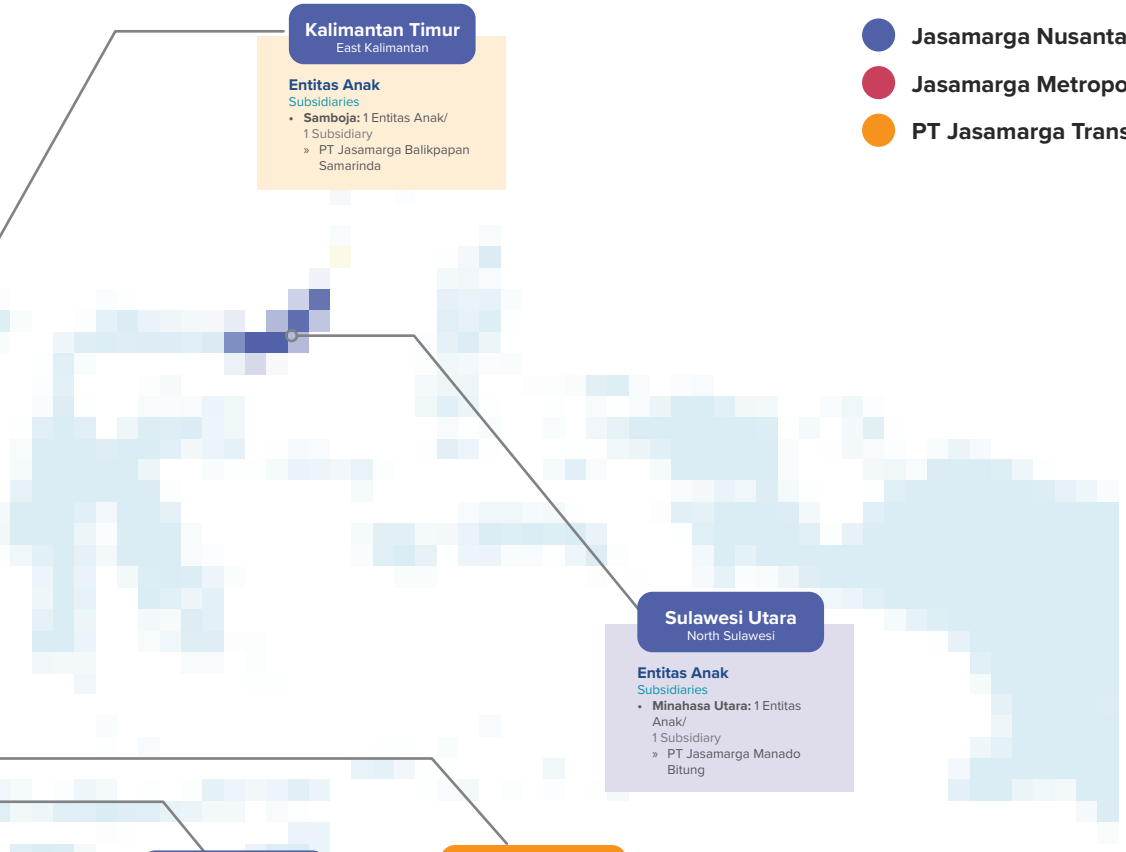
Ventura Bersama
Joint Venture
- **Yogyakarta**: 1 Ventura Bersama/ Joint Ventures
  - » PT Jasamarga Jogja Solo

Entitas Anak dari PT JTT
Subsidiaries under PT JTT
- **Semarang:** 1 Entitas Anak dari PT JTT/ 1 Subsidiary under PT JTT
  - » PT Jasamarga Semarang-Batang
- **Boyolali:** 1 Entitas Anak dari PT JTT/ 1 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/ 1 Joint Venture under PT JTT
  - » PT Trans Marga Jateng

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

Perseroan memiliki 1 (satu) Kantor Pusat, 2 (dua) Regional, 4 (empat) *Representative Offices*, 17 (tujuh belas) Entitas Anak, 2 (dua) 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, 2 (two) Joint Ventures, 3 (three) Representative Offices under PT JTT, 6 (six) Subsidiaries under PT JTT, and 3 (three) Joint Ventures under PT JTT, spread across Indonesia.



Kalimantan Timur
East 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 Subsidiaries
  - » 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)

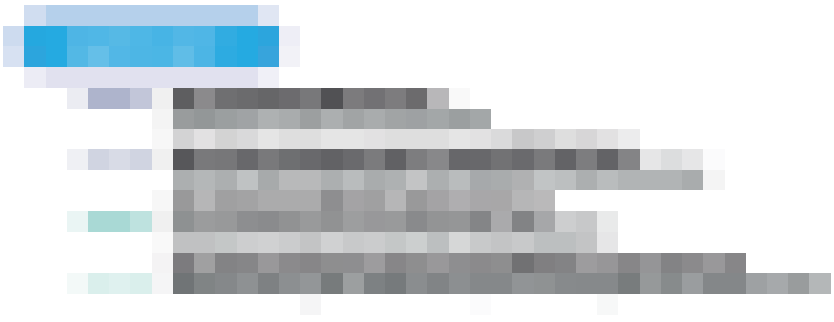
Ventura Bersama dari PT JTT
Joint Ventures under PT JTT
- **Malang:** 1 Ventura Bersama dari PT JTT / 1 Joint Venture under PT JTT
  - » PT Jasamarga Pandaan Malang

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

Jaringan Kantor Office Networks	2024	2023	2022	2021	2020
Kantor Pusat Head Office	1	1	1	1	1
Kantor Regional Regional Office	2	2	2	3	3
Representative Office	4	4	4	8	8
Entitas Anak Subsidiaries	17	17	16	19	21
Ventura Bersama Joint Venture	2	2	2	7	5

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





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
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





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



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



Akses terhadap Perseroan
Access to the Company

PT Jasa Marga (Persero) Tbk
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🖷 +6221 841 3640
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Web: www.jasamarga.com

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Kel. Jatibening, Kec. Pondok Gede
Bekasi 17412
☎ 021-852 11970
✉ jasamargajapekselatan@gmail.com

PT Jasamarga Jogja Bawen
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Kotabaru, Yogyakarta
☎ 081294297521
✉ jasamargajogjabawen@gmail.com

PT Jasamarga Probolinggo Banyuwangi
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RT. 002/RW. 002, Sukomulyo Pajarakan
Probolinggo, Jawa Timur 67281
☎ 0335-8473333
🖷 0335-8473999
✉ tolprobowangi@jpb.co.id

PT Jasamarga Jogja Solo
Jl. Ring Road Utara No.98, Nayan, Maguwoharjo,
Kec. Depok, Kabupaten Sleman,
Daerah Istimewa Yogyakarta 55281
☎ 027-4488780
✉ jmj@jasamarga.co.id

PT Jasamarga Akses Patimban
Plaza Tol Taman Mini Indonesia Indah
Jakarta 13550
☎ 021-8413526, 8413630
🖷 021-8401533, 8413540
✉ pt.jap@jasamarga.co.id

PT Jasamarga Tollroad Operator
Gedung C Lt. 3 & 4
PT Jasa Marga (Persero) Tbk
Jl. Raya Taman Mini Indonesia Indah
Jakarta 13550
☎ 021-22984722
🖷 021-29835370
✉ support@jmto.co.id

PT Jasamarga Tollroad Maintenance
Gedung C Lt. 1
PT Jasa Marga (Persero) Tbk
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Jakarta 13550
☎ 021-29835858
🖷 021-22819474
✉ cs@jmtm.co.id

PT Jasamarga Related Business
Gedung C Lt. 2
PT Jasa Marga (Persero) Tbk
Jl. Raya Taman Mini Indonesia Indah
Jakarta 13550
☎ 021-22093560
✉ relatedbusiness@jmrb.co.id

PT Jalantol Lingkarluar Jakarta
Plaza Tol Jatiasih Lt. 1
Bekasi 17423
☎ 021-8223232
🖷 021-8205151
✉ layanan@jlj.co.id

Jasa Marga Tollroad Command Center
Plaza Tol Jatiasih Lt. 2, RT. 001/RW. 010
Jatiasih, Kec. Jatiasih, Kota Bekasi
Jawa Barat 17423
☎ 14080

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Plaza Tol Cililitan
Jl. Cililitan Besar Jakarta 13510
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🖷 021-80887228
✉ jm.regmetropolitan@jasamarga.co.id

Representative Office 1
Jasamarga Metropolitan Tollroad Regional Division
(Ruas Jagorawi-JORR E1-E3, JORR W2S, dan Pondok Aren-Ulujami)
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Jakarta Timur 13860
✉ ro.1jmt@jasamarga.co.id

Representative Office 2
Jasamarga Metropolitan Tollroad Regional Division (Ruas Cawang – Tomang – Pluit -Prof. Ir. Sedyatmo-Jakarta - Tangerang)
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Jl. Cililitan Besar Jakarta 13510
☎ 021-80887227
🖷 021-80887228
✉ ro2jmt@jasamarga.co.id

Representative Office 3
Jasamarga Metropolitan Tollroad Regional Division
(Ruas Cikampek-Purwakarta-Padalarang-Cileunyi)
Plaza Tol Pasteur
Jl. Dr. Djundjunan No. 257, Bandung 40164
☎ 022-2000867, 2000868
🖷 022-2011433
✉ purbaleunyi@jasamarga.co.id

PT Marga Sarana Jabar
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Jl. Tol Lingkar Luar Bogor 16710
☎ 021-29255000
🖷 021-29259942
✉ sekper.msj@gmail.com

PT Marga Lingkar Jakarta
Plaza Tol Meruya
Jl. Raya Meruya Utara No. 1
Meruya Utara, Jakarta Barat 11620
☎ 021-58908462
🖷 021-58908447
✉ margalingkarjakarta@mlj-tollroad.co.id

PT Marga Trans Nusantara
Plaza Tol Parigi
Jl. H. Rasam RT. 004/RW. 002
Kecamatan Pondok Aren
Tangerang Selatan 15228
☎ 021-22215888
🖷 021-22215888
✉ kunciranserpongtollroad@mtn.co.id

PT Jasamarga Kunciran Cengkareng
Grha JKC
Jl. Arteri Blok Kelapa Nomor 17 RT 06 RW 03
Kelurahan Buaran Indah
Kecamatan Tangerang, Kota Tangerang 15119
☎ 021-55782453
🖷 021-55782456
✉ jasamargakuncirancengkareng@gmail.com

PT Cinere Serpong Jaya
Plaza Tol Pamulang
Jalan RE Martadinata, Ciputat
Kota Tangerang Selatan 15411
☎ 021-74783000
✉ csj@jasamarga.co.id

PT Jasamarga Transjawa Tol

Plaza Tol Jakarta-Cikampek, Jl. Teuku Umar
Sepanjang Jaya Rawalumbu, Bekasi 17114
☎ 021-8216515
✉ Jasamarga.transjawa@jasamarga.co.id

Representative Office 1
Plaza Tol Jakarta-Cikampek
Jl. Teuku Umar, Sepanjang Jaya
Rawalumbu Bekasi, Jawa Barat 17114
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✉ ro1@jmtransjawatol.co.id

Representative Office 2
PT Jasamarga Transjawa Tol
(Ruas Palimanan-Kanci)
Jl. Jenderal Sudirman No. 138
Ciperna, Cirebon 45171
☎ 0231-489800,484268
🖷 0231-483457
✉ palikanci@jasamarga.co.id

(Ruas Semarang Seksi A, B, C)
Plaza Tol Manyaran, Jl. Tol Semarang 50147
☎ 024-7606012/7606014
🖷 024-7623940
✉ semarang@jasamarga.co.id

Representative Office 3
PT Jasamarga Transjawa Tol
(Ruas Surabaya-Gempol)
Plaza Tol Kota Satelit
Jl. Mayjen. Sungkono, Surabaya 60189
☎ 031-5624444
✉ ro3@jmtransjawatol.co.id
surgem@jasamarga.co.id

PT Jasamarga Jalanlayang Cikampek

Jl. Teuku Umar No. 14, RT. 03/RW. 01
Kel. Sepanjang Jaya, Kec. Rawalumbu
Bekasi 17114
☎ 021-82738397
✉ jjc@jasamarga.co.id

PT Trans Marga Jateng

Plaza Tol Banyumanik
Jl. Mulawarman Raya No. 1 B, RT. 002 RW. 004
Kel. Pedalangan, Kec.Banyumanik,
Semarang, Jawa Tengah 50268
☎ 024-7475222
✉ admin@transmargajateng.com

PT Jasamarga Semarang Batang

Plaza Tol Kalikangkung RW. 01
Kel. Gondoriyo, Kec. Ngaliyan
Semarang 50187
☎ 024-76433625
✉ jsb@jasamarga.co.id

PT Jasamarga Solo Ngawi

Plaza Tol Ngemplak
Ds. Sawahan RT. 06/RW. 01, Kec. Ngemplak
Kab. Boyolali, Jawa Tengah 57375
☎ 0271-7788777
✉ jsn@jasamarga.co.id

PT Jasamarga Ngawi Kertosono Kediri

Plaza Tol Madiun, Jl. Akses Tol Dumpil
RT. 026/RW. 004, Desa Bagi
Kecamatan/Kabupaten Madiun
Jawa Timur 63151
☎ 08113782403
✉ jnk@jasamarga.co.id

PT Jasamarga Surabaya Mojokerto

Jl. Raya Taman, Plaza Tol Waru 1 & Ramp
Sidoarjo 61257
☎ 031-7879995
✉ sekretariat@tollsumo.com

PT Jasamarga Pandaan Tol

Plaza Tol Pandaan
Pandaan, Pasuruan, Jawa Timur 67156
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🖷 0343-5650727
✉ jpt@jasamarga.co.id

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Plaza Tol Singosari, Singosari, Malang 65153
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🖷 0341-4378788
✉ jpm@jasamarga.co.id

PT Jasamarga Gempol Pasuruan

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✉ gempas@jmgempas.co.id

Jasamarga Nusantara Toll Road Regional Division

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Ruas Belawan-Medan-Tj. Morawa
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☎ 061-6611701
🖷 061-6611055
✉ belmera@jasamarga.co.id

PT Jasamarga Kualanamu Tol

Plaza Tol Kualanamu, Penara Kebun
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☎ 08116138888
✉ jasamarga.kualanamutol@gmail.com

PT Jasamarga Balikpapan Samarinda

Jl. Sungai Merdeka KM. 1.5
Samboja Kutai Kartanegara
Kalimantan Timur 75271
☎ 0542-8703077
✉ tolbalikpapansamarinda@gmail.com

PT Jasamarga Bali Tol

Grha Bali Tol Jalan Raya Pelabuhan Benoa No. 88
Pedungan, Kecamatan Denpasar Selatan,
Denpasar, Bali 80222
☎ 0361-725326
🖷 0361-725327
✉ sekertaris.direksi@jasamargabalitol.co.id

PT Jasamarga Manado Bitung

Plaza Toll Jasamarga Manado Bitung
Jl. Toll Manado - Bitung KM. 0
Ds. Maumbi, Kec. Kalawat, Minahasa Utara
Sulawesi Utara 95378
☎ 0431-869988
✉ jmmanadobitung@gmail.com

Visi, Misi, dan Budaya Perseroan
Vision, Mission, and Corporate Culture

Review Visi dan Misi Perseroan
Review of the Company's Vision and Mission

Pada tahun 2024, Perseroan melakukan kajian atas kesesuaian visi dan misinya agar selaras dengan ketahanan usaha dan pertumbuhan serta tetap memberikan pelayanan terbaik kepada pengguna jalan tol dengan inovasi untuk peningkatan nilai yang berkelanjutan. Kajian tersebut dilakukan dengan melibatkan seluruh pihak terkait yakni Dewan Komisaris, Direksi, Karyawan, dengan memperhatikan kepentingan dari para pemangku kepentingan, tantangan, rencana pengembangan usaha Perseroan, dan dinamika bisnis yang ada.

Berdasarkan hasil kajian tersebut, Perseroan melakukan perubahan visi dan misi sesuai dengan Surat Keputusan Direksi No. 60/KPTS/2024 tanggal 29 April 2024 tentang Visi dan Misi Perusahaan yang juga telah disetujui oleh Dewan Komisaris.

In 2024, the Company conducted a review of its vision and mission alignment to ensure consistency with business resilience and growth, while continuing to provide the best service to toll road users through innovation for sustainable value enhancement. The review involved all relevant parties, including the Board of Commissioners, the Board of Directors, and employees, while considering the interests of stakeholders, challenges, the Company's business development plans, and existing business dynamics.

Based on the results of the review, the Company made changes to its vision and mission under Directors' Decree No. 60/KPTS/2024 dated April 29, 2024, regarding the Company's Vision and Mission, which has 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;
- 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;
- 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 praktk 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 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.

Misi
Mission



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

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. 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.

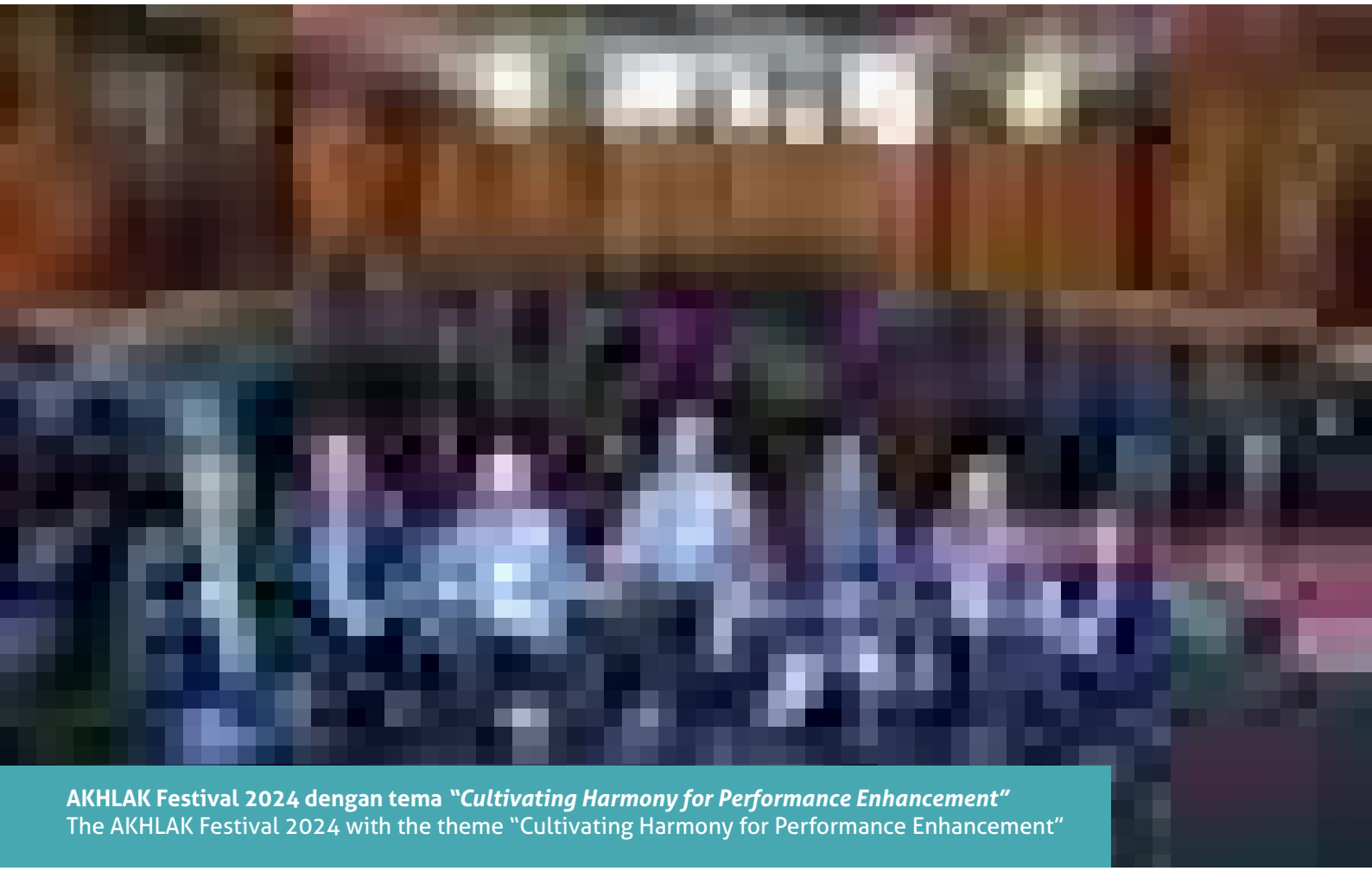
Perubahan atas tata nilai Perseroan dari semula APIC (*Agility, Professionalism, Integrity* dan *Customer Focus*) menjadi AKHLAK tertuang dalam Surat Keputusan Direksi No. 58/KPTS/2020 tanggal 29 Juli 2020 tentang Tata Nilai Perusahaan. Penerapan tata nilai AKHLAK dilakukan melalui 4 (empat) proses tahapan 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

Jasa Marga adopts the AKHLAK values (Amanah, Kompeten, Harmonis, Loyal, Adaptif, and Kolaboratif) as the foundation for the behavior of all employees working within the Jasa Marga environment. As one of the State-Owned Enterprises (BUMN), this implementation aligns with the Circular Letter of the Minister of SOE No. SE-7/MBU/07/2020 dated July 1, 2020, regarding the Core Values of Human Resources in State-Owned Enterprises.

Jasa Marga has implemented the AKHLAK values across both its parent company and subsidiaries, fostering a corporate culture that enhances the Company's value and strengthens its competitiveness.

The shift in the Company's values from the previous APIC (Agility, Professionalism, Integrity, and Customer Focus) to AKHLAK is formalized in the Board of Directors Decree No. 58/KPTS/2020 dated July 29, 2020, concerning Corporate Values. The implementation of the AKHLAK values is carried out through four transformational stages of corporate culture: the Awareness stage (Socialization), the Understanding stage (Internalization), the Acceptance stage (Adoption), and the Commitment stage (Reinforcement), all conducted consistently. The AKHLAK values comprise six core values and 18 key behaviors, as follows:



AKHLAK Festival 2024 dengan tema *"Cultivating Harmony for Performance Enhancement"*
The AKHLAK Festival 2024 with the theme "Cultivating Harmony for Performance Enhancement"



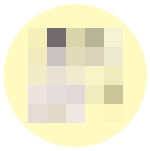


A

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.



K

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.



H

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.



L

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.

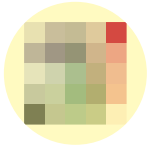


A

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.



K

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.

Perseroan telah melakukan internalisasi Tata Nilai AKHLAK dengan tahapan *awareness* (sosialisasi), tahap *understanding* (internalisasi), tahap *acceptance* (penerimaan), dan tahap *commitment* (penguatan) kepada seluruh *Roadster* Jasa Marga Grup sesuai dengan Surat Keputusan Direksi, yaitu No. 64/KPTS/2020 tanggal 14 Agustus 2020. Sejumlah program internalisasi AKHLAK Perseroan di antaranya yaitu:

1. **Pembentukan *Change Agent* Perseroan (*Commander* AKHLAK)**
   Pada tahun 2020 Perseroan membentuk 240 orang *Change Agent* yang saat ini lebih dikenal dengan sebutan *Commander* AKHLAK di lingkungan Jasa Marga Grup. Para *Commander* AKHLAK tersebar di seluruh Jasa Marga Grup, baik di level *Asset Owner*, *Asset Manager*, maupun di *Service Provider* agar internalisasi berjalan lebih efektif. Para *Commander* AKHLAK menerima berbagai pelatihan dan *workshop*, salah satunya digelar dalam bentuk Forum Commander AKHLAK, yang bertujuan untuk meningkatkan pembelajaran mengenai implementasi AKHLAK di Perseroan dan meningkatkannya di Unit Kerja masing-masing. Bentuk implementasinya diwujudkan dalam pembuatan video afirmasi AKHLAK, *mapping* perilaku AKHLAK, hingga membuat program budaya AKHLAK di Unit Kerja masing-masing. Hingga tahun 2024, sebanyak 392 orang *Commander* AKHLAK telah mengikuti pelatihan dan *workshop*. Setiap tahunnya jumlah *Commander* AKHLAK baik di Unit Kerja maupun Anak Perusahaan Jasa Marga Grup selalu bertambah.

2. **Penyelenggaraan Kegiatan Pengelolaan Budaya Perseroan**
   Untuk memperdalam penerapan budaya AKHLAK di tahap penerimaan/*acceptance*, pada tahun 2021 Jasa Marga menyelenggarakan 10 (sepuluh) *series Commander Talk Series (CTS)*. Tidak hanya kepada karyawan, Jasa Marga Grup juga melakukan sosialisasi budaya AKHLAK kepada *Vendor* dan Mitra Kerja di lingkungan kerja masing-masing. Seluruh program di tahap penerimaan/*acceptance* berjalan dengan efektif hingga di akhir tahun 2021, Jasa Marga mulai membangun penguatan/*commitment* dengan menyelenggarakan 10 (sepuluh) *series* kegiatan yang dinamakan *Commander Commitment Journey* (CCJ). Tahap *commitment* juga ditandai dengan penandatanganan Pakta Komitmen di seluruh Unit Kerja masing-masing sebagai bentuk komitmen bersama dalam mengimplementasikan budaya AKHLAK.

3. ***Sharing Session* Pengelolaan Budaya Jasa Marga oleh Narasumber Internal Perseroan**
   Sejak tahun 2022, untuk mengoptimalkan pengelolaan program budaya di internal Perseroan, Jasa Marga menggelar program *sharing session* yang menghadirkan narasumber internal. Program *sharing session* ini juga merupakan upaya Perseroan untuk semakin memperkuat tahap *commitment*. Program *Sharing Session* yang pertama kali dilakukan adalah AKHLAK *for Impactful Change* (AIC) yang diselenggarakan sebanyak 12 (dua belas) *series* sepanjang tahun 2022. *Sharing session*

The Company has conducted the internalization of the AKHLAK Value System through the stages of awareness (socialization), understanding (internalization), acceptance (reception), and commitment (reinforcement) for all Roadsters in the Jasa Marga Group, in accordance with the Board of Directors' Decree No. 64/KPTS/2020 dated August 14, 2020. Some of the AKHLAK internalization programs within the Company include:

1. **Formation of the Company's Change Agents (AKHLAK Commanders)**
   In 2020, the Company formed 240 Change Agents, now more commonly known as AKHLAK Commanders, within the Jasa Marga Group. The AKHLAK Commanders are spread across the entire Jasa Marga Group, at the Asset Owner, Asset Manager, and Service Provider levels, to ensure the internalization process is more effective. The AKHLAK Commanders undergo various training sessions and workshops, including those held in the form of the AKHLAK Commander Forum, aimed at enhancing learning about the implementation of AKHLAK within the Company and improving it within their respective work units. The implementation is reflected in the creation of AKHLAK affirmation videos, mapping AKHLAK behaviors, and developmentt AKHLAK cultural programs within their respective units. As of 2024, a total of 392 AKHLAK Commanders have participated in training and workshops. Each year, the number of AKHLAK Commanders in both work units and subsidiaries of Jasa Marga Group continues to grow.

2. **Implementation of the Company's Culture Management Activities**
   To deepen the implementation of AKHLAK culture at the acceptance stage, in 2021, Jasa Marga organized 10 (ten) series of Commander Talk Series (CTS). Not only for employees, but Jasa Marga Group also conducted AKHLAK culture socialization with vendors and business partners in their respective workplaces. All programs at the acceptance stage were conducted effectively, and by the end of 2021, Jasa Marga began to build reinforcement/commitment by organizing 10 (ten) series of activities called the Commander Commitment Journey (CCJ). The commitment stage was also marked by the signing of a Commitment Pact in all respective work units as a shared commitment to implementing AKHLAK culture.

3. **Sharing Session on Jasa Marga's Culture Management by Internal Company Speakers**
   Jasa Marga has organized a sharing session program featuring internal speakers to optimize the management of cultural programs within the company since 2022. This sharing session program is also an effort by the company to further strengthen the commitment stage. The first sharing session conducted was AKHLAK for Impactful Change (AIC), held in 12 (twelve) series throughout 2022. The sharing sessions continued with the AKHLAK Realignment program from 2022 to 2023, which took

dilanjutkan dengan penyelenggaraan program AKHLAK *Realignment* sepanjang 2022-2023 yang diadakan sebanyak 12 (dua belas) kali yang bertujuan untuk menyelaraskan kembali implementasi budaya AKHLAK di Perseroan. Setelah selesai dengan program AKHLAK *Realignment*, Perseroan menyelenggarakan program AKHLAK *Enrichment* yang bertujuan untuk meningkatkan level pemahaman oleh *Leaders* kepada para *Roadster* Jasa Marga. Program AKHLAK *Enrichment* dilaksanakan sebanyak 3 (tiga) kali di tahun 2023.

place 12 (twelve) times with the aim of realigning the implementation of AKHLAK culture within the company. After completing the AKHLAK Realignment program, the company organized the AKHLAK Enrichment program, which aimed to enhance the understanding of leaders among Jasa Marga's Roadsters. The AKHLAK Enrichment program was held 3 (three) times in 2023.

Selanjutnya di tahun 2024, Perseroan menggelar *Home Away* AKHLAK yang merupakan program *benchmark* implementasi AKHLAK pada unit kerja Jasa Marga Grup dengan narasumber para *Senior Group Head/Group Head/*Direksi Anak Usaha Jasa Marga serta tim pemenang lomba *Impactful* AKHLAK Program (ImAP). *Home Away* AKHLAK tahun 2024 telah diselenggarakan sebanyak 3 (tiga) kali.

In 2024, the company launched Home Away AKHLAK, a benchmarking program for the implementation of AKHLAK at Jasa Marga Group's work units, featuring speakers such as Senior Group Heads, Group Heads, Directors of Jasa Marga's subsidiaries, and the winning team of the Impactful AKHLAK Program (ImAP) competition. Home Away AKHLAK 2024 has been held 3 (three) times.

4. ***Sharing Session* Pengelolaan Budaya Jasa Marga oleh Narasumber Eksternal**

Tidak hanya puas dengan kegiatan *sharing session* yang melibatkan narasumber dari internal Jasa Marga, di tahun 2023 Perseroan juga mulai menyelenggarakan sharing session pengelolaan budaya Perusahaan yang menghadirkan para narasumber eksternal yang dikenal dengan *Town Hall Meeting* (THM). THM digelar sebagai forum para *leaders* 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.

4. **Sharing Session on Jasa Marga's Culture Management by External Speakers**

Unfulfilled by the sharing sessions involving internal speakers from Jasa Marga, in 2023 the company also began organizing culture management sharing sessions featuring external speakers, known as Town Hall Meetings (THM). The THM was held as a forum for leaders and Jasa Marga's Roadsters to engage in discussions, share experiences, and gain insights from external speakers to enhance the implementation of the AKHLAK culture, which can have an impact on the behavior and performance of the units.

Sepanjang tahun 2023-2024, Jasa Marga telah menyelenggarakan THM sebanyak 6 (enam) *series* yang menghadirkan narasumber inspiratif di setiap sesinya seperti Dian Satrowardoyo, Merry Riana, Ade Rai, Prita Ghozie dan Henry Manampiring.

Throughout 2023-2024, Jasa Marga held 6 (six) series of THM, featuring inspirational speakers in each session, such as Dian Satrowardoyo, Merry Riana, Ade Rai, Prita Ghozie, and Henry Manampiring.

5. **AKHLAK Festival Jasa Marga**

Jasa Marga menyelenggarakan AKHLAK Festival yang pertama kalinya di tahun 2023 sebagai perayaan implementasi 3 Tahun AKHLAK BUMN dengan menghadirkan narasumber yang berkompeten di bidangnya untuk berbagi pengalaman dengan para *Roadster* Jasa Marga. AKHLAK Festival 2023 yang mengangkat tema "AKHLAK Membudaya, Jasa Marga Sejiwa Berkarya" dihadiri oleh dua narasumber, yaitu Deputi Bidang Sumber Daya Manusia, Teknologi dan Informasi Kementerian BUMN Tedi Bharata dan Direktur Kepatuhan & SDM PT Bank Mandiri (Persero) Tbk Agus Dwi Handaya.

5. **Jasa Marga AKHLAK Festival**

Jasa Marga held its first AKHLAK Festival in 2023 to celebrate the 3rd anniversary of the implementation of AKHLAK BUMN, featuring competent speakers in their fields to share their experiences with Jasa Marga Roadsters. The 2023 AKHLAK Festival, themed "AKHLAK Membudaya, Jasa Marga Sejiwa Berkarya" (AKHLAK Becomes a Culture, Jasa Marga Works in Unity), was attended by two speakers: Tedi Bharata, Deputy for Human Resources, Technology, and Information at the Ministry of SOEs, and Agus Dwi Handaya, Director of Compliance & Human Resources at PT Bank Mandiri (Persero) Tbk.

Perseroan kembali menggelar AKHLAK Festival 2024 dengan tema *"Cultivating Harmony for Performance Enhancement"* dalam rangka peringatan 4 Tahun AKHLAK BUMN yang menghadirkan Addie M.S. dan Twilite Orchestra.

The Company will again hold the AKHLAK Festival in 2024 with the theme "Cultivating Harmony for Performance Enhancement" to mark the 4th anniversary of AKHLAK BUMN, featuring Addie M.S. and the Twilite Orchestra.

6. **Lomba Jasa Marga *Impactful* AKHLAK Program (JM ImAP)**
   Di tahun 2024, Lomba Jasa Marga *Impactful* AKHLAK Program (JM ImAP) mulai digelar untuk Roadster Jasa Marga. 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 yang terbagi menjadi tiga kategori yaitu Kategori *Motivation Culture*, Kategori *Capability Culture* dan Kategori *Engagement Culture*.

7. ***Net Promoter Score (NPS)***
   Perseroan melakukan pengukuran NPS sejak tahun 2020 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.

8. **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 Perusahaan, memotivasi serta mendorong semangat kerja karyawan dalam membangun kepercayaan dan memperkuat budaya Perseroan. Jumlah BOD *Message* sepanjang tahun 2020-2024 adalah sebanyak 49 kali.

Sepanjang tahun 2024, PT Jasa Marga (Persero) Tbk terus melanjutkan fase penguatan budaya untuk Tahap *Commitment* dalam implementasi Tata Nilai AKHLAK di Perusahaan. Di bulan Januari s.d. Oktober 2024, Jasa Marga menggelar *Home Away* AKHLAK, yaitu program *benchmark* implementasi AKHLAK pada unit kerja Jasa Marga Grup. *Home Away* AKHLAK diselenggarakan sebanyak empat kali, yaitu di PT Jasamarga Pandaan Malang untuk wilayah Jawa Timur, *Representative Office* 1 RNT untuk wilayah Nusantara, PT Jasamarga Jogja Bawen untuk wilayah Jawa Tengah dan Kantor Pusat Jasa Marga untuk wilayah Jabotabek.

Jasa Marga juga rutin menyelenggarakan program Forum AKHLAK *Commander* yang bertujuan untuk meningkatkan pembelajaran mengenai implementasi AKHLAK di Perseroan. Di tahun 2024 ini, Forum AKHLAK *Commander* digelar sebanyak 2 (dua) kali dengan mengambil tema yang fokus pada implementasi *Environmental, Social and Governance* (ESG) yang sejalan dengan prinsip-prinsip keberlanjutan Perseroan.

Sepanjang tahun 2024, THM dilaksanakan sebanyak 3 (tiga) *series*, di antaranya yaitu *"Learning Beyond Limits: Navigating The Path of Lifelong Learning"* bersama Dian Sastrowardoyo, AKHLAK Festival 2024 dengan tema *"Cultivating Harmony for Performance Enhancement"* dalam rangka peringatan 4 Tahun AKHLAK BUMN yang menghadirkan Addie M.S. dan

6. **Jasa Marga Impactful AKHLAK Program Competition (JM ImAP)**
   In 2024, the Jasa Marga Impactful AKHLAK Program Competition (JM ImAP) was launched for Jasa Marga Roadsters. JM ImAP was held to assess the performance and effectiveness of the AKHLAK cultural program across all work units and subsidiaries of Jasa Marga Group, including the regions and operational areas within the Jasa Marga Group. The competition was divided into three categories: Motivation Culture, Capability Culture, and Engagement Culture.

7. **Net Promoter Score (NPS)**
   The company has been measuring NPS since 2020 to assess the effectiveness of the implementation of the AKHLAK values by Jasa Marga Group employees. NPS is also used to provide insights into how these AKHLAK values are accepted, understood, and applied by employees and other stakeholders

8. **BOD Message**
   To strengthen the relation between management and employees, the company regularly issues BOD Messages to communicate and provide understanding regarding the company's vision, mission, and strategic issues, motivate employees, and encourage their work spirit in building trust and reinforcing the company culture. The number of BOD Messages throughout the year 2020-2024 is 49 times.

Throughout 2024, PT Jasa Marga (Persero) Tbk continues the phase of cultural strengthening for the Commitment Stage in the implementation of AKHLAK values in the company. From January to October 2024, Jasa Marga held the Home Away AKHLAK program, a benchmarking initiative for AKHLAK implementation in Jasa Marga Group's work units. Home Away AKHLAK was held four times, specifically at PT Jasamarga Pandaan Malang for the East Java region, Representative Office 1 Nusantara Regional for the Nusantara region, PT Jasamarga Jogja Bawen for the Central Java region, and the Jasa Marga Head Office for the Greater Jakarta area (Jabotabek).

Jasa Marga also regularly organizes the AKHLAK Commander Forum to enhance learning about the implementation of AKHLAK in the company. In 2024, the AKHLAK Commander Forum was held twice, focusing on the implementation of Environmental, Social, and Governance (ESG) principles, which align with the Company's sustainability principles.

Throughout 2024, the THM (Town Hall Meeting) was held in three series, including "Learning Beyond Limits: Navigating the Path of Lifelong Learning" with Dian Sastrowardoyo, AKHLAK Festival 2024 with the theme "Cultivating Harmony for Performance Enhancement" to commemorate the 4th Anniversary of AKHLAK BUMN featuring Addie M.S. and Twilite

Twilite Orchestra serta yang terkini yaitu *"When Life Feels Like a Rollercoaster"* dalam rangka peringatan Hari Kesehatan Mental Sedunia yang menghadirkan Henry Manampiring dan Tara de Thouars.

Orchestra, and the most recent session, "When Life Feels Like a Rollercoaster" for World Mental Health Day featuring Henry Manampiring and Tara de Thouars.

Survei AKHLAK Tahap Perubahan Perilaku dan Hasil & Dampak selalui survei berbasis NPS juga kembali dilakukan di tahun 2024. Survei ini telah dilaksakan pada periode 4-13 September 2024 yang hasilnya telah disampaikan kepada Unit Kerja dan juga Anak Perusahaan Jasa Marga Grup untuk ditindaklanjuti.

The AKHLAK Survey on Behavioral Change and Results & Impact, based on NPS, was also conducted again in 2024. This survey took place from September 4–13, 2024, and the results were communicated to the work units and subsidiaries of Jasa Marga Group for follow-up actions.

Pada tahun 2024, lomba JM ImAP kembali diselenggarakan dan diikuti oleh 82 tim ImAP seluruh Jasa Marga Grup. Implementasi AKHLAK pada tahun 2024 diperkuat oleh BOD *Message* kepada karyawan sebanyak 10 kali.

In 2024, the JM ImAP competition was held again and participated by 82 ImAP teams across the Jasa Marga Group. The implementation of AKHLAK in 2024 was reinforced by 10 BOD Messages to employees.



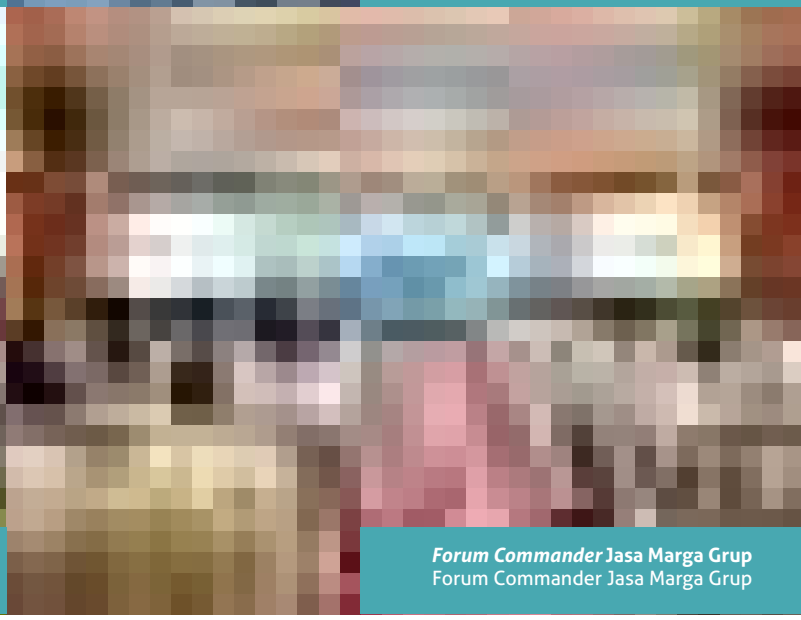
BOD Message
BOD Message



Lomba *Impactful* AKHLAK *Program*
Impactful AKHLAK Contest



Town Hall Meeting Series
Town Hall Meeting Series



***Forum Commander* Jasa Marga Grup**
Forum Commander Jasa Marga Grup

Program Budaya Jasa Marga Grup
Jasa Marga Group Cultural Program

Bidang Usaha
Line of Business

Maksud dan Tujuan Kegiatan Usaha Menurut Anggaran Dasar Terakhir

Berdasarkan Anggaran Dasar Perseroan terakhir, sebagaimana tertuang dalam Akta No. 40 tanggal 19 Juli 2021, yang dibuat di hadapan Ir. Nanette Cahyanie Handari Adi Warsito S.H., Notaris di Jakarta, dan telah disetujui oleh Menteri Hukum dan Hak Asasi Manusia dalam Keputusan No. AHU-AH.01.03-0429854 tanggal 21 Juli 2021 serta telah didaftarkan dalam Daftar Perseroan No. AHU-0125817.AH.01.11.TAHUN2021 tanggal 21 Juli 2021, Pasal 3 ayat (1), 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 dibidang 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.

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

Based on the latest Articles of Association of the Company, as outlined in Deed No. 40 dated July 19, 2021, made before Ir. Nanette Cahyanie Handari Adi Warsito S.H., Notary in Jakarta, and approved by the Minister of Law and Human Rights in Decision No. AHU-AH.01.03-0429854 dated July 21, 2021, and registered in the Company Register No. AHU-0125817. AH.01.11.YEAR 2021 on July 21, 2021, Article 3, paragraph (1), the purpose and objective of the Company is to participate in implementing and supporting the Government's policies and programs in the field of economics and national development in general, particularly in the development of Toll Road Concessions and its supporting facilities, while applying the principles of a limited liability company.

Meanwhile, based on Article 3, paragraph (2) and Article 3, paragraph (3), it is stated that the business activities and supporting activities of the Company are as follows:

1. The Company's main business activities, include:
   a. Planning, construction, operation, and/or preservation of toll roads.
   b. Managing land within the toll road ownership area (rumija toll) and land adjacent to the toll road ownership area for rest areas and service facilities, along with other facilities and businesses.
   c. Engaging in the development of areas integrated with the toll road network development.
   d. Providing services related to the preservation and operation of toll roads.
   e. Toll road activities, including vehicle traffic services through toll roads or toll bridges.
   f. Making investments, including capital participation in other companies, in line with and to achieve the Company's objectives.

2. Supporting business activities, include:
   The development of services related to transportation modes/facilities, distribution of liquid/solid/gas materials, information, technology, and communication networks, associated with the toll road corridors, under with applicable laws and regulations.

Kegiatan Usaha yang Dijalankan pada Tahun Buku

Pada tahun buku 2024, Jasa Marga telah menjalankan seluruh kegiatan usaha utama yang tercantum pada pasal 3 ayat (2) Anggaran Dasar Perseroan.

Business Activities during the Fiscal Year

In the 2024 fiscal year, Jasa Marga has conducted all of the main business activities listed in Article 3, paragraph (2) of the Company's Articles of Association.

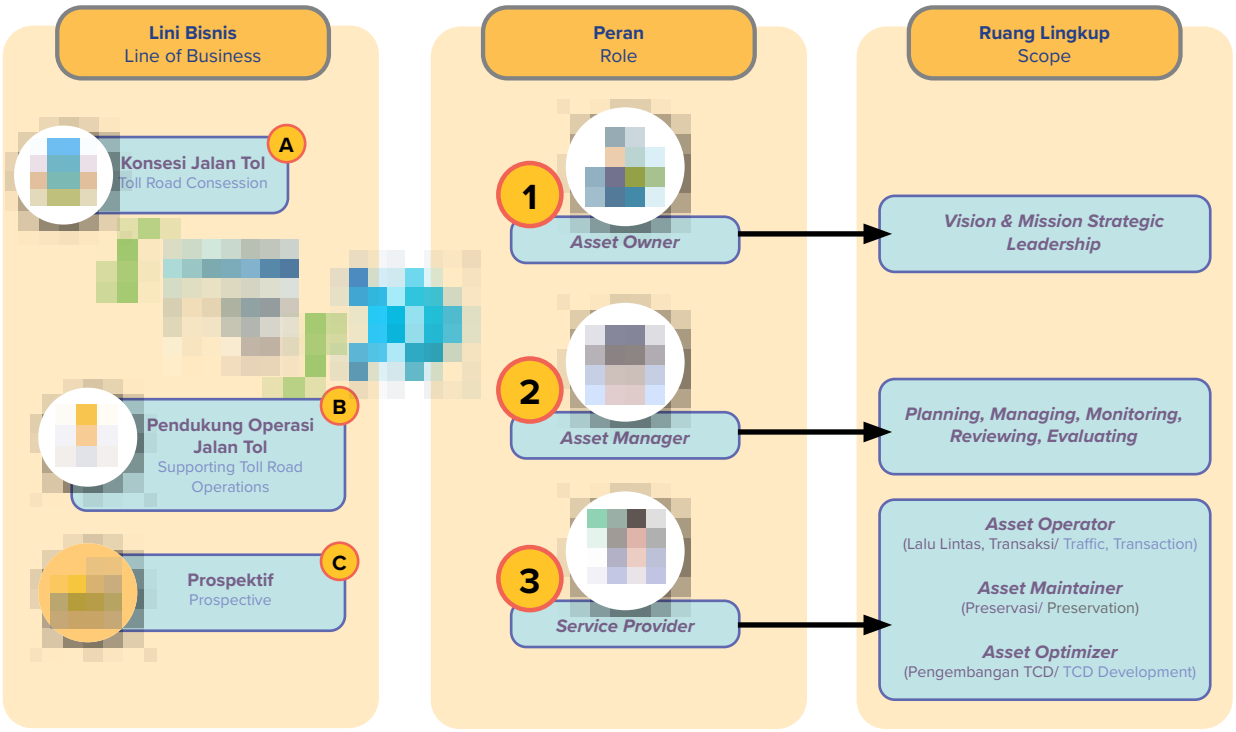
Model Operasi

Guna menunjang pencapaian sasaran Perseroan sesuai dengan Rencana Jangka Panjang tahun 2021-2025 untuk membangun ketahanan Perseroan dengan menyeimbangkan pertumbuhan dan kesinambungan keuangan, 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 objectives align with the 2021-2025 Long-Term Plan, which aims to build the Company's resilience by balancing growth and financial sustainability, the Company has developed a business model consisting of three business lines: (i) toll road concession business line; (ii) supporting toll road operation business line, which includes toll road operation and toll road preservation businesses; and (iii) prospective business line, which includes property development/Toll Corridor Development (TCD), Rest Areas and Services (TIP), advertising and utilities, building management, and commercial businesses.

Bagan Lini Bisnis, Peran, dan Ruang Lingkup Pekerjaan
Diagram of Business Line, Roles, and Scope of Work



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

Peran dalam Perseroan dibagi 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 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).

The roles within the Company are divided into three categories: asset owner, asset manager, and service provider. The role of asset owner is at the corporate or central level, where the scope of work includes developing the vision and mission, strategic functions, and leadership. The role of asset manager is at the Regional, Representative Office, and Subsidiary level, with responsibilities that include planning, management, monitoring, review, and evaluation. Meanwhile, the role of service provider supports the toll road business, which is divided into 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 three main areas:

Bisnis Konsesi Jalan Tol

Sejalan dengan visi Perseroan menjadi perusahaan jalan tol nasional terbesar, terpercaya dan berkesinambungan, Perseroan terus berupaya 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.

Hingga akhir 2024, 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 2024, dari total panjang konsesi yang dimiliki Perseroan 1.286 km diantaranya telah beroperasi.

Toll Road Concession Business

In line with the Company's vision to become the largest, most trusted, and sustainable national toll road company, the Company continues to strive to maintain its market share in toll roads across Indonesia. The Company manages the addition of toll road concession rights ownership 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 management, including funding, technical planning, construction execution, toll road operation and preservation, and other business activities in accordance with the applicable laws and regulations.

By the end of 2024, the Company holds concession rights for 36 toll road sections covering 1,736 km through tender processes, acquisitions, and initiations. The operation of these toll road concessions is divided into two (2) regions and through the Subsidiaries of the sub holding PT Jasamarga Transjawa Tol (JTT). By the end of 2024, from the total length of the concession owned by the Company, 1,286 km have been operational.

Tabel Ruas Jalan Tol Jasa Marga Periode 1978-2024
Table of Jasa Marga's Toll Roads in 1978-2024 Period

No	Konsensi 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	31,42	1991
9	Ulujami-Pondok Aren	5,6	2001
10	JORR W2 Utara	7,7	2014
11	Bogor Outer Ring Road (BORR)	13,3	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
18	Nusa Dua-Ngurah Rai-Benoa	9,7	2013
19	Medan- Kualanamu-Tebing Tinggi	61,7	2017

Tabel Ruas Jalan Tol Jasa Marga Periode 1978-2024
Table of Jasa Marga's Toll Roads in 1978-2024 Period

No	Konsensi Concession	Panjang (Km) Length (Km)	Tahun Mulai Operasi Perusahaan (Induk) Year of Commencement of Operations (Parent Company)
20	Solo-Ngawi	91,09	2018
21	Ngawi-Kertosono-Kediri	112,57	Beroperasi sebagian sejak tahun 2018 Partially operated since 2018
22	Cinere-Serpong	10,15	2021
23	Jakarta-Cikampek (Japek)	83,0	1988
24	Semarang A,B,C	24,8	1983
25	Surabaya-Gempol (Surgem)	46,55	1986
26	Palimanan-Kanci (Palikanci)	26,3	1998
27	Batang-Semarang	74,90	2018
28	Balikpapan-Samarinda	97,3	2019
29	Manado-Bitung	39,8	2020
30	Pandaan-Malang	38,5	2019
31	Jalan Layang Sheikh Mohammed Bin Zayed (MBZ)	38,0	2019
32	Probolinggo-Banyuwangi	172,9	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	75,8	Tahap pembebasan lahan dan konstruksi Land acquisition and construction phase
35	Solo-Yogyakarta-NYIA Kuloprogo	96,6	Beroperasi sebagian sejak tahun 2024 dan Tahap pembebasan lahan dan konstruksi Partially operated since 2024 and Land acquisition and construction phase
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 oleh Perseroan antara lain adalah layanan transaksi dan layanan lalu lintas serta layanan pemeliharaan. 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 Operations Business

The Company operates its toll road business through its subsidiary, PT Jasamarga Tollroad Operator (JMTO). The services provided by the Company include transaction services, traffic services, and maintenance services. Transaction services involve ensuring the availability and speed of tools and systems at toll gates to process transactions conducted by toll road users. Traffic services comprise a series of activities, including planning, procurement, installation, regulation, and maintenance of road equipment and facilities to ensure, support, and maintain safety, security, order, and smooth traffic flow, particularly on toll roads. In addition to toll road operation services, PT JMTO also provides information technology services and Electronic Toll Collection (ETC) services to support toll road operations.

Tabel Produk Layanan Pengoperasian Jalan Tol, *Electronic Toll Collection*, dan Teknologi Informasi PT JMTO Tahun 2024
Table of Toll Road Operation Services, Electronic Toll Collection, and Information Technology Products of PT JMTO in 2024

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	Jakarta-Tangerang	✓	✓	✓
3	Prof. Dr. Ir. Sedyatmo	✓	✓	✓
4	Cawang-Tomang-Pluit	✓	✓	✓
5	Padalarang-Cileunyi (Padaleunyi)	✓	✓	✓
6	Cikampek-Padalarang (Cipularang)	✓	✓	✓
7	Belawan-Medan-Tanjung Morawa (Belmera)	✓	✓	✓
8	Jakarta Outer Ring Road (JORR) Seksi E1, E2, E3, W2S	✓	✓	✓
9	Ulujami-Pondok Aren	✓	✓	✓
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	Gempol-Pasuruan	✓	✓	✓
2	Surabaya-Mojokerto	✓	✓	✓
3	Solo-Ngawi	✓	✓	✓
4	Ngawi-Kertosono-Kediri	✓	✓	✓
5	Jakarta-Cikampek (Japek)	✓	✓	✓
6	Palimanan-Kanci (Palikanci)	✓	✓	✓
7	Semarang A,B,C	✓	✓	✓
8	Surabaya-Gempol (Surgem)	✓	✓	✓
9	Semarang-Batang	✓	✓	✓
10	Pandaan-Malang	✓	✓	✓
11	Semarang-Solo	✓	✓	✓
12	Kunciran-Serpong	✓	✓	✓
13	Jalan Layang Sheikh Mohammed Bin Zayed (MBZ)*	✓	✗	✓
14	Balikpapan-Samarinda	✓	✓	✓
15	Manado-Bitung	✓	✓	✓
16	Ulujami-Kebon Jeruk (JORR W2 Utara)	✓	✓	✓
17	Bogor Ring Road	✓	✓	✓

Tabel Produk Layanan Pengoperasian Jalan Tol, *Electronic Toll Collection*, dan Teknologi Informasi PT JMTO Tahun 2024
Table of Toll Road Operation Services, Electronic Toll Collection, and Information Technology Products of PT JMTO in 2024

No	Ruas Toll Road	Layanan Services		
		Pengoperasian Jalan Tol Toll Road Operations	*Electronic Toll Collection*	Teknologi Informasi Information Technology
18	Gempol-Pandaan	✓	✓	✓
19	Nusa Dua-Ngurah Rai-Tanjung Benoa	✓	✓	✓
20	Jakarta-Cikampek II Selatan	✓	✓	✓
21	Kunciran-Cengkareng	✓	✓	✓
22	Cinere-Serpong	✓	✓	✓
24	Jogja-Solo Seksi 1	✓	✓	✓
25	Medan-Kualanamu-Tebing Tinggi	✓	✓	✓
BUJT di Luar Kelompok Usaha Jasa Marga **BUJT Outside Jasa Marga Group**				
1	Bogor-Ciawi-Sukabumi	✓	✗	✗
2	Kayu Agung-Palembang Betung	✓	✗	✗
3	Cimanggis-Cibitung	✓	✗	✗
4	Cibitung-Cilincing	✓	✗	✗
5	Krian-Legundi-Bunder-Manyar	✓	✗	✗
6	Serpong-Balaraja	✓	✗	✗
7	Semarang-Demak	✓	✗	✗

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

Sementara itu, PT Jasamarga Tollroad Maintenance (JMTM), yang merupakan Entitas Anak, menyediakan layanan manajemen preservasi jalan tol dan konstruksi. 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, PT Jasamarga Tollroad Maintenance (JMTM), a subsidiary, provides toll road preservation management services and construction. The preservation services are carried out to maintain the quality of the toll roads, which include planning and implementing toll road preservation, enhancing toll road capacity, and renting heavy equipment to meet the Minimum Service Standards (MSS) for toll roads. The details regarding PT JMTM services can be seen in the following table:

Tabel Daftar Pekerjaan PT Jasamarga Tollroad Maintenance (JMTM) Tahun 2024
Table of Project List for PT Jasamarga Tollroad Maintenance (JMTM) in 2024

No	Nama Pekerjaan Project Name	Pemberi Kerja Employer
1	Kontrak Manajemen Pemenuhan Standar Pelayanan Minimal di Bidang Preservasi Jalan Tol Ruas Jakarta-Cikampek Management Contract on Minimum Service Standard Fulfilment in Jakarta - Cikampek Toll Road Preservation Aspect	PT Jasamarga Transjawa Tol
2	Kontrak Manajemen Pemenuhan Standar Pelayanan Minimal di Bidang Preservasi Jalan Tol Ruas Semarang ABC Management Contract on Minimum Service Standard Fulfilment in ABC Semarang Toll Road Preservation Aspect	
3	Kontrak Manajemen Pemenuhan Standar Pelayanan Minimal di Bidang Preservasi Jalan Tol Palimanan-Kanci Management Contract on Minimum Service Standard Fulfilment in Palimanan-Kanci Toll Road Preservation Aspect	
4	Kontrak Manajemen Pemenuhan Standar Pelayanan Minimal di Bidang Preservasi Jalan Tol Surabaya-Gempol Management Contract on Minimum Service Standard Fulfilment in Surabaya-Gempol Toll Road Preservation Aspect	
5	Kontrak Manajemen Pemenuhan Standar Pelayanan Minimal di Bidang Preservasi Jalan Tol Jakarta Outer Ring Road Seksi E1, E2, E3, dan Ulujami - Pondok Aren Management Contract on Minimum Service Standard Fulfilment in Jakarta Outer Ring Road Section E1, E2, E3, and Ulujami - Pondok Aren Toll Road Preservation Aspect	Jasamarga Metropolitan Tollroad Regional Division
6	Kontrak Manajemen Pemenuhan Standar Pelayanan Minimal di Bidang Preservasi Jalan Tol Jakarta-Tangerang-Cengkareng Management Contract on Minimum Service Standard Fulfilment in JakartaTangerang-Cengkareng Toll Road Preservation Aspect	
7	Kontrak Manajemen Pemenuhan Standar Pelayanan Minimal di Bidang Preservasi Jalan Tol Jakarta-Bogor-Ciawi Management Contract on Minimum Service Standard Fulfilment in JakartaBogor-Ciawi Toll Road Preservation Aspect	
8	Kontrak Manajemen Pemenuhan Standar Pelayanan Minimal di Bidang Preservasi Jalan Tol Purwakarta-Bandung-Cileunyi Management Contract on Minimum Service Standard Fulfilment in Purwakarta-Bandung-Cileunyi Toll Road Preservation Aspect	
9	Kontrak Manajemen Pemenuhan Standar Pelayanan Minimal di Bidang Preservasi Jalan Tol Belawan-Medan-Tj. Morawa Management Contract on Minimum Service Standard Fulfilment in BelawanMedan-Tj. Morawa Toll Road Preservation Aspect	Jasamarga Nusantara Tollroad Regional Division
10	Kontrak Manajemen Bidang Preservasi Jalan Tol pada Ruas Tol Solo-Ngawi Management Contract on Solo - Ngawi Toll Road Preservation Aspect	PT Jasamarga Solo Ngawi
11	Kontrak Manajemen Bidang Preservasi Jalan Tol pada Ruas Tol Gempol-Pasuruan Management Contract on Gempol-Pasuruan Toll Road Preservation Aspect	PT Jasamarga Gempol Pasuruan
12	Kontrak Manajemen Bidang Preservasi Jalan Tol pada Ruas Tol Ngawi- Kertosono Management Contract on Ngawi-Kertosono Toll Road Preservation Aspect	PT Jasamarga Ngawi Kertosono Kediri
13	Kontrak Manajemen Bidang Preservasi Jalan Tol pada Ruas Tol Surabaya- Mojokerto Management Contract on Surabaya-Mojokerto Toll Road Preservation Aspect	PT Jasamarga Surabaya Mojokerto
14	Kontrak Manajemen Bidang Preservasi Jalan Tol pada Ruas Tol Semarang-Batang Management Contract on Semarang-Batang Toll Road Preservation Aspect	PT Jasamarga Semarang Batang
15	Kontrak Manajemen Bidang Preservasi Jalan Tol pada Ruas Tol Medan- Kualanamu-Tebing Tinggi Management Contract Medan-Kualanamu-Tebing Tinggi Toll Road Preservation Aspect	PT Jasamarga Kualanamu Tol
16	Kontrak Manajemen Bidang Preservasi Jalan Tol pada Ruas Tol Bali Mandara Management Contract on Bali Mandara Toll Road Preservation Aspect	PT Jasamarga Bali Tol
17	Kontrak Manajemen Bidang Preservasi Jalan Tol pada Ruas Tol Jakarta Cikampek II Elevated Management Contract on Jakarta Cikampek II Elevated Toll Road Preservation Aspect	PT Jasamarga Jalanlayang Cikampek
18	Kontrak Manajemen Bidang Preservasi Jalan Tol pada Ruas Tol Gempol-Pandaan Management Contract on Gempol-Pandaan Toll Road Preservation Aspect	PT Jasamarga Pandaan Tol
19	Kontrak Manajemen Bidang Preservasi Jalan Tol pada Ruas Tol Balikpapan-Samarinda Management Contract on Balikpapan-Samarinda Toll Road Preservation Aspect	PT Jasamarga Balikpapan Samarinda

Tabel Daftar Pekerjaan PT Jasamarga Tollroad Maintenance (JMTM) Tahun 2024
Table of Project List for PT Jasamarga Tollroad Maintenance (JMTM) in 2024

No	Nama Pekerjaan Project Name	Pemberi Kerja Employer
20	Kontrak Manajemen Bidang Preservasi Jalan Tol pada Ruas Tol Manado-Bitung Management Contract on Manado-Bitung Toll Road Preservation Aspect	PT Jasamarga Manado Bitung
21	Kontrak Manajemen Bidang Preservasi Jalan Tol pada Ruas Tol Kunciran-Cengkareng Management Contract on Kunciran-Cengkareng Toll Road Preservation Aspect	PT Jasamarga Kunciran Cengkareng
22	Kontrak Manajemen Bidang Preservasi Jalan Tol pada Ruas Tol Cinere-Serpong Management Contract on Cinere-Serpong Toll Road Preservation Aspect	PT Cinere Serpong Jaya
23	Pekerjaan Pelebaran Jalan di Blok F Boulevard - Patung Balet (Citra Grand Cibubur) Road Expansion Project at Block F Boulevard - Balet Statue (Citra Grand Cibubur)	PT Kingaziz Konstruksi Indonesia
24	Pekerjaan Rekonstruksi Perkerasan Pada Ruas Jalan Tol Padaleunyi Tahun 2024 Pavement Reconstruction Project on the Padaleunyi Toll Road in 2024	PT SIMAKA
25	Pengadaan dan Pemasangan Pagar Pengaman Jalan Tol Pada Ruas Solo Ngawi Procurement and Installation of Toll Road Guardrails on the Solo-Ngawi Section	PT Jasamarga Solo Ngawi
26	Pemeliharaan Periodik pada Jalan Tol Semarang-Solo Tahun 2024 Periodic Preservation on the Semarang-Solo Toll Road in 2024	Astra Infra Solutions
27	Pekerjaan *Scrapping Filling Overlay* (SFO) pada Jalan Tol JOR II Ruas Kunciran-Serpong Tahun 2024 Scrapping, Filling, and Overlay (SFO) Project on the JOR II Toll Road Section Kunciran-Serpong in 2024	Astra Infra Solutions
28	Pekerjaan Pengaspalan Untuk Pengaslihan Lalu Lintas Tahap-2 Pada Stasiun Thamrin Asphalt Project for Traffic Decongestion Phase-2 at Thamrin Station	Shimizu-Adhi Karya Joint Venture
29	Rekonstruksi Perkerasan Jalan Pada Ruas Jalan Tol Jakarta-Tangerang Tahun 2024 Pavement Reconstruction on the Jakarta-Tangerang Toll Road in 2024	PT Roadmixindo Raya
30	Pemeliharaan Berkala Jalan/Jembatan/*FO/Underpass* di Provinsi DKI Jakarta (Pekerjaan *Hotmix* Paket 17 Tahun 2024) Periodic Preservation of Roads/Bridges/FO/Underpasses in the DKI Jakarta Province (Hotmix Work Package 17 in 2024)	Dinas Bina Marga provinsi DKI Jakarta
31	Pekerjaan *Scrapping Filling* – Aspal Periodik Ruas Gedong Panjang – Ancol Timur Jalur Ambon Tahun 2024 Jalan Tol Ir Wiyoto Wiyono, MSc Scrapping Filling – Periodic Asphalt Project on the Gedong Panjang – Ancol Timur Section, Ambon Lane, Ir Wiyoto Wiyono, MSc Toll Road in 2024	PT Citra Marga Nusaphala Persada Tbk
32	Pekerjaan *Scrapping Filling Overlay* (SFO) pada Jalan Tol Lingkar Luar Bogor (BORR) Scrapping, Filling, and Overlay (SFO) Project on the Bogor Outer Ring Road (BORR) Toll Road	PT Marga Sarana Jabar
33	Pekerjaan *Overlay* Pelebaran Jalan Ciawi pada Jalan Tol Jagorawi Overlay and Road Expansion Project at Ciawi on the Jagorawi Toll Road	PT Karya Palmalindo Anugerah
34	Pekerjaan Pengaspalan Pada Pekerjaan Penambahan Lajur Buah Batu Cileunyi Jalur B Pada Ruas Jalan Tol Padaleunyi Tahun 2024 Asphalt Work for Lane Addition on the Buah Batu Cileunyi Section B of the Padaleunyi Toll Road in 2024	PT Tirtobumi Adyatunggal
35	Pekerjaan Pengaspalan Pada Jalan Tol Jakarta Cikampek STA 24-28 Asphalt Project on the Jakarta-Cikampek Toll Road STA 24-28	PT Sigeaon Indah Mandiri

Bisnis Prospektif

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

Prospective Business

To enhance its performance growth, the Company also optimizes the business potential and assets within toll road land (Rumija) along the toll road sections owned by the Jasa Marga Group through prospective business lines. These prospective businesses are managed by Jasa Marga's subsidiary, PT Jasamarga Related Business (JMRB), which operates in property development/Toll Corridor Development (TCD), Rest Areas and Services (TIP), utilities, building management, and commercial businesses.

Tabel Tempat Istirahat dan Pelayanan (TIP) Milik PT Jasamarga Related Business (JMRB) Tahun 2024
Table of Rest & Service Area (TIP) Owned by PT Jasamarga Related Business (JMRB) in 2024

Ruas Tol Toll Road	Tempat Istirahat dan Pelayanan (TIP) Rest & Service Area (TIP)	Status Status
Cipularang	KM 88A	Beroperasi Operating
	KM 88B	Beroperasi Operating
Palikanci	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	KM 597A	Beroperasi Operating
	KM 597B	Beroperasi Operating
Surabaya-Mojokerto	KM 725A	Beroperasi Operating
Gempol-Pasuruan	KM 792A	Beroperasi Operating
	KM 792B	Beroperasi Operating
Pandaan-Malang	KM 66A	Beroperasi Operating
	KM 66B	Beroperasi Operating
	KM 84A	Beroperasi Operating
	KM 84B	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.

Pada tahun 2024, PT JMRB tengah memperluas 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 bekerjasama dengan Brawijaya *Healthcare*.

Kemajuan pengembangan properti PT JMRB dapat dilihat dari telah terjualnya unit-unit di rumah di proyek perumahan Spring Residence Sidoarjo, Green View Residence Sidoarjo, Royal Pandaan, Ambawani Residence, dan beberapa proyek pengembangan lainnya.

The Toll Corridor Development (TCD) of Taman Mini or Travoy Hub, the first TIP (Rest Area and Service Facility) development in Indonesia developed by PT JMRB, officially began operations in 2023. Travoy Hub serves as a stopover with interconnections linking various modes of transportation, including the TIP at KM 05+500 Jagorawi, the Jabodek Light Rail Transit (LRT), Trans Jakarta, Jak Lingko, Online Ojek, and Mikrotrans.

In 2024, PT JMRB is expanding its development by constructing Travoy Hub Phase 2 and 3, which will include commercial areas in the form of open-space retail concepts, equipped with various public facilities, as well as a hospital in collaboration with Brawijaya Healthcare.

The progress of PT JMRB's property development can be seen from the sale of units in the housing projects Spring Residence Sidoarjo, Green View Residence Sidoarjo, Royal Pandaan, Ambawani Residence, and several other development projects.



Penyediaan Layanan Stasiun Pengisian Kendaraan Listrik Umum (SPKLU) di Tempat Istirahat dan Pelayanan
Provision of Electeric Vehicle Charging Point Services at Rest Area

Logo Perseroan
Corporate Logo

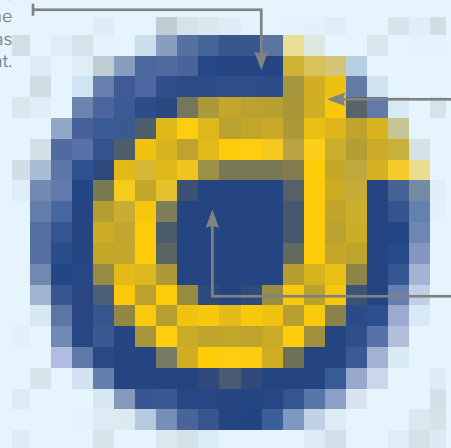


Perseroan memiliki logo yang sangat dikenal masyarakat Indonesia sebagai "*brand*" perusahaan yang bergerak di bidang industri jalan tol. Logo Perseroan yang menggambarkan citra Perseroan dikemas dengan desain yang *modern*, sederhana dan elegan dengan warna biru dan kuning sebagai identitas utama. Penetapan logo tersebut berdasarkan Keputusan Direksi PT Jasa Marga (Persero) No. 41/KPTS/2007 tanggal 26 Maret 2007.

The Company has a logo that has been well known by Indonesian people as the "brand" of a company operating in the toll road industry. The Company logo which depicts the Company's image is packaged in a modern, simple and elegant design with blue and yellow as main identity. Determination of the logo is based on the Decision of the Board of Directors of PT Jasa Marga (Persero) No. 41/KPTS/2007 dated March 26, 2007.

Makna dan Arti Logo
Meaning and Explanation of the Logo

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



Konfigurasi jalan membentuk huruf "J" (huruf pertama Perseroan), mencerminkan perjalanan panjang sekaligus mencitrakan Perseroan yang semakin dinamis.
Road configuration forming the letter "J" (the first letter of the Company's name) reflects the long journey and the increasingly dynamic image of the Company.

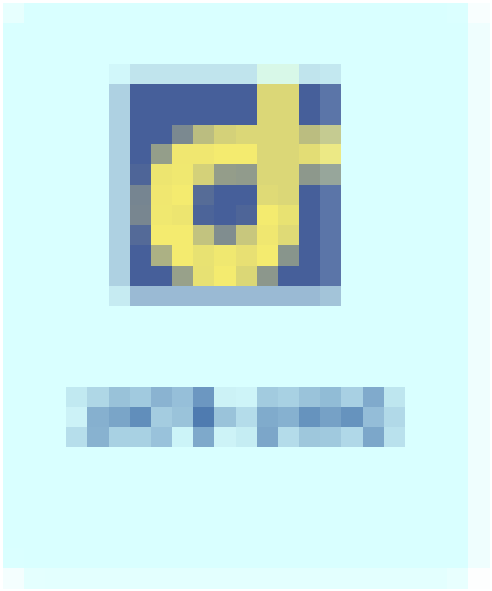
Bola berwarna biru menunjukkan bahwa Jasa Marga menuju perusahaan yang berstandar global.
The blue ball shows that Jasa Marga is heading for a company that has global standards.

Perubahan Logo

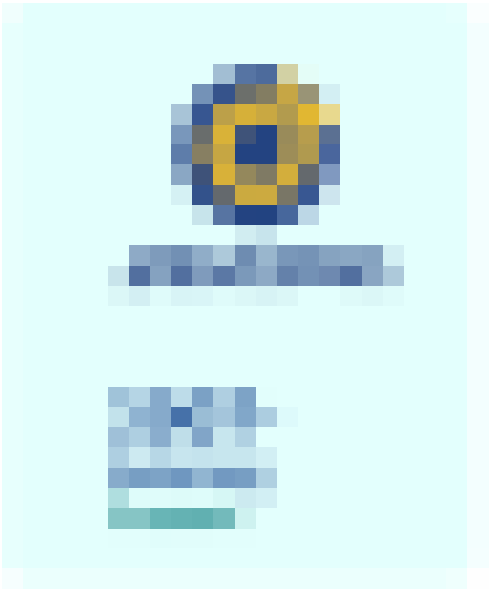
Logo Perseroan merepresentasikan "*brand*" berbentuk simbol atau lambang yang dikemas sesuai dengan filosofi Perseroan agar mudah dikenali oleh para pelanggan dan masyarakat luas. Hingga saat ini, logo Perseroan telah mengalami 2 (dua) kali perubahan yakni pada tahun 1993 dan 2007. Namun meskipun mengalami perubahan, 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 diindustrinya.

Logo Changes

The company's logo represents the "brand" in the form of a symbol or emblem designed according to the company's philosophy, making it easily recognizable by customers and the general public. So far, the company's logo has undergone two changes, in 1993 and 2007. However, despite these changes, the company has maintained the letter "J" symbol, which reflects the company's historical journey that continues to be dynamic, as well as the company's commitment to always providing global-standard services and evolving into a modern and professional company in its industry.







Maskot Korporat

Dalam rangka mendekatkan "*brand*" Jasa Marga kepada masyarakat luas dalam penyampaian informasi terkait Perseroan serta meningkatkan efektivitas komunikasi visual, Perseroan memiliki maskot Bang Jasmar dan Sis Conni yang banyak tampil di media sosial perusahaan, seperti Instagram, Facebook, Twitter, Youtube, dan 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.

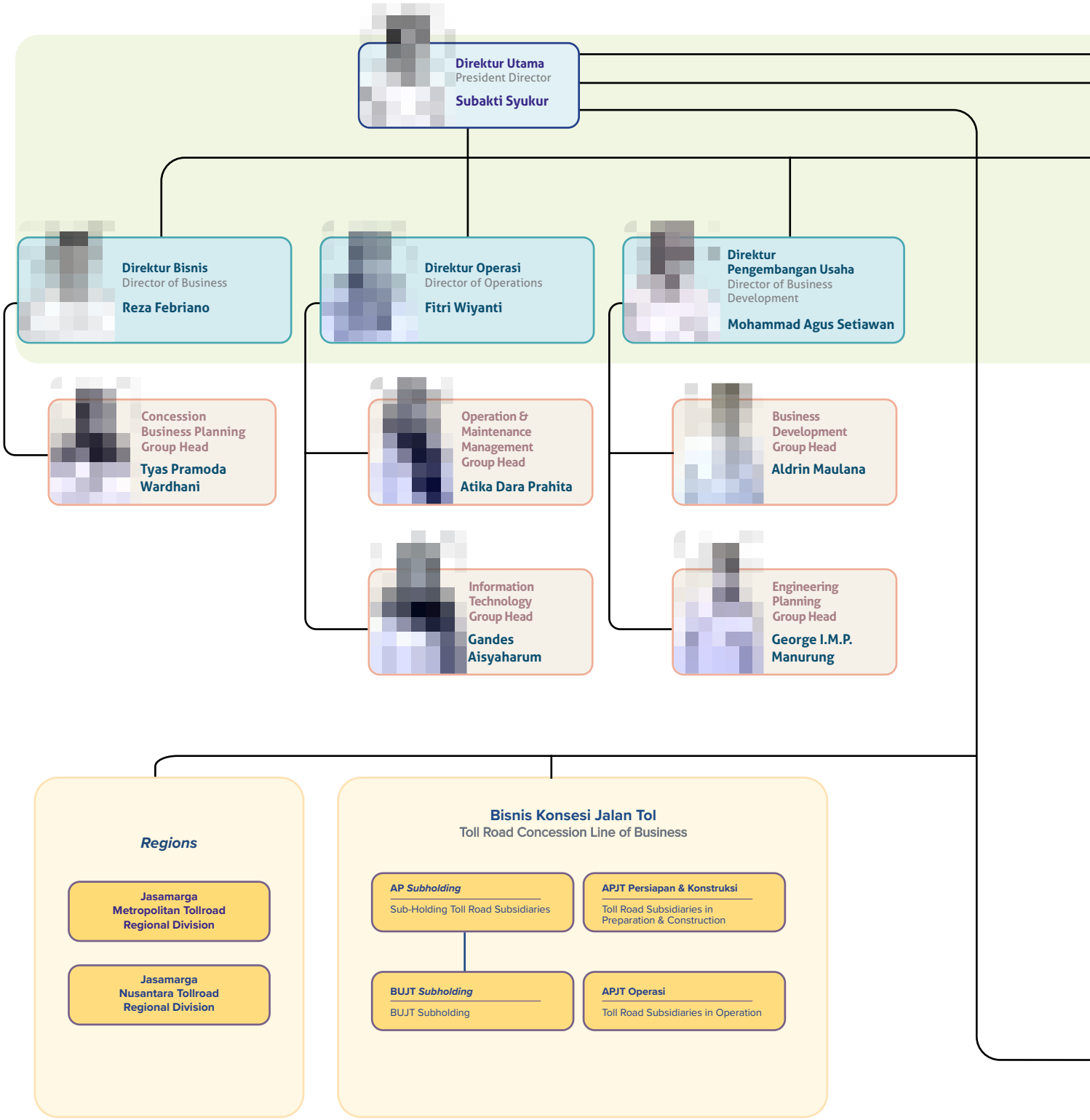
Corporate Mascot

To bring the Jasa Marga "brand" closer to the public and communicate information effectively about the company, the company has corporate mascots, Bang Jasmar and Sis Conni. They frequently appear on the company's social media platforms such as Instagram, Facebook, Twitter, YouTube, and TikTok, as well as in the company's internal media like Miles Bulletin, Miles Photoboard, and Miles Magazine.

As representative icons of Jasa Marga's Roadster, Bang Jasmar and Sis Conni consistently embody the AKHLAK values (Amanah, Competent, Harmonious, Loyal, Adaptive, and Collaborative) and convey various information about corporate activities, toll road services, and other information to both external and internal stakeholders. Using the corporate mascots to deliver information enhances the effectiveness of communication for a wide range of messages the company wishes to convey.

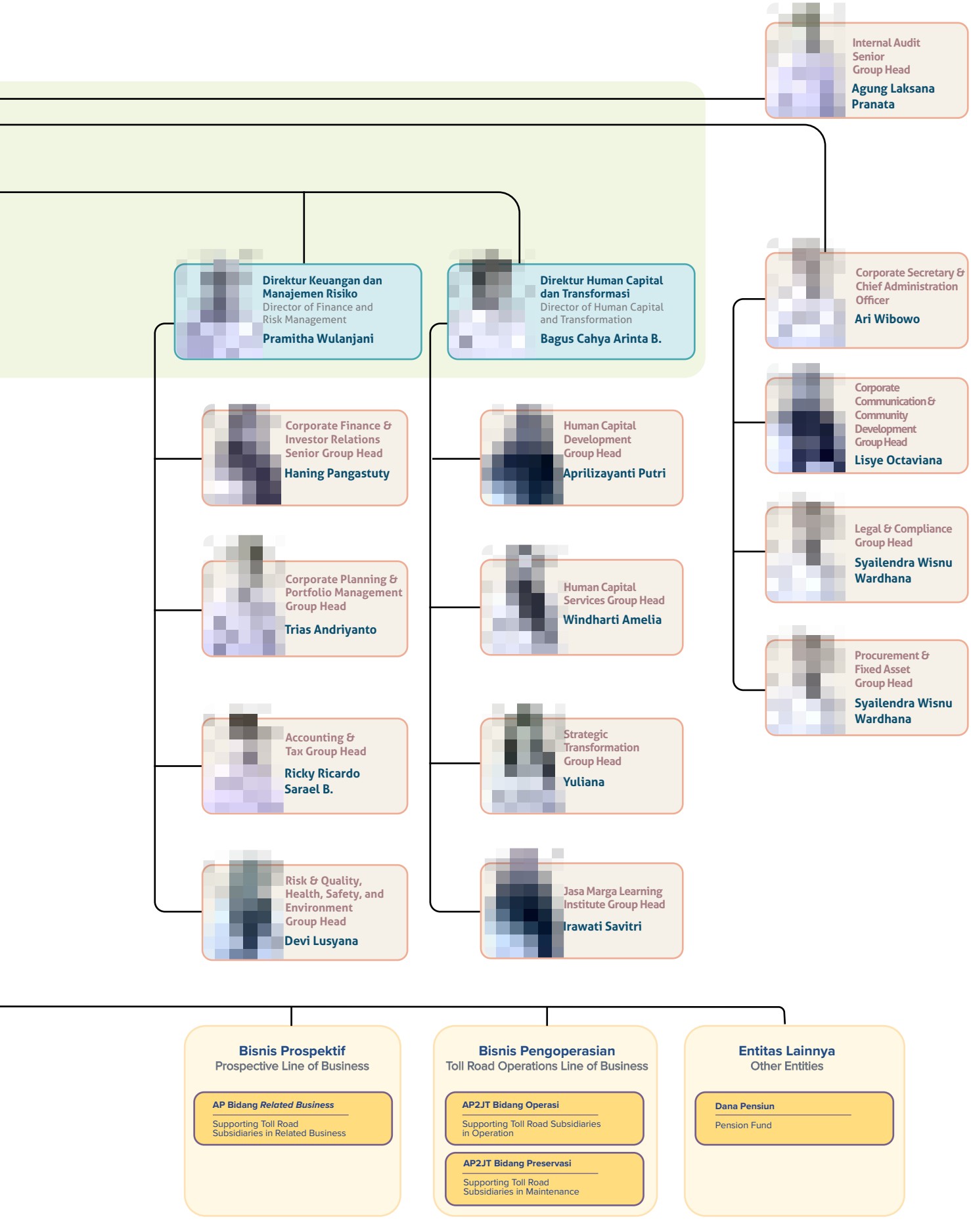


Struktur Organisasi
Organization Structure



Struktur Organisasi ditetapkan sesuai Keputusan Direksi No. 128/KPTS/2021 tanggal 31 Desember 2021 tentang Struktur Organisasi PT Jasa Marga (Persero) Tbk dan perubahan pertama sebagaimana Keputusan Direksi No. 80 KPTS/2022 tanggal 30 Juni 2022 serta perubahan kedua sebagaimana Keputusan Direksi No. 123/KPTS/2022 tanggal 30 September 2022.

The organizational structure is determined under the Decision of the Board of Directors No. 128/KPTS/2021 dated December 31, 2021 regarding the Organizational Structure of PT Jasa Marga (Persero) Tbk and the first amendment as the Decision of the Board of Directors No. 80 KPTS/2022 dated June 30, 2022 and the second amendment as the Decision of the Board of Directors No. 123/KPTS/2022 dated September 30, 2022.


Internal Audit Senior Group Head
Agung Laksana Pranata
Direktur Keuangan dan Manajemen Risiko
Director of Finance and Risk Management
Pramitha Wulanjani
Direktur Human Capital dan Transformasi
Director of Human Capital and Transformation
Bagus Cahya Arinta B.
Corporate Secretary & Chief Administration Officer
Ari Wibowo
Corporate Finance & Investor Relations Senior Group Head
Haning Pangastuty
Human Capital Development Group Head
Aprilizayanti Putri
Corporate Communication & Community Development Group Head
Lisye Octaviana
Corporate Planning & Portfolio Management Group Head
Trias Andriyanto
Human Capital Services Group Head
Windharti Amelia
Legal & Compliance Group Head
Syailendra Wisnu Wardhana
Accounting & Tax Group Head
Ricky Ricardo Sarael B.
Strategic Transformation Group Head
Yuliana
Procurement & Fixed Asset Group Head
Syailendra Wisnu Wardhana
Risk & Quality, Health, Safety, and Environment Group Head
Devi Lusyana
Jasa Marga Learning Institute Group Head
Irawati Savitri
Bisnis Prospektif
Prospective Line of Business
AP Bidang Related Business
Supporting Toll Road Subsidiaries in Related Business
Bisnis Pengoperasian
Toll Road Operations Line of Business
AP2JT Bidang Operasi
Supporting Toll Road Subsidiaries in Operation
AP2JT Bidang Preservasi
Supporting Toll Road Subsidiaries in Maintenance
Entitas Lainnya
Other Entities
Dana Pensiun
Pension Fund

Perubahan Komposisi Dewan Komisaris dan Direksi di Tahun Buku 2024

Changes in the Board of Commissioners and the Board of Directors Composition on 2024 Fiscal Year

Pada tahun buku 2024, tidak terdapat perubahan komposisi Dewan Komisaris dan Direksi Perseroan. Dengan demikian, komposisi Dewan Komisaris dan Direksi hingga 31 Desember 2024 adalah sebagai berikut:

During the 2024 fiscal year, there were no changes to the composition of the Board of Commissioners and the Board of Directors of the Company. Therefore, the composition of the Board of Commissioners and the Board of Directors as of December 31, 2024, is as follows:

Tabel Komposisi Dewan Komisaris dan Direksi sampai dengan 31 Desember 2024
Table of the Composition of the Board of Commissioners and Board of Directors as of December 31, 2024

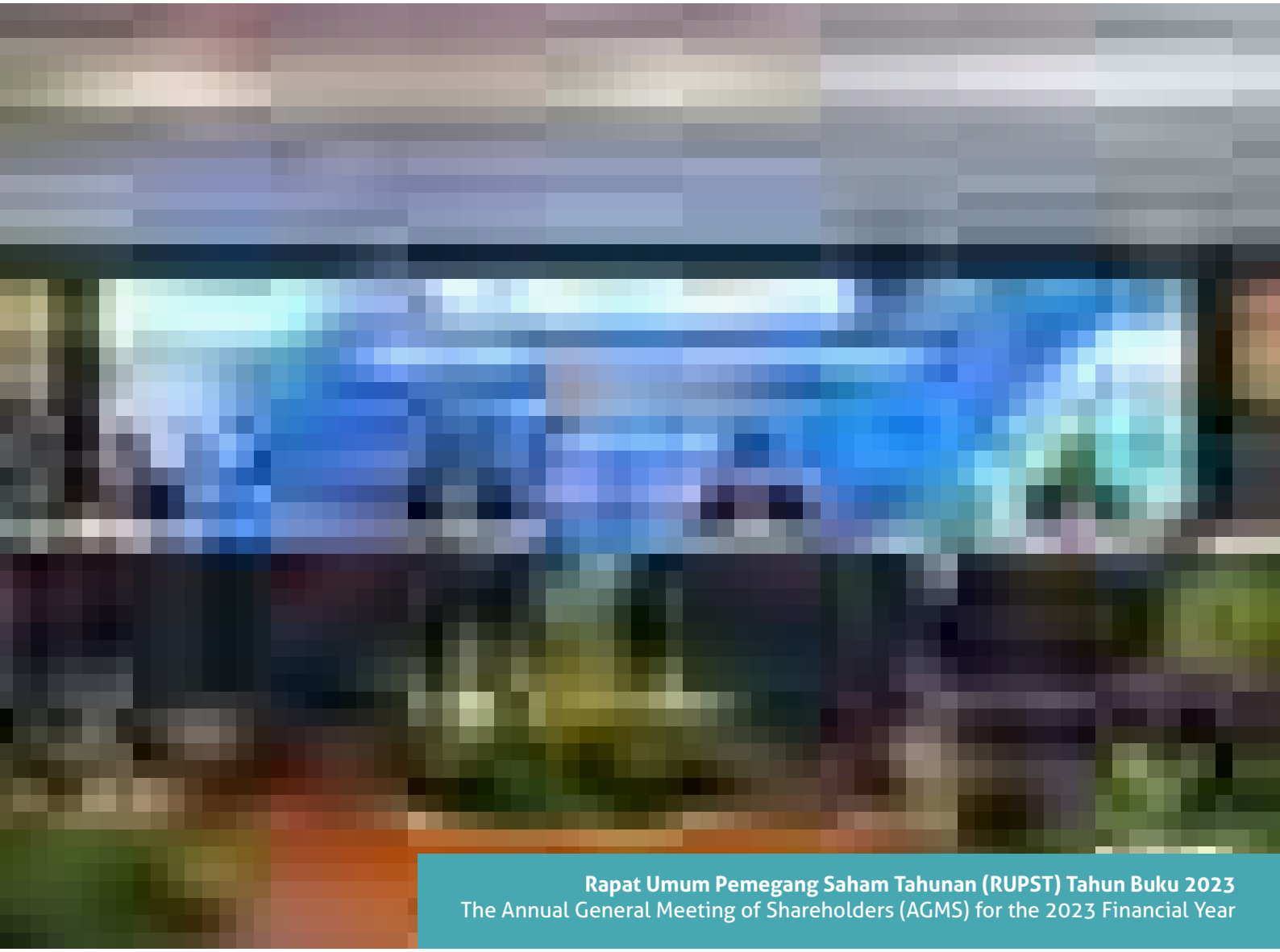
Nama Name	Jabatan Position	Dasar Pengangkatan Pertama Kali Basis of Initial Appointment
Dewan Komisaris **Board of Commissioners**		
Mohammad Zainal Fatah	Komisaris Utama President Commissioner	Keputusan RUPS Luar Biasa tanggal 08 Februari 2023 Decision of the Extraordinary GMS on February 8, 2023
M. 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, 2026 (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

Informasi Perubahan Komposisi Dewan Komisaris dan Direksi Setelah Tahun Buku 2024

Information on Changes in the Composition of the Board of Commissioners and Board of Directors After the 2024 Fiscal Year

Setelah tahun buku 2024 berakhir hingga penyampaian laporan ini, tidak terdapat perubahan komposisi Dewan Komisaris dan Direksi.

After the 2024 fiscal year ended and up until the submission of this report, there have been no changes in the composition of the Board of Commissioners and the Board of Directors.



Rapat Umum Pemegang Saham Tahunan (RUPST) Tahun Buku 2023
The Annual General Meeting of Shareholders (AGMS) for the 2023 Financial Year

Profil Dewan Komisaris
Profile of the Board of Commissioners



Mohammad Zainal Fatah

Komisaris Utama
President Commissioner

Kewarganegaraan
Warga Negara Indonesia

Nationality
Indonesian

Domisili
Bekasi

Domicile
Bekasi

Usia per 31 Desember 2024
58 tahun

Age per December 31, 2024
58 years old

Riwayat Penunjukan
Diangkat menjadi Komisaris Utama berdasarkan Keputusan RUPS Luar Biasa tanggal 08 Februari 2023 berdasarkan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham No. 30 tanggal 14 Februari 2023

Appointment History
Appointed as President Commissioner based on the Extraordinary General Meeting of Shareholders decision dated February 8, 2023 as stipulated in the Deed of Statement of the General Meeting of Shareholders No. 30 dated February 14, 2023

Periode Menjabat
Periode menjabat sejak 08 Februari 2023 sampai dengan penutupan RUPS Tahunan Tahun 2028 (periode pertama)

Term of Office
Term of office is from February 08, 2023 until the closing of the 2028 Annual GMS (first period)

Jabatan Rangkap
Pada Perusahaan Terbuka:
Ketua Komite Tata Kelola Terintegrasi PT Jasa Marga (Persero) Tbk (Maret 2024 - Sekarang)

Lainnya:
Sekretaris Jenderal Kementerian Pekerjaan Umum dan Perumahan Rakyat (sejak 2020)

Concurrent Positions
Publicly Listed Company:
Chairman of the Integrated Governance Committee of PT Jasa Marga (Persero) Tbk (March 2024 - Present)

Other:
Secretary General of the Ministry of Public Works and People's Housing (since 2020)

Riwayat Jabatan
- 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)

Career Experience
- Expert Staff of the Minister for Economy and Investment of the Ministry of Public Works and Public Housing (2019-2020)
- Assistant Deputy for Water Resources Infrastructure of the Coordinating Ministry for Economic Affairs (2015-2019)

Riwayat Pendidikan
- S1 Teknik Pertanian (Teknik Tanah dan Air) dari Universitas Brawijaya (1992)
- S2 Perencanaan Pembangunan Wilayah dan Pedesaan dari Institut Pertanian Bogor (2002)
- S2 Administrasi Kebijakan Publik dari Universitas Indonesia (2007)

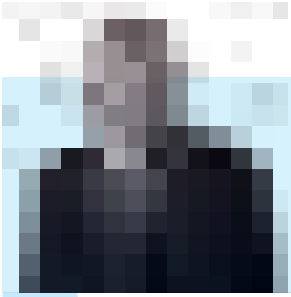
Educational Background
- Bachelor's degree of Agricultural Engineering (Land and Water) from Brawijaya University (1992)
- Master's degree of Regional and Rural Development Planning from Bogor Agricultural University (2002)
- Master's degree of Public Policy Administration from University of Indonesia (2007)

Kepemilikan Saham JSMR
128.200 lembar saham (0,0017664%)

Share Ownership in JSMR
128,200 shares (0.0017664%)

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

Affiliated Relation
Has no affiliation with other members of the Board of Commissioners, major shareholders, and controllers either directly or indirectly to individual owners



M. Roskanedi

Komisaris
Commissioner

Kewarganegaraan
Warga Negara Indonesia

Nationality
Indonesian

Domisili
Bogor

Domicile
Bekasi

Usia per 31 Desember 2024
63 tahun

Age per December 31, 2024
63 years old

Riwayat Penunjukan
Diangkat sebagai Komisaris pada RUPS Tahunan tanggal 27 Mei 2021 berdasarkan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham No. 18 tanggal 04 Juni 2021

Appointment History
Appointed as Commissioner at the Annual General Meeting of Shareholders on May 27, 2021 as stipulated in the Deed of Statement of the General Meeting of Shareholders No. 18 dated June 04, 2021

Periode Menjabat
Periode menjabat sejak 27 Mei 2021 sampai dengan penutupan RUPS Tahunan Tahun 2026 (periode pertama)

Term of Office
Term of office is from May 27, 2021, until the closing of the Annual General Meeting in 2026 (first term)

Jabatan Rangkap
Pada Perusahaan Terbuka:
- Ketua Komite Risiko dan Hukum PT Jasa Marga (Persero) Tbk (September 2021 - Sekarang)
- Anggota Komite Tata Kelola Terintegrasi PT Jasa Marga (Persero) Tbk (Maret 2024 - Sekarang)

Lainnya:
-

Concurrent Positions
Publicly Listed Company:
- Chairman of the Risk and Legal Committee of PT Jasa Marga (Persero) Tbk (September 2021 - Present)
- Member of the Integrated Governance Committee of PT Jasa Marga (Persero) Tbk (March 2024 - Present)

Other:
-

Riwayat Jabatan
- Sekretaris Jaksa Agung Muda Intelijen, Kejaksaan Agung Republik Indonesia (2020)
- Direktur Pengamanan Pembangunan Strategis pada Jaksa Agung Muda Bidang Intelijen di Kejaksaan Agung Republik Indonesia (2019)

Career Experience
- Secretary to the Junior Attorney General for Intelligence, Attorney General of the Republic of Indonesia (2020)
- Director of Strategic Development Security at the Junior Attorney General for Intelligence at the Attorney General's Office of the Republic of Indonesia (2019)

Riwayat Pendidikan
Sarjana bidang Hukum dari Universitas Sriwijaya, Palembang (1986)

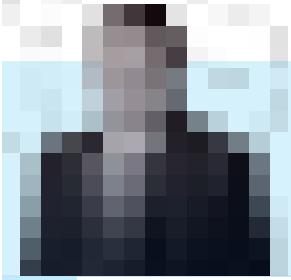
Educational Background
Bachelor's degree of Law from Sriwijaya University, Palembang (1986)

Kepemilikan Saham JSMR
268.000 lembar saham (0,0036925%)

Share Ownership in JSMR
268,000 shares (0.0036925%)

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

Affiliated Relation
Has no affiliation with other members of the Board of Commissioners, major shareholders, and controllers either directly or indirectly to individual owners



Raja Erizman

Komisaris
Commissioner

Kewarganegaraan
Warga Negara Indonesia

Nationality
Indonesian

Domisili
Jakarta

Domicile
Jakarta

Usia per 31 Desember 2024
62 tahun

Age per December 31, 2024
62 years old

Riwayat Penunjukan
Diangkat sebagai Komisaris pada RUPS Tahunan tanggal 27 Mei 2021 berdasarkan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham No. 18 tanggal 04 Juni 2021

Appointment History
Appointed as Commissioner at the Annual General Meeting of Shareholders on May 27, 2021 as stipulated in the Deed of Statement of the General Meeting of Shareholders No. 18 dated June 04, 2021

Periode Menjabat
Periode menjabat sejak 27 Mei 2021 sampai dengan penutupan RUPS Tahunan Tahun 2026 (periode pertama)

Term of Office
Term of office is from May 27, 2021 until the closing of the 2026 Annual GMS (first period)

Jabatan Rangkap
Pada Perusahaan Terbuka:
- Anggota Komite Nominasi dan Remunerasi PT Jasa Marga (Persero) Tbk (September 2021 - Sekarang)
- Anggota Komite Tata Kelola Terintegrasi PT Jasa Marga (Persero) Tbk (Maret 2024 - Sekarang)

Lainnya:
Perwira Tinggi (Pati), Lembaga Pendidikan dan Pelatihan (Lemdiklat) Polri (2020-sekarang)

Concurrent Positions
Publicly Listed Company:
- Member of the Nomination and Remuneration Committee of PT Jasa Marga (Persero) Tbk (September 2021 - Present)
- Member of the Integrated Governance Committee of PT Jasa Marga (Persero) Tbk (March 2024 - Present)

Other:
Senior Officer (Colonel), Police Education and Training Institute (Lemdiklat Polri) (2020-present)

Riwayat Jabatan
- Analis Kebijakan Utama, Lembaga Pendidikan dan Pelatihan (Lemdiklat) Polri (2020)
- Kepala Divisi Teknologi Informasi dan Komunikasi (Kadiv. TIK) Polri (2019)

Career Experience
- Main Policy Analyst, Education and Training Institute (Lemdiklat) Polri (2020)
- Head of the Information and Communication Technology Division (Kadiv. ICT) Polri (2019)

Riwayat Pendidikan
Akademi Angkatan Bersenjata Republik Indonesia (1985)

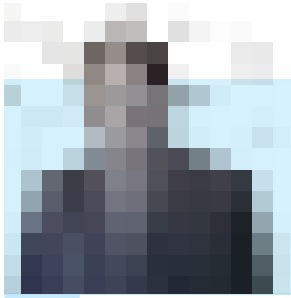
Educational Background
Indonesian Armed Forces Academy (1985)

Kepemilikan Saham JSMR
267.800 lembar saham (0,0036898%)

Share Ownership in JSMR
267,800 shares (0.0036898%)

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

Affiliated Relation
Has no affiliation with other members of the Board of Commissioners, major shareholders, and controllers either directly or indirectly to individual owners



Chandra Wijaya

Komisaris Independen
Independent Commissioner

Kewarganegaraan
Warga Negara Indonesia

Nationality
Indonesian

Domisili
Jakarta

Domicile
Jakarta

Usia per 31 Desember 2024
55 tahun

Age per December 31, 2024
55 years old

Riwayat Penunjukan
Diangkat menjadi Komisaris Independen berdasarkan Keputusan RUPS Luar Biasa tanggal 08 Februari 2023 berdasarkan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham No. 30 tanggal 14 Februari 2023

Appointment History
Appointed as Independent Commissioner based on the Extraordinary General Meeting of Shareholders decision dated February 8, 2023, as stipulated in the Deed of Statement of the General Meeting Decision No. 30 dated February 14, 2023

Periode Menjabat
Periode menjabat sejak 08 Februari 2023 sampai dengan penutupan RUPS Tahunan Tahun 2028 (periode pertama)

Term of Office
Term of office is from February 08, 2023 until the closing of Annual GMS Year 2028 (first period)

Jabatan Rangkap
Pada Perusahaan Terbuka:
- Ketua Komite Audit PT Jasa Marga (Persero) Tbk (Maret 2023 - Sekarang)
- Anggota Komite Tata Kelola Terintegrasi PT Jasa Marga (Persero) Tbk (Maret 2024 - Sekarang)

Lainnya:
- Dekan Fakultas Ilmu Administrasi Universitas Indonesia (2021-sekarang)
- Ketua Klaster Riset Tata Kelola dan Daya Saing Badan Usaha, Fakultas Ilmu Administrasi Universitas Indonesia (2017-sekarang)

Concurrent Positions
Publicly Listed Company:
- Chairman of the Audit Committee of PT Jasa Marga (Persero) Tbk (March 2023 - Present)
- Member of the Integrated Governance Committee of PT Jasa Marga (Persero) Tbk (March 2024 - Present)

Other:
- Dean of the Faculty of Public Administration, University of Indonesia (2021-present)
- Chairman of the Corporate Governance and Competitiveness Research Cluster, Faculty of Public Administration, University of Indonesia (2017-present)

Riwayat Jabatan
- Deputi Bidang Pemberdayaan Pemuda Kementerian Pemuda dan Olahraga RI) (Maret-Juni 2016)
- Presiden Komisaris PT Daya Makara UI (Mei 2014-Mei 2016)

Career Experience
- Deputy for Youth Empowerment, Indonesian Ministry of Youth and Sports Affairs (March 2016-June 2016)
- President Commissioner of PT Daya Makara UI (May 2014-May 2016)

Riwayat Pendidikan
- S3 Ilmu Manajemen (Konsentrasi Keuangan) dari Fakultas Ekonomi Universitas Indonesia (2004)
- S2 Manajemen dari Institut Teknologi Bandung (2000)
- S2 Administrasi dan Kebijakan Bisnis dari Universitas Indonesia (1997)
- S1 Administrasi Niaga dari Universitas Indonesia (1992)

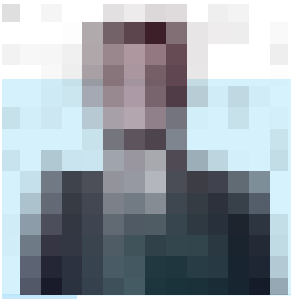
Educational Background
- Doctoral's degree Faculty of Economics, University of Indonesia the Management Science (Finance Concentration) (2004)
- Master's degree of Postgraduate Program Bandung Institute of Technology, Management (2000)
- Master's degree of Business Administration and Policy from University of Indonesia (1997)
- Bachelor's degree of Commerce Administration from University of Indonesia (1992)

Kepemilikan Saham JSMR
Tidak memiliki saham Perseroan pada awal dan akhir tahun buku

Share Ownership in JSMR
Do not own the Company's shares at the beginning and end of the fiscal year

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

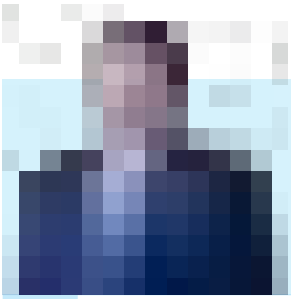
Affiliated Relation
Has no affiliation with other members of the Board of Commissioners, major shareholders, and controllers either directly or indirectly to individual owners



Seppalga Ahmad

Komisaris Independen
Independent Commissioner

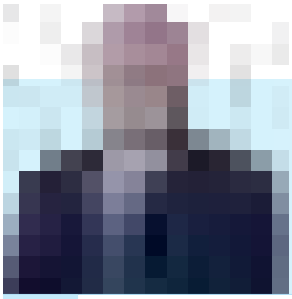
Kewarganegaraan Warga Negara Indonesia	**Nationality** Indonesian
Domisili Jakarta	**Domicile** Jakarta
Usia per 31 Desember 2024 53 tahun	**Age per December 31, 2024** 53 years old
Riwayat Penunjukan Diangkat menjadi Komisaris Independen berdasarkan Keputusan RUPS Luar Biasa tanggal 08 Februari 2023 berdasarkan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham No. 30 tanggal 14 Februari 2023	**Appointment History** Appointed as Independent Commissioner based on the Extraordinary General Meeting of Shareholders decision dated February 8, 2023, as stipulated in the Deed of Statement of the General Meeting Decision No. 30 dated February 14, 2023
Periode Menjabat Periode menjabat sejak 08 Februari 2023 sampai dengan penutupan RUPS Tahunan Tahun 2028 (periode pertama)	**Term of Office** Term of office is from February 08, 2023 until the closing of Annual GMS Year 2028 (first period)
Jabatan Rangkap Pada Perusahaan Terbuka: • Anggota Komite Audit PT Jasa Marga (Persero) Tbk (Maret 2023 - Sekarang) • Anggota Komite Tata Kelola Terintegrasi PT Jasa Marga (Persero) Tbk (Maret 2024 - Sekarang) Lainnya: • Komisaris PT Integrity Capital Securities (November 2023 - sekarang) • Komisaris BPR Sinpo (Desember 2023 - sekarang)	**Concurrent Positions** Publicly Listed Company: • Member of the Audit Committee of PT Jasa Marga (Persero) Tbk (March 2023 - Present) • Member of the Integrated Governance Committee of PT Jasa Marga (Persero) Tbk (March 2024 - Present) Other: • Commissioner of PT Integrity Capital Securities (November 2023 - present • Commissioner of BPR Sinpo (December 2023 - present)
Riwayat Jabatan • Komisaris Independen PT Pelindo Solusi Logistik (2021-2023) • Direktur Operasi PT Pupuk Indonesia Energi (2020-2021)	**Career Experience** • Independent Commissioner of PT Pelindo Solusi Logistik (2021-2023) • Director of Operations of PT Pupuk Indonesia Energi (2020-2021)
Riwayat Pendidikan Sarjana Akuntansi Sekolah Tinggi Ilmu Ekonomi YAI	**Educational Background** Bachelor's degree of Accounting from YAI College of Economics
Kepemilikan Saham JSMR Tidak memiliki saham Perseroan pada awal dan akhir tahun buku	**Share Ownership in JSMR** Do not own the Company's shares at the beginning and end of the fiscal year
Hubungan Afiliasi Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu	**Affiliated Relation** Has no affiliation with other members of the Board of Commissioners, major shareholders, and controllers either directly or indirectly to individual owners



Marsetio

Komisaris Independen
Independent Commissioner

Kewarganegaraan Warga Negara Indonesia	**Nationality** Indonesian
Domisili Jakarta	**Domicile** Jakarta
Usia per 31 Desember 2024 68 tahun	**Age per December 31, 2024** 68 years old
Riwayat Penunjukan Diangkat menjadi Komisaris Independen berdasarkan Keputusan RUPS Luar Biasa tanggal 08 Februari 2023 berdasarkan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham No. 30 tanggal 14 Februari 2023	**Appointment History** Appointed as Independent Commissioner based on the Extraordinary General Meeting of Shareholders decision dated February 8, 2023, as stipulated in the Deed of Statement of the General Meeting Decision No. 30 dated February 14, 2023
Periode Menjabat Periode menjabat sejak 08 Februari 2023 sampai dengan penutupan RUPS Tahunan Tahun 2028 (periode pertama)	**Term of Office** Term of office is from February 08, 2023 until the closing of Annual GMS Year 2028 (first period)
Jabatan Rangkap Pada Perusahaan Terbuka: • Ketua Komite Nominasi dan Remunerasi PT Jasa Marga (Persero) Tbk (September 2021 - Sekarang) • Anggota Komite Tata Kelola Terintegrasi PT Jasa Marga (Persero) Tbk (Maret 2024 - Sekarang) Lainnya: -	**Concurrent Positions** Publicly Listed Company: • Chairman of the Nomination and Remuneration Committee of PT Jasa Marga (Persero) Tbk (September 2021 - Present) • Member of the Integrated Governance Committee of PT Jasa Marga (Persero) Tbk (March 2024 - Present) Other: -
Riwayat Jabatan Kepala Staf TNI Angkatan Laut (2012-2014)	**Career Experience** Chairman of Staff of the Indonesian Navy (2012-2014)
Riwayat Pendidikan • 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)	**Educational Background** • Doctoral's degree of Cultural and Media Studies from Gadjah Mada University (2002) • Master's degree of Management from Wijaya Putra University, Surabaya (2001) • Bachelor's degree of Political Science from Wijaya Putra University, Surabaya (1997)
Kepemilikan Saham JSMR Tidak memiliki saham Perseroan pada awal dan akhir tahun buku	**Share Ownership in JSMR** Do not own the Company's shares at the beginning and end of the fiscal year
Hubungan Afiliasi Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu	**Affiliated Relation** Has no affiliation with other members of the Board of Commissioners, major shareholders, and controllers either directly or indirectly to individual owners

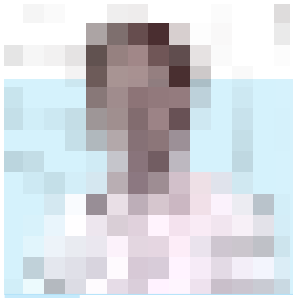


Abdul Rachman

Komisaris Independen
Independent Commissioner

Kewarganegaraan Warga Negara Indonesia	**Nationality** Indonesian
Domisili Bandung	**Domicile** Bandung
Usia per 31 Desember 2024 70 tahun	**Age per December 31, 2024** 70 years old
Riwayat Penunjukan Diangkat menjadi Komisaris Independen berdasarkan Keputusan RUPS Luar Biasa tanggal 08 Februari 2023 berdasarkan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham No. 30 tanggal 14 Februari 2023	**Appointment History** Appointed as Independent Commissioner based on the Extraordinary General Meeting of Shareholders decision dated February 8, 2023, as stipulated in the Deed of Statement of the General Meeting Decision No. 30 dated February 14, 2023
Periode Menjabat Periode menjabat sejak 08 Februari 2023 sampai dengan penutupan RUPS Tahunan Tahun 2028 (periode pertama)	**Term of Office** Term of office is from February 08, 2023 until the closing of Annual GMS Year 2028 (first period)
Jabatan Rangkap Pada Perusahaan Terbuka: • Anggota Komite Risiko dan Hukum PT Jasa Marga (Persero) Tbk (Maret 2023 - Sekarang) • Anggota Komite Tata Kelola Terintegrasi PT Jasa Marga (Persero) Tbk (Maret 2024 - Sekarang) Lainnya: -	**Concurrent Positions** Publicly Listed Company: • Member of the Risk and Legal Committee of PT Jasa Marga (Persero) Tbk (March 2023 - Present) • Member of the Integrated Governance Committee of PT Jasa Marga (Persero) Tbk (March 2024 - Present) Other: -
Riwayat Jabatan • Komisaris Independen PT Garuda Indonesia (Persero) Tbk (2021-2023) • Komisaris Utama PT Bank Mandiri Taspen (2015-2021)	**Career Experience** • Independent Commissioner of PT Garuda Indonesia (Persero) Tbk (2021-2023) • President Commissioner of PT Bank Mandiri Taspen (2015- 2021)
Riwayat Pendidikan • S2 Financial Management dari Kansas State University (1989) • S2 Ekonomi Akuntansi dari Universitas Padjajaran (1980)	**Educational Background** • Master's degree of Financial Management from Kansas State University (1989) • Master's degree of Accounting Economics from Padjadjaran University (1980)
Kepemilikan Saham JSMR Tidak memiliki saham Perseroan pada awal dan akhir tahun buku	**Share Ownership in JSMR** Do not own the Company's shares at the beginning and end of the fiscal year
Hubungan Afiliasi Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu	**Affiliated Relation** Has no affiliation with other members of the Board of Commissioners, major shareholders, and controllers either directly or indirectly to individual owners

Profil Direksi
Profile of the Board of Directors



Subakti Syukur

Direktur Utama
President Director

Kewarganegaraan
Warga Negara Indonesia

Nationality
Indonesian

Domisili
Bekasi

Domicile
Bekasi

Usia per 31 Desember 2024
62 tahun

Age per December 31, 2024
62 years old

Riwayat Penunjukan
Diangkat menjadi Direktur Utama berdasarkan Keputusan RUPS Tahunan tanggal 27 Mei 2021 (Akta Pernyataan Keputusan Rapat Umum Pemegang Saham No. 18 tanggal 04 Juni 2021) juncto Keputusan RUPS Luar Biasa tanggal 27 Agustus 2021 (Akta Pernyataan Keputusan Rapat Umum Pemegang Saham No. 03 tanggal 02 September 2021)

Appointment History
Appointed as President Director based on the Annual General Meeting of Shareholders Decision dated May 27, 2021 (Deed of Statement of the Shareholders' General Meeting Decision No. 18 dated June 04, 2021) in conjunction with the Extraordinary General Meeting of Shareholders Decision dated August 27, 2021 (Deed of Statement of the Shareholders' General Meeting Decision No. 03 dated September 02, 2021)

Periode Menjabat
Periode menjabat sejak 27 Mei 2021 sampai dengan penutupan RUPS Tahunan Tahun 2026 (periode kedua)

Term of Office
Term of office is from May 27, 2021 until closing of Annual GMS Year 2026 (second period)

Jabatan Rangkap
Pada Perusahaan Terbuka:
Pembina dan Ketua Komite TJSL PT Jasa Marga (Persero) Tbk (Desember 2022 - Sekarang)

Lainnya:
- Ketua Umum - Asosiasi Jalan Tol Indonesia (Juli 2020-sekarang)
- Staf Khusus Ketua Umum – Persatuan Olahraga Dayung Seluruh Indonesia (Februari 2021 sekarang)
- Ketua Bidang Investasi II – Himpunan Pengembangan Jalan Indonesia (September 2023-sekarang)

Concurrent Positions
Publicly Listed Company:
Advisor and Chairman of the TJSL Committee of PT Jasa Marga (Persero) Tbk (December 2022 - Present)

Other:
- Chairman - Indonesian Toll Road Association (July 2020-present)
- Special Staff to the Chairman - All-Indonesian Rowing Association (February 2021-present)
- Chairman of Investment Division II Indonesian Road Development Association (September 2023-present)

Riwayat Jabatan
- Direktur Operasi PT Jasa Marga (Persero) Tbk (2016-2020)
- Direktur Utama PT Marga Lingkar Jakarta (MLJ) (2014-2016)

Career Experience
- Director of Operations of PT Jasa Marga (Persero) Tbk (2016- 2020)
- President Director of PT Marga Lingkar Jakarta (MLJ) (2014- 2016)

Riwayat Pendidikan
- S2 Manajemen dari Universitas Krisnadwipayana, Jakarta (2010)
- S1 Teknik Sipil dari Institut Teknologi Bandung (1986)

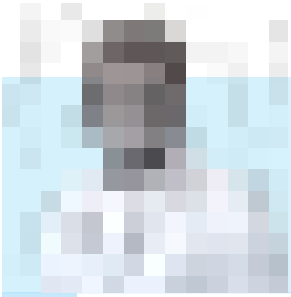
Educational Background
- Master's degree of Management from Krisnadwipayana University, Jakarta (2010)
- Bachelor's degree of Civil Engineering from Bandung Institute of Technology (1986)

Kepemilikan Saham JSMR
793.100 lembar saham (0,0109274%)

Share Ownership in JSMR
793,100 shares (0.0109274%)

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

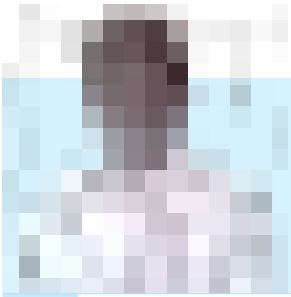
Affiliated Relation
Has no affiliation with other members of the Board of Commissioners, major shareholders, and controllers either directly or indirectly to individual owners



Reza Febriano

Direktur Bisnis
Director of Business

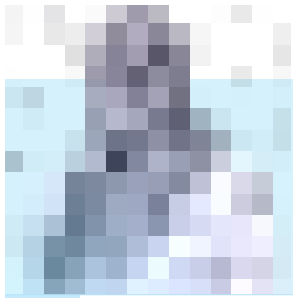
Kewarganegaraan Warga Negara Indonesia	**Nationality** Indonesian
Domisili Jakarta	**Domicile** Jakarta
Usia per 31 Desember 2024 45 tahun	**Age per December 31, 2024** 45 years old
Riwayat Penunjukan Diangkat sebagai Direktur Bisnis berdasarkan Keputusan RUPS Luar Biasa tanggal 22 Desember 2021 berdasarkan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham No. 53 tanggal 24 Desember 2021	**Appointment History** Appointed as Director of Business based on the Extraordinary General Meeting of Shareholders Decision dated December 22, 2021, as stipulated in the Deed of Statement of the General Meeting of Shareholders Decision No. 53 dated December 24, 2021
Periode Menjabat Periode menjabat sejak 22 Desember 2021 sampai dengan penutupan RUPS Tahunan Tahun 2026 (periode pertama)	**Term of Office** Term of office is from December 22, 2021 until the closing of the 2026 Annual GMS (first period)
Jabatan Rangkap Pada Perusahaan Terbuka: Komisaris PT Jasamarga Transjawa Tol (Mei 2023-sekarang) Lainnya: -	**Concurrent Positions** Publicly Listed Company: Commissioner of PT Jasamarga Transjawa Tol (May 2023-present) Other: -
Riwayat Jabatan • Corporate Secretary PT Jasa Marga (Persero) Tbk (Juni 2021-Desember 2021) • Jasamarga Transjawa Tollroad Regional Division Head (September 2020-Juni 2021)	**Career Experience** • Corporate Secretary of PT Jasa Marga (Persero) Tbk (June 2021-December 2021) • Jasamarga Transjawa Tollroad Regional Division Head (September 2020-June 2021)
Riwayat Pendidikan • S2 Manajemen dari PPM School of Management (2021) • S2 Teknik Sipil dari Universitas Indonesia (2007) • S1 Teknik Sipil dari Universitas Katolik Parahyangan (2003) • S1 Ilmu Pemerintahan dari Universitas Padjadjaran (2002)	**Educational Background** • Master of Management from PPM School of Management (2021) • Master's degree of Civil Engineering, University of Indonesia (2007) • Bachelor's degree of Government Science, Padjajaran University, Bandung (2002) • Bachelor's degree of Civil Engineering, Katolik Parahyangan University, Bandung (2003)
Kepemilikan Saham JSMR 560.200 lembar saham (0,0077185%)	**Share Ownership in JSMR** 560,200 shares (0.0077185%)
Hubungan Afiliasi Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu	**Affiliated Relation** Has no affiliation with other members of the Board of Commissioners, major shareholders, and controllers either directly or indirectly to individual owners



Bagus Cahya Arinta B.

Direktur Human Capital & Transformasi
Director of Human Capital & Transformation

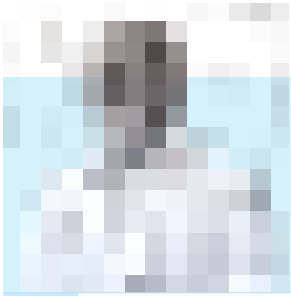
Kewarganegaraan Warga Negara Indonesia	**Nationality** Indonesian
Domisili Bogor	**Domicile** Bogor
Usia per 31 Desember 2024 56 tahun	**Age per December 31, 2024** 56 years old
Riwayat Penunjukan Diangkat sebagai Direktur Human Capital & Transformasi berdasarkan Keputusan RUPS Luar Biasa tanggal 22 Desember 2021 berdasarkan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham No. 53 tanggal 24 Desember 2021.	**Appointment History** Appointed as Director of Human Capital and Transformation based on the Extraordinary General Meeting of Shareholders Decision dated December 22, 2021, as stipulated in the Deed of Statement of the General Meeting of Shareholders Decision No. 53 dated December 24, 2021
Periode Menjabat Periode menjabat sejak 22 Desember 2021 sampai dengan penutupan RUPS Tahunan Tahun 2026 (periode pertama)	**Term of Office** Term of office is from December 22, 2021 until closing of Annual GMS Year 2025 (first period)
Jabatan Rangkap Pada Perusahaan Terbuka: - Lainnya: -	**Concurrent Positions** Publicly Listed Company: - Other: -
Riwayat Jabatan • Jasamarga Metropolitan Tollroad Regional Division Head (Februari 2021-Desember 2021) • Direktur Utama PT Jasamarga Surabaya Mojokerto merangkap Direktur Utama PT Jasamarga Gempol Pasuruan (September 2020-Februari 2021)	**Career Experience** • Jasamarga Metropolitan Tollroad Regional Division Head (February 2021–December 2021 • President Director of PT Jasamarga Surabaya Mojokerto concurrently President Director of PT Jasamarga Gempol Pasuruan (September 2020–February 2021)
Riwayat Pendidikan S1 Teknik Sipil dari Universitas Brawijaya (1993)	**Educational Background** Bachelor's degree of Civil Engineering from Brawijaya University, Malang (1993)
Kepemilikan Saham JSMR 560.000 lembar saham (0,0077158%)	**Share Ownership in JSMR** 560,000 shares (0.0077158%)
Hubungan Afiliasi Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu	**Affiliated Relation** Has no affiliation with other members of the Board of Commissioners, major shareholders, and controllers either directly or indirectly to individual owners



Fitri Wiyanti

Direktur Operasi
Director of Operations

Kewarganegaraan Warga Negara Indonesia	**Nationality** Indonesian
Domisili Jakarta	**Domicile** Jakarta
Usia per 31 Desember 2024 50 tahun	**Age per December 31, 2024** 50 years old
Riwayat Penunjukan 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	**Appointment History** Appointed as Director of Operations at the Annual General Meeting of Shareholders on June 11, 2020, as stipulated in the Deed of Statement of the Decision of the General Meeting of Shareholders No. 41 dated June 15, 2020
Periode Menjabat Periode Menjabat sejak 11 Juni 2020 sampai dengan penutupan RUPS Tahunan Tahun 2025 (periode pertama)	**Term of Office** Term of office is from June 11, 2020 until closing of Annual GMS Year 2025 (first period)
Jabatan Rangkap Pada Perusahaan Terbuka: - Lainnya: -	**Concurrent Positions** Publicly Listed Company: - Other: -
Riwayat Jabatan • Operation and Maintenance Management Group Head (2019-2020) • General Manager Representative Office Jagorawi (2018-2019)	**Career Experience** • Operation and Maintenance Management Group Head (2019-2020) • General Manager Representative Office Jagorawi (2018-2019)
Riwayat Pendidikan S1 Teknik Mesin dari Universitas Indonesia (1997)	**Educational Background** Bachelor's degree of Engineering from University of Indonesia (1997)
Kepemilikan Saham JSMR 587.800 lembar saham (0,0080988%)	**Share Ownership in JSMR** 587,800 shares (0.0080988%)
Hubungan Afiliasi Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu	**Affiliated Relation** Has no affiliation with other members of the Board of Commissioners, major shareholders, and controllers either directly or indirectly to individual owners



Mohamad Agus Setiawan

Direktur Pengembangan Usaha
Director of Business Development

Kewarganegaraan
Warga Negara Indonesia

Nationality
Indonesian

Domisili
Bogor

Domicile
Bogor

Usia per 31 Desember 2024
53 tahun

Age per December 31, 2024
53 years old

Riwayat Penunjukan
Diangkat menjadi Direktur Pengembangan Usaha pada RUPS Luar Biasa tanggal 22 Desember 2021 berdasarkan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham No. 53 tanggal 24 Desember 2021 yang merupakan pengalihan penugasan dari jabatan sebelumnya sebagai Direktur Bisnis Perseroan (yang diangkat pada RUPS Tahunan tanggal 27 Mei 2021 berdasarkan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham No. 18 tanggal 04 Juni 2021)

Appointment History
Appointed as Director of Business Development at the Extraordinary General Meeting of Shareholders on December 22, 2021, as stipulated in the Deed of Statement of Decision of the General Meeting of Shareholders No. 53 dated December 24, 2021. This appointment involves the transfer of duties from the previous position as the Company's Director of Business (appointed at the Annual General Meeting of Shareholders on May 27, 2021, as stipulated in the Deed of Statement of Decision of the General Meeting of Shareholders No. 18 dated June 4, 2021)

Periode Menjabat
Periode menjabat sejak 27 Mei 2021 sampai dengan penutupan RUPS Tahunan Tahun 2026 (periode pertama)

Term of Office
Term of office is from May 27, 2021 until closing of Annual GMS Year 2026 (first period)

Jabatan Rangkap
Pada Perusahaan Terbuka:
-

Lainnya:
-

Concurrent Positions
Publicly Listed Company:

Other:
-

Riwayat Jabatan
- Direktur Bisnis PT Jasa Marga (Persero) Tbk (2021)
- Corporate Secretary PT Jasa Marga (Persero) Tbk (2017-2021)

Career Experience
- Director of Business of PT Jasa Marga (Persero) Tbk (2021)
- Corporate Secretary of PT Jasa Marga (Persero) Tbk (2017-2021)

Riwayat Pendidikan
- S2 Teknik Pengelolaan Jaringan Jalan dari Universitas Parahyangan Bandung Kerjasama dengan Kementerian Pekerjaan Umum dan Perumahan Rakyat (2009)
- S1 Teknik Sipil dan Perencanaan dari Insititut Teknologi Bandung (1995)

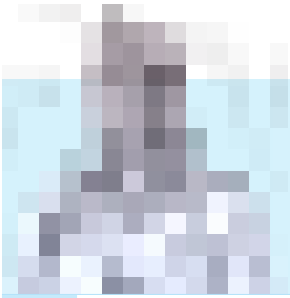
Educational Background
- Master's Degree of Road Network Management Engineering from Parahyangan University Bandung in collaboration with the Ministry of Public Works and Public Housing (2009)
- Bachelor's degree of Civil Engineering from Bandung Institute of Technology (1995)

Kepemilikan Saham JSMR
549.600 lembar saham (0,0075725%)

Share Ownership in JSMR
549,600 shares (0.0075725%)

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

Affiliated Relation
Has no affiliation with other members of the Board of Commissioners, major shareholders, and controllers either directly or indirectly to individual owners



Pramitha Wulanjani

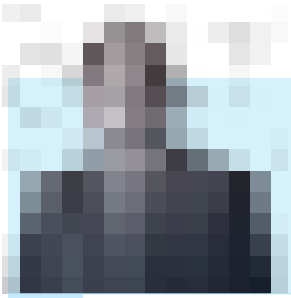
Direktur Keuangan dan Manajemen Risiko
Director of Finance and Risk Management

Kewarganegaraan Warga Negara Indonesia	**Nationality** Indonesian
Domisili Jakarta	**Domicile** Jakarta
Usia per 31 Desember 2024 37 tahun	**Age per December 31, 2024** 37 years old
Riwayat Penunjukan 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	**Appointment History** Appointed as Director of Finance and Risk Management at the Extraordinary General Meeting of Shareholders dated February 08, 2023, as stipulated in the Deed of Statement of Decision of the General Meeting of Shareholders No. 30 dated February 14, 2023
Periode Menjabat Periode Menjabat sejak 08 Februari 2023 sampai dengan penutupan RUPS Tahunan Tahun 2028 (periode pertama)	**Term of Office** Term of office is from February 08, 2023 until closing of Annual GMS Year 2028 (first period)
Jabatan Rangkap Pada Perusahaan Terbuka: - Lainnya: -	**Concurrent Positions** Publicly Listed Company: - Other: -
Riwayat Jabatan • Direktur Keuangan PT Jasamarga Transjawa Tol (2022-2023) • Direktur Keuangan PT Jasamarga Tollroad Operator (2021-2022)	**Career Experience** • Director of Finance of PT Jasamarga Transjawa Tol (2022-2023) • Director of Finance of PT Jasamarga Tollroad Operator (2021-2022)
Riwayat Pendidikan S1 Akuntansi dari Universitas Gadjah Mada (2008)	**Educational Background** Bachelor's degree of Accounting from Gadjah Mada University (2008)
Kepemilikan Saham JSMR 289.200 lembar saham (0,0039846%)	**Share Ownership in JSMR** 289,200 shares (0.0039846%)
Hubungan Afiliasi Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu	**Affiliated Relation** Has no affiliation with other members of the Board of Commissioners, major shareholders, and controllers either directly or indirectly to individual owners

Profil Komite Audit
Profile of the Audit Committee

Pada tahun 2024, terdapat perubahan komposisi Komite Audit Perseroan sesuai dengan Keputusan Dewan Komisaris No. KEP-150/IX/2024 tanggal 24 September 2024. Dengan demikian komposisi Komite Audit Perseroan hingga 31 Desember 2024 adalah sebagai berikut:

In 2024, there was a change in the composition of the Company's Audit Committee pursuant to the Board of Commissioners' Decision No. KEP-150/IX/2024 dated September 24, 2024. Therefore, the composition of the Company's Audit Committee as of December 31, 2024, is as follows:

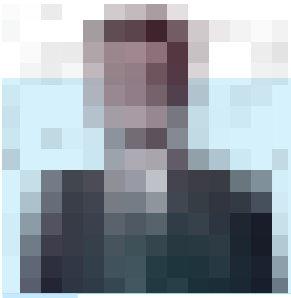


Chandra Wijaya

Ketua Komite Audit
Chairman of the Audit Committee

Kewarganegaraan Warga Negara Indonesia	**Nationality** Indonesian
Domisili Jakarta	**Domicile** Jakarta
Usia per 31 Desember 2024 55 tahun	**Age per December 31, 2024** 55 years old
Dasar Hukum Pengangkatan Menjadi Ketua Komite Audit sejak 07 Maret 2023 berdasarkan Keputusan Dewan Komisaris Jasa Marga No. KEP-029/III/2023	**Legal Basis of Appointment** Appointed as Chairman of the Audit Committee since March 7, 2023 based on Decision of the Board of Commissioners of Jasa Marga No. KEP-029/III/2023
Periode Menjabat Sejak 07 Maret 2023 sampai berakhirnya masa jabatan sebagai Komisaris Independen PT Jasa Marga (Persero) Tbk	**Term of Office** Since March 7, 2023 until the end of terms as Independent Commissioner of PT Jasa Marga (Persero) Tbk

Profil lengkap dapat dilihat di bagian Profil Dewan Komisaris
Full profile is available in the Board of Commissioners Profile section



Seppalga Ahmad

Anggota Komite Audit
Member of the Audit Committee

Kewarganegaraan Warga Negara Indonesia	**Nationality** Indonesian
Domisili Jakarta	**Domicile** Jakarta
Usia per 31 Desember 2024 53 tahun	**Age per December 31, 2024** 53 years old
Dasar Hukum Pengangkatan Menjadi Ketua Komite Audit sejak 07 Maret 2023 berdasarkan Keputusan Dewan Komisaris Jasa Marga No. KEP-029/III/2023	**Legal Basis of Appointment** Appointed as Member of the Audit Committee since March 7, 2023 based on Decision of the Board of Commissioners of Jasa Marga No. KEP-029/III/2023
Periode Menjabat Sejak 07 Maret 2023 sampai berakhirnya masa jabatan sebagai Komisaris Independen PT Jasa Marga (Persero) Tbk	**Term of Office** Since March 7, 2023 until the end of terms as Independent Commissioner of PT Jasa Marga (Persero) Tbk

Profil lengkap dapat dilihat di bagian Profil Dewan Komisaris
Full profile is available in the Board of Commissioners Profile section



Siti Purnama Rizki

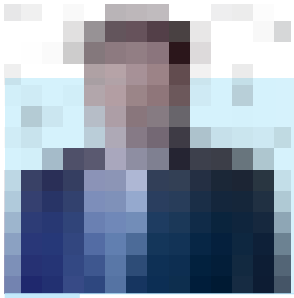
Anggota Komite Audit
Member of the Audit Committee

Kewarganegaraan Warga Negara Indonesia	**Nationality** Indonesian
Domisili Jakarta	**Domicile** Jakarta
Usia per 31 Desember 2024 36 tahun	**Age per December 31, 2024** 36 years old
Dasar Hukum Pengangkatan Menjadi Anggota Komite Audit sejak 02 Oktober 2023 berdasarkan Keputusan Dewan Komisaris No. KEP-125/X/2023	**Legal Basis of Appointment** Appointed as Member of the Audit Committee since October 2, 2023 based on Decision of the Board of Commissioners of Jasa Marga No. KEP-125/X/2023
Periode Menjabat Sejak 02 Oktober 2023 sampai dengan 01 Oktober 2026	**Term of Office** Since October 2, 2023 until October 1, 2026
Jabatan Rangkap Tidak memiliki jabatan rangkap	**Concurrent Positions** Does not hold concurrent positions
Riwayat Jabatan • Komite Audit BPJS Kesehatan (2020-2022) • *Assistant Manager* Audit Deloitte Indonesia (2018-2019)	**Career Experience** • Audit Committee of BPJS Kesehatan (2020-2022) • Assistant Manager Audit Deloitte Indonesia (2018-2019)
Riwayat Pendidikan • Sarjana Akuntansi Sekolah Tinggi Ilmu Ekonomi dan Perbankan Indonesia (2010) • Magister Akuntansi Universitas Indonesia (2015)	**Educational Background** • Bachelor's Degree of Accounting from The Indonesian School of Economics and Banking (2010) • Master's Degree of Accounting from University of Indonesia (2015)
Kepemilikan Saham JSMR Tidak memiliki saham Perseroan pada awal dan akhir tahun buku	**Share Ownership in JSMR** Does not own the Company's shares at the beginning and the end of the fiscal year
Hubungan Afiliasi Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu	**Affiliated Relation** Has no affiliation with other members of the Board of Commissioners, major shareholders, and controllers either directly or indirectly to individual owners

Profil Komite Nominasi dan Remunerasi
Profile of the Nomination and Remuneration Committee

Hingga akhir 31 Desember 2024, tidak terdapat perubahan komposisi Komite Nominasi dan Remunerasi Perseroan. Dengan demikian, komposisi Komite Nominasi dan Remunerasi hingga 31 Desember 2024 adalah sebagai berikut:

As of December 31, 2024, there were no changes in the composition of the Company's Nomination and Remuneration Committee. Therefore, the composition of the Nomination and Remuneration Committee as of December 31, 2024, is as follows:

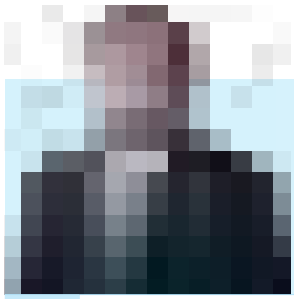


Marsetio

Ketua Komite Nominasi dan Remunerasi
Chairman of the Nomination and Remuneration Committee

Kewarganegaraan Warga Negara Indonesia	**Nationality** Indonesian
Domisili Jakarta	**Domicile** Jakarta
Usia per 31 Desember 2024 68 tahun	**Age per December 31, 2024** 68 years old
Dasar Hukum Pengangkatan Menjadi Ketua Komite Nominasi dan Remunerasi sejak 07 Maret 2023 berdasarkan Keputusan Dewan Komisaris Jasa Marga No. KEP-028/III/2023	**Legal Basis of Appointment** Appointed as the Chairman of the Nomination and Remuneration Committee since March 7, 2023, based on the Decision of the Board of Commissioners of Jasa Marga No. KEP-028/III/2023
Periode Menjabat Sejak 07 Maret 2023 sampai berakhirnya masa jabatan sebagai Komisaris Independen PT Jasa Marga (Persero) Tbk	**Term of Office** Since March 7, 2023 until the end of terms as Independent Commissioner of PT Jasa Marga (Persero) Tbk

Profil lengkap dapat dilihat di bagian Profil Dewan Komisaris
Full profile is available in the Board of Commissioners Profile section

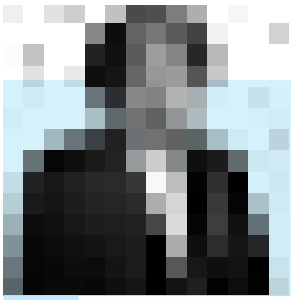


Raja Erizman

Anggota Komite Nominasi dan Remunerasi
Member of the Nomination and Remuneration Committee

Kewarganegaraan Warga Negara Indonesia	**Nationality** Indonesian
Domisili Jakarta	**Domicile** Jakarta
Usia per 31 Desember 2024 62 tahun	**Age per December 31, 2024** 62 years old
Dasar Hukum Pengangkatan Menjadi Anggota Komite Nominasi dan Remunerasi sejak 14 September 2021 berdasarkan Keputusan Dewan Komisaris Jasa Marga No. KEP-074/IX/2021	**Legal Basis of Appointment** Appointed as Member of Nomination and Remuneration Committee since September 14, 2021 pursuant to Decision of the Board of Commissioners of Jasa Marga No. KEP-074/IXI/2021
Periode Menjabat Sejak 14 September 2021 sampai berakhirnya masa jabatan sebagai Komisaris PT Jasa Marga (Persero) Tbk	**Term of Office** Since September 14, 2021 until the end of terms as Commissioner of PT Jasa Marga (Persero) Tbk

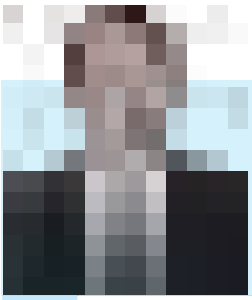
Profil lengkap dapat dilihat di bagian Profil Dewan Komisaris
Full profile is available in the Board of Commissioners Profile section



Chitra Mardi Rahayuningsih

Anggota Komite Nominasi dan Remunerasi
Member of the Nomination and Remuneration Committee

Kewarganegaraan Warga Negara Indonesia	**Nationality** Indonesian
Domisili Jakarta	**Domicile** Jakarta
Usia per 31 Desember 2024 66 tahun	**Age per December 31, 2024** 66 years old
Dasar Hukum Pengangkatan Menjadi Anggota Komite Nominasi dan Remunerasi sejak 01 Juli 2020 berdasarkan Keputusan Dewan Komisaris No. KEP-83/VII/2020 dan diangkat Kembali berdasarkan Keputusan Dewan Komisaris No. KEP-059/VII/2022	**Legal Basis of Appointment** Remuneration Committee since July 1, 2020 pursuant to Decision of the Board of Commissioners No. KEP-83/VII/2020 and reappointed pursuant to the Decision of the Board of Commissioners No. KEP-059/VII/2022
Periode Menjabat Sejak 1 Juli 2020 sampai dengan 30 Juni 2024	**Term of Office** Since July 1, 2020 until June 30, 2024
Jabatan Rangkap Tidak memiliki jabatan rangkap	**Concurrent Positions** Does not hold concurrent positions
Riwayat Jabatan • Kepala Pusat Penilaian Kompetensi dan Pemantauan Kinerja, BPSDM, Kementerian PUPR (2015-2019) • Kepala Bidang Kompetensi dan Evaluasi, Sekretariat Jenderal, Kementerian PUPR (2011-2015)	**Career Experience** • Head of Competency Assessment and Performance Monitoring Center, BPSDM, Ministry of Public Works and Housing (2015-2019) • Head of Competency and Evaluation Department, Secretariat General, Ministry of Public Works and Housing (2011-2015)
Riwayat Pendidikan • S2 Manajemen dari STIE IPWI Jakarta (1997) • S1 Teknik Sipil dari Universitas Sebelas Maret Solo (1984)	**Educational Background** • Master's Degree of Management from STIE IPWI, Jakarta (1997) • Bachelor's Degree of Civil Engineering from Sebelas Maret University, Solo (1984)
Kepemilikan Saham JSMR Tidak memiliki saham Perseroan pada awal dan akhir tahun buku	**Share Ownership in JSMR** Does not own the Company's shares at the beginning and end of the fiscal year
Hubungan Afiliasi Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu	**Affiliated Relation** Has no affiliation with other members of the Board of Commissioners, major shareholders, and controllers either directly or indirectly to individual owners



Dewa Aji Ariwanto

Anggota Komite Nominasi dan Remunerasi
Member of the Nomination and Remuneration Committee

Kewarganegaraan
Warga Negara Indonesia

Nationality
Indonesian

Domisili
Depok

Domicile
Depok

Usia per 31 Desember 2024
43 tahun

Age per December 31, 2024
43 years old

Dasar Hukum Pengangkatan
Menjadi Anggota Komite Nominasi dan Remunerasi sejak 14 Agustus 2024 berdasarkan Keputusan Dewan Komisaris No. KEP-127/VIII/2024

Legal Basis of Appointment
Remuneration Committee since August 14, 2024 pursuant to Decision of the Board of Commissioners No. KEP-127/VIII/2024

Periode Menjabat
Sejak 14 Agustus 2024 sampai dengan 14 Februari 2025

Term of Office
Since August 14, 2024 until February 14, 2025

Jabatan Rangkap
Kepala Bagian Administrasi Pengelolaan dan Perencanaan Pegawai, Biro Kepegawaian, Organisasi, dan Tata Laksana, Sekretariat Jenderal, Kementerian Pekerjaan Umum (2020-2024)

Concurrent Positions
Head of Administration Section for Management and Planning of Personnel, Bureau of Personnel, Organization, and Administration of the Secretariat General, Ministry of Public Works (2020-2024)

Riwayat Jabatan
Kepala Bagian Pembinaan Pegawai, Biro Kepegawaian, Organisasi, dan Tata Laksana, Sekretariat Jenderal, Kementerian Pekerjaan Umum dan Perumahan Rakyat (2019-2020)

Career Experience
Head of Personnel Development Section, Bureau of Personnel, Organization, and Administration, Secretariat General, Ministry of Public Works and Public Housing (2019-2020)

Riwayat Pendidikan
- S2 Magister Sains Ekonomi, Universitas Indonesia (2012)
- S2 Development Studies, Erasmus Universiteit Rotterdam (2012)

Educational Background
- Master's degree of Economic Science from University of Indonesia (2012)
- Master's degree of Development Studies from Erasmus Universiteit Rotterdam (2012)

Kepemilikan Saham JSMR
Tidak memiliki saham Perseroan pada awal dan akhir tahun buku

Share Ownership in JSMR
Does not own the Company's shares at the beginning and end of the fiscal year

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

Affiliated Relation
Has no affiliation with other members of the Board of Commissioners, major shareholders, and controllers either directly or indirectly to individual owners

Profil Komite Risiko dan Hukum
Profile of the Risk and Legal Committee

Hingga akhir 31 Desember 2024, tidak terdapat perubahan komposisi Komite Risiko dan Hukum Perseroan. Dengan demikian, komposisi Komite Risiko dan Hukum hingga 31 Desember 2024 adalah sebagai berikut:

As of December 31, 2024, there were no changes in the composition of the Company's Risk and Legal Committee. Therefore, the composition of the Risk and Legal Committee as of December 31, 2024, is as follows:

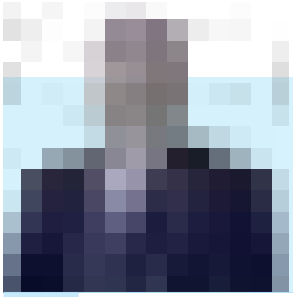


M. Roskanedi

Ketua Komite Risiko dan Hukum
Chairman of the Risk and Legal Committee

Kewarganegaraan Warga Negara Indonesia	**Nationality** Indonesian
Domisili Bogor	**Domicile** Bogor
Usia per 31 Desember 2024 63 tahun	**Age per December 31, 2024** 63 years old
Dasar Hukum Pengangkatan Menjadi Ketua Komite Risiko dan Hukum sejak 14 September 2021 berdasarkan Keputusan Dewan Komisaris Jasa Marga No. KEP-073/IX/2021	**Legal Basis of Appointment** Appointed as Chairman of Risk and Legal Committee since September 14, 2021 pursuant to Decision of the Board of Commissioners of Jasa Marga No. KEP-073/IX/2021
Periode Menjabat Sejak 14 September 2021 sampai berakhirnya masa jabatan sebagai Komisaris PT Jasa Marga (Persero) Tbk	**Term of Office** Since September 14, 2021 until the end of terms as Commissioner of PT Jasa Marga (Persero) Tbk

Profil lengkap dapat dilihat di bagian Profil Dewan Komisaris
Full profile is available in the Board of Commissioners Profile section

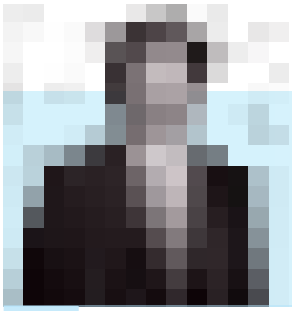


Abdul Rachman

Anggota Komite Risiko dan Hukum
Member of the Risk and Legal Committee

Kewarganegaraan Warga Negara Indonesia	**Nationality** Indonesian
Domisili Bandung	**Domicile** Bandung
Usia per 31 Desember 2024 70 tahun	**Age per December 31, 2024** 70 years old
Dasar Hukum Pengangkatan Menjadi Anggota Komite Risiko dan Hukum sejak 07 Maret 2023 berdasarkan Keputusan Dewan Komisaris Jasa Marga No. KEP-027/III/2023	**Legal Basis of Appointment** Appointed as Chairman of Risk and Legal Committee since March 7, 2023 pursuant to the Decision of the Board of Commissioners of Jasa Marga No. KEP-027/III/2023
Periode Menjabat Sejak 07 Maret 2023 sampai berakhirnya masa jabatan sebagai Komisaris Independen PT Jasa Marga (Persero) Tbk	**Term of Office** Since March 7, 2023 until the end of terms as Independent Commissioner of PT Jasa Marga (Persero) Tbk

Profil lengkap dapat dilihat di bagian Profil Dewan Komisaris
Full profile is available in the Board of Commissioners Profile section



Tjahjanto Budisatrio

Anggota Komite Risiko dan Hukum
Member of the Risk and Legal Committee

Kewarganegaraan
Warga Negara Indonesia

Nationality
Indonesian

Domisili
Tangerang

Domicile
Tangerang

Usia per 31 Desember 2024
59 tahun

Age per December 31, 2024
59 years old

Dasar Hukum Pengangkatan
Menjadi Anggota Komite Risiko dan Hukum sejak 01 Juli 2020 berdasarkan Keputusan Dewan Komisaris No. KEP-84/VII/2020 dan diangkat kembali berdasarkan Keputusan Dewan Komisaris No. KEP-042/V/2022

Legal Basis of Appointment
Appointed as Member of Risk and Legal Committee since July 1, 2020 pursuant to the Decision of the Board of Commissioners No. KEP-84/VII/2020 and reappointed pursuant to the Decision of the Board of Commissioners No. KEP-042/V/2022

Periode Menjabat
Sejak 1 Juli 2020 sampai dengan 9 Maret 2025

Term of Office
Since July 1, 2020 until March 9, 2025

Jabatan Rangkap
Dosen Fakultas Ekonomi dan Bisnis Universitas Indonesia (1992-sekarang)

Concurrent Positions
Lecturer at the Faculty of Economics and Business, University of Indonesia (since 1992)

Riwayat Jabatan
- Anggota Komite Pengawasan Manajemen Risiko PT Pelindo II (Persero) (2012-2017)
- Anggota Komite Audit PT PGN (Persero) Tbk (2006-2012)

Career Experience
- Member of PT Pelindo II (Persero) Risk Management Oversight Committee (2012-2017)
- Member of PT PGN (Persero) Tbk Audit Committee (2006-2012)

Riwayat Pendidikan
- Kandidat Doktor di bidang Ekonomi dari Universitas Indonesia (2011)
- S2 Ekonomi dari The Australian National University (1999)
- S1 Ekonomi dari Universitas Indonesia (1990)

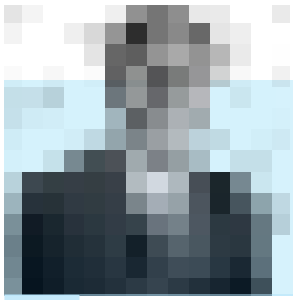
Educational Background
- Ph.D. Candidate of Economics from University of Indonesia (2011)
- Master's degree of Economics from the Australian National University (1999)
- Bachelor's degree of Economics from University of Indonesia (1990)

Kepemilikan Saham JSMR
Tidak memiliki saham Perseroan pada awal dan akhir tahun buku

Share Ownership in JSMR
Does not own the Company's shares at the beginning and end of the fiscal year

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

Affiliated Relation
Has no affiliation with other members of the Board of Commissioners, major shareholders, and controllers either directly or indirectly to individual owners



Iqbal Tawakkal Pasaribu

Anggota Komite Risiko dan Hukum
Member of the Risk and Legal Committee

Kewarganegaraan
Warga Negara Indonesia

Nationality
Indonesian

Domisili
Jakarta

Domicile
Jakarta

Usia per 31 Desember 2024
39 tahun

Age per December 31, 2024
39 years old

Dasar Hukum Pengangkatan
Menjadi Anggota Komite Risiko dan Hukum sejak 13 Juli 2020 berdasarkan Keputusan Dewan Komisaris No. KEP-82/VII/2020 dan diangkat Kembali berdasarkan Keputusan Dewan Komisaris No. KEP-083/VII/2023

Legal Basis of Appointment
Appointed as Member of Risk and Legal Committee since July 13, 2022 pursuant to the Decision of the Board of Commissioners No. KEP-82/VII/2020 and reappointed pursuant to the Decision of the Board of Commissioners No. KEP-083/VII/2023

Periode Menjabat
Sejak 13 Juli 2020 sampai dengan 30 Juni 2025

Term of Office
Since July 13, 2020 until June 30, 2025

Jabatan Rangkap
Profesi Advokat, Kurator Kepailitan dan Pengurus Penundaan Kewajiban Pembayaran Utang

Concurrent Positions
Professional Advocate, Bankruptcy Currator and Loan Payment Obligation Postpone Officer

Riwayat Jabatan
- Advokat & *Associate* pada Firma Hukum Sidin Constitution, A. Irmanputra Sidin & Associates (2015-2020)
- Advokat & *Partner* pada Law Office AWK & Partners (2011-2020)

Career Experience
- Advocate & Associate at Sidin Constitution, A. Irmanputra Sidin & Associates Law Firm (2015- 2020)
- Advocate & Partner at AWK & Partners Law Office (2011-2020)

Riwayat Pendidikan
- Pendidikan Kurator dan Pengurus, Asosiasi Kurator dan Pengurus Indonesia (AKPI) (2014)
- Pendidikan Khusus Profesi Advokat, Perhimpunan Advokat Indonesia (PERADI) (2009)
- S1 Hukum dari Universitas Islam Bandung (2008)

Educational Background
- Training for Curator and Committee, Indonesia Curator and Committee Association (AKPI) (2014)
- Advocate Professional Special Training, Indonesia Advocate Association (PERADI) (2009)
- Bachelor's degree, Faculty of Law, Islam University, Bandung (2008)

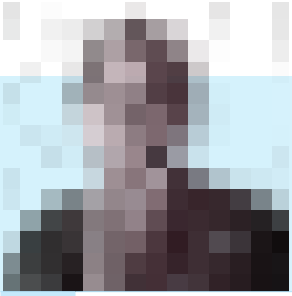
Kepemilikan Saham JSMR
Tidak memiliki saham Perseroan pada awal dan akhir tahun buku

Share Ownership in JSMR
Does not own the Company's shares at the beginning and end of the fiscal

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

Affiliated Relation
Has no affiliation with other members of the Board of Commissioners, major shareholders, and controllers either directly or indirectly to individual owners

Profil Sekretaris Dewan Komisaris
Profile of the Board of Commissioners Secretary

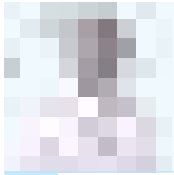


Sukendar

Sekretaris Dewan Komisaris
Board of Commissioners Secretary

Kewarganegaraan Warga Negara Indonesia	**Nationality** Indonesian
Domisili Jakarta	**Domicile** Jakarta
Usia per 31 Desember 2024 42 tahun	**Age per December 31, 2024** 42 years old
Dasar Hukum Pengangkatan Menjadi Anggota Komite Risiko dan Hukum sejak 19 November 2024 berdasarkan Keputusan Dewan Komisaris No. KEP-185/XI/2024	**Legal Basis of Appointment** Appointed as Member of Risk and Legal Committee since November 19, 2024 pursuant to the Decision of the Board of Commissioners No. KEP-185/XI/2024
Periode Menjabat Sejak 19 November 2024 sampai dengan 19 November 2027	**Term of Office** Since November 19, 2024 until November 19, 2027
Jabatan Rangkap Koordinator UU1, Keasdepan Peraturan Perundang-Undangan Kementerian BUMN	**Concurrent Positions** Coordinator of Law 1, the Assitant Deputy for Legislation and Regulatory Affairs, the Ministry of SOEs
Riwayat Jabatan • Penata Kelola Perusahaan Negara Madya (2024 - sekarang) • Penata Kelola Perusahaan Negara Muda (2021 - 2024) • Kepala Subbagian Bantuan Hukum I (2015 - 2020)	**Career Experience** • State Associate Corporate Governance Officer (2024 – present) • State Junior Corporate Governance Officer (2021 – 2024) • Head of Legal Assistance Subdivision I (2015 – 2020)
Riwayat Pendidikan • S1 Hukum, Universitas Gadjah Mada (2006) • S2 Magister Hukum, Universitas Indonesia (2018)	**Educational Background** • Bachelor's degree of Law from Gadjah Mada University (2006) • Master's degree of Law from University of Indonesia (2018)
Kepemilikan Saham JSMR Tidak memiliki saham Perseroan pada awal dan akhir tahun buku	**Share Ownership in JSMR** Does not own the Company's shares at the beginning and end of the fiscal year
Hubungan Afiliasi Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu	**Affiliated Relation** Has no affiliation with other members of the Board of Commissioners, major shareholders, and controllers either directly or indirectly to individual owners

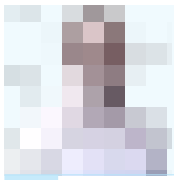
Pejabat Eksekutif
Executive Management



Ari Wibowo

Corporate Secretary & Chief Administration Officer

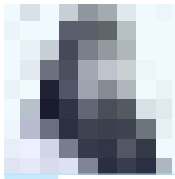
Kewarganegaraan Warga Negara Indonesia	**Nationality** Indonesian
Domisili Jakarta	**Domicile** Jakarta
Usia per 31 Desember 2024 53 tahun	**Age per December 31, 2024** 53 years old
Riwayat Jabatan • Direktur Utama PT Marga Lingkar Jakarta (2020-2025) • Direktur Utama PT Jasamarga Solo Ngawi (2019-2020)	**Career Experience** • President Director of PT Marga Lingkar Jakarta (2020-2025) • President Director of PT Jasamarga Solo Ngawi (2019-2020)
Riwayat Pendidikan • S1 Teknik Sipil, Universitas Katolik Parahyangan (1996) • S2 Teknik Sipil, Universitas Katolik Parahyangan (2011)	**Educational Background** • 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 Keputusan Direksi No. 002/AA.P-6A/2025 tanggal 13 Januari 2025	**Legal Basis for Appointment** Decision of the Board of Directors No. 002/AA.P-6A/2025 dated January 13, 2025



Agung Laksana Pranata

Internal Audit Senior Group Head

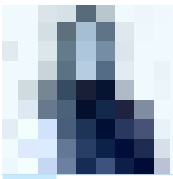
Kewarganegaraan Warga Negara Indonesia	**Nationality** Indonesian
Domisili Jakarta	**Domicile** Jakarta
Usia per 31 Desember 2024 37 tahun	**Age per December 31, 2024** 37 years old
Riwayat Jabatan • Legal & Compliance Group Head (2019-2022) • Human Capital Development Advisor (2022-2023)	**Career Experience** • Legal & Compliance Group Head (2019-2022) • Human Capital Development Advisor (2022-2023)
Riwayat Pendidikan • S1 Hukum, Universitas Indonesia (2009) • S2 Hukum, The University of Queensland (2015)	**Educational Background** • Bachelor's degree of Law at University of Indonesia (2005) • Master's degree of Law at University of Queensland (2015)
Dasar Hukum Pengangkatan Keputusan Direksi No. 034/AA.P-6A/2023 tanggal 25 Februari 2023	**Legal Basis for Appointment** 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 Warga Negara Indonesia	**Nationality** Indonesian
Domisili Jakarta	**Domicile** Jakarta
Usia per 31 Desember 2024 37 tahun	**Age per December 31, 2024** 37 years old
Riwayat Jabatan • Corporate Planning & Portfolio Management Group Head (2020-2022) • Portfolio Management Department Head, Corporate Planning & Portfolio Management Group (2019-2020)	**Career Experience** • Corporate Planning & Portfolio Management Group Head (2020-2022) • Portfolio Management Department Head, Corporate Planning & Portfolio Management Group (2019-2020)
Riwayat Pendidikan S1 Akuntansi, Universitas Indonesia (2009)	**Educational Background** Bachelor's degree of Accounting from University of Indonesia (2009)
Dasar Hukum Pengangkatan Keputusan Direksi No. 076/AA.P-6A/2022 tanggal 11 April 2022	**Legal Basis for Appointment** Decision of the Board of Directors No. 076/AA.P-6A/2022 dated April 11, 2022



Lisye Octaviana

Corporate Communication & Community Development Group Head

Kewarganegaraan Warga Negara Indonesia	**Nationality** Indonesian
Domisili Jakarta	**Domicile** Jakarta
Usia per 31 Desember 2023 38 tahun	**Age per December 31, 2023** 38 years old
Riwayat Jabatan • Business & Marketing Department Head PT Jasamarga Tollroad Operator (2020-2022) • Senior Specialist Scholarship Jasamarga Learning Institute (2019-2020)	**Career Experience** • Business & Marketing Department Head PT Jasamarga Tollroad Operator (2020-2022) • Senior Specialist Scholarship Jasamarga Learning Institute (2019-2020)
Riwayat Pendidikan • S1 Manajemen Komunikasi, Universitas Padjadjaran (2013) • S2 Master of Business Administration, Australian National University (2020)	**Educational Background** • Bachelor's degree of Communication Management from Padjadjaran University (2009) • Master of Business Administration from Australian National University (2020)
Dasar Hukum Pengangkatan Keputusan Direksi No. 110/AA.P-6A/2022 tanggal 30 Mei 2022	**Legal Basis for Appointment** Decision of the Board of Directors No. 110/AA.P-6A/2022 dated May 30, 2022



Devi Lusyana

Risk and Quality Health, Safety, & Environment Group Head

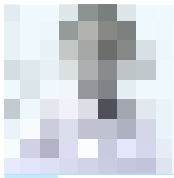
Kewarganegaraan Warga Negara Indonesia	**Nationality** Indonesian
Domisili Jakarta	**Domicile** Jakarta
Usia per 31 Desember 2024 39 tahun	**Age per December 31, 2024** 39 years old
Riwayat Jabatan • Risk Management Department Head (2019-2022) • General Manager Keuangan & Administrasi PT Jasamarga Balikpapan Samarinda (2018-2019)	**Career Experience** • Risk Management Department Head (2019-2022) • General Manager Keuangan & Administrasi of PT Jasamarga Balikpapan Samarinda (2018-2019)
Riwayat Pendidikan • S1 Sarjana Ekonomi, Universitas Indonesia (2009) • S2 Master of Finance & Investment, University of Edinburgh Business School (2015)	**Educational Background** • Bachelor's degree in Economics, University of Indonesia (2009) • Master's degree of Finance & Investment, University of Edinburgh Business School (2015)
Dasar Hukum Pengangkatan Keputusan Direksi No. 040/AA.P6A/2022 tanggal 08 Maret 2022	**Legal Basis for Appointment** Decision of the Board of Directors No. 040/AA.P-6A/2022 dated March 8, 2022



Syailendra Wisnu Wardhana

Legal and Compliance Group Head
Rangkap/ Concurrently Serving as **Procurement & Fixed Asset Group Head**

Kewarganegaraan Warga Negara Indonesia	**Nationality** Indonesian
Domisili Bekasi	**Domicile** Bekasi
Usia per 31 Desember 2024 35 tahun	**Age per December 31, 2024** 35 years old
Riwayat Jabatan • Litigation Department Head, Legal & Compliance Group (2019-2022) • Assistant Vice President Corporation an Legal Business, Legal and Compliance Group (2019)	**Career Experience** • Litigation Department Head, Legal & Compliance Group (2019-2022) • Assistant Vice President Corporation an Legal Business, Legal and Compliance Group (2019)
Riwayat Pendidikan S1 Ilmu Hukum, Universitas Sebelas Maret (2011)	**Educational Background** Bachelor's degree of Law, Sebelas Maret University (2011)
Dasar Hukum Pengangkatan Keputusan Direksi No. 038/AA.P-6a/2023 Tanggal 27 Februari 2023	**Legal Basis for Appointment** Decision of the Board of Directors No. 038/AA.P-6a/2023 dated February 27, 2023



Aldrin Maulana

Business Development Group Head

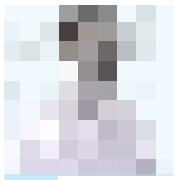
Kewarganegaraan Warga Negara Indonesia	**Nationality** Indonesian
Domisili Jakarta	**Domicile** Jakarta
Usia per 31 Desember 2024 36 tahun	**Age per December 31, 2024** 36 years old
Riwayat Jabatan • Corporate Secretary & Legal Group Head PT Jasamarga Transjawa Tol (2022-2023) • Finance & Business Management Department Head PT Jasamarga Transjawa Tol (2022)	**Career Experience** • Corporate Secretary & Legal Group Head PT Jasamarga Transjawa Tol (2022-2023) • Finance & Business Management Department Head PT Jasamarga Transjawa Tol (2022)
Riwayat Pendidikan • S1 Teknik Sipil, Institut Teknologi Bandung (2010) • S2 Manajemen, Universitas Indonesia (2023)	**Educational Background** • Bachelor's degree of Civil Engineering, Bandung Institute of Technology (2010) • Master's degree of Management, University of Indonesia (2023)
Dasar Hukum Pengangkatan Keputusan Direksi No. 004/AA.P-6A/2023 tanggal 16 Januari 2023	**Legal Basis for Appointment** Decision of the Board of Directors No. 004/AA.P-6A/2023 dated January 16, 2023



Windharti Amelia

Human Capital Services Group Head

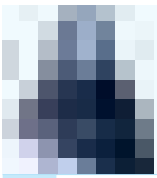
Kewarganegaraan Warga Negara Indonesia	**Nationality** Indonesian
Domisili Tangerang	**Domicile** Tangerang
Usia per 31 Desember 2024 38 tahun	**Age per December 31, 2024** 38 years old
Riwayat Jabatan • Human Capital Development Group Head (2020-2023) • Senior Specialist PT Kereta Cepat Indonesia China (2019-2020)	**Career Experience** • Human Capital Development Group Head (2020-2023) • Senior Specialist PT Kereta Cepat Indonesia China (2019-2020)
Riwayat Pendidikan • S1 Teknik Industri, Universitas Gadjah Mada (2008) • S2 Manajemen Bisnis, Universitas Bina Nusantara (2022)	**Educational Background** • Bachelor's degree of Industrial Engineering, Gadjah Mada University (2008) • Master's degree of Business Management, Bina Nusantara University (2022)
Dasar Hukum Pengangkatan Keputusan Direksi No. 094/AA.P-6a/2023 Tanggal 06 Juni 2023	**Legal Basis for Appointment** 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

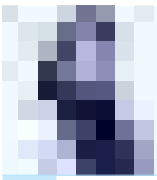
Kewarganegaraan Warga Negara Indonesia	**Nationality** Indonesian
Domisili Jakarta	**Domicile** Jakarta
Usia per 31 Desember 2024 41 tahun	**Age per December 31, 2024** 41 years old
Riwayat Jabatan • Financial Accounting Department Head (2021-2022) • General Manager Keuangan PT Jasamarga Related Business (2020-2021)	**Career Experience** • Financial Accounting Department Head (2021-2022) • General Manager Keuangan PT Jasamarga Related Business (2020-2021)
Riwayat Pendidikan S1 Akuntansi, Universitas Sumatera Utara (2007)	**Educational Background** Bachelor's degree of Accounting, University of Sumatera Utara (2007)
Dasar Hukum Pengangkatan Keputusan Direksi No. 078/AA.P-6A/2022 tanggal 11 April 2022	**Legal Basis for Appointment** Decision of the Board of Directors No. 078/AA.P-6A/2022 dated April 11, 2022



Irawati Savitri

Jasa Marga Learning Institute Group Head

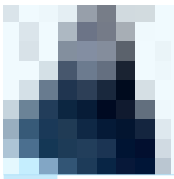
Kewarganegaraan Warga Negara Indonesia	**Nationality** Indonesian
Domisili Bogor	**Domicile** Bogor
Usia per 31 Desember 2024 51 tahun	**Age per December 31, 2024** 51 years old
Riwayat Jabatan • Learning Development Department Head Jasa Marga Learning Institute (2020) • Toll Road Management School Department Head, Jasa Marga Learning Instite (2019-2020)	**Career Experience** • Learning Development Department Head Jasa Marga Learning Institute (2020) • Toll Road Management School Department Head, Jasa Marga Learning Instite (2019-2020)
Riwayat Pendidikan S1 Psikologi, Universitas Indonesia (1997)	**Educational Background** Bachelor's degree of Psychology, University of Indonesia (1997)
Dasar Hukum Pengangkatan Keputusan Direksi PT Jasa Marga (Persero) Tbk No. 201/AA.P-6a/2020 tanggal 24 September 2020	**Legal Basis for Appointment** 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

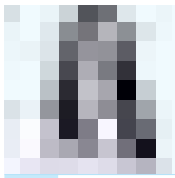
Kewarganegaraan Warga Negara Indonesia	**Nationality** Indonesian
Domisili Bekasi	**Domicile** Bekasi
Usia per 31 Desember 2024 39 tahun	**Age per December 31, 2024** 39 years old
Riwayat Jabatan • Traffic System Department Head (2019-2021) • Traffic Management Department Head (2019)	**Career Experience** • Traffic System Department Head (2019-2021) • Traffic Management Department Head (2019)
Riwayat Pendidikan S1 Teknik Sipil, Universitas Diponegoro (2007)	**Educational Background** Bachelor's degree of Civil Engineering, Diponegoro University (2007)
Dasar Hukum Pengangkatan Keputusan Direksi No. 030/AA.P-6a/2021 tanggal 09 Februari 2021	**Legal Basis for Appointment** Decision of the Board of Directors No. 030/AA.P-6a/2021 dated February 9, 2021



Aprilizayanti Putri

Human Capital Development Group Head

Kewarganegaraan Warga Negara Indonesia	**Nationality** Indonesian
Domisili Depok	**Domicile** Depok
Usia per 31 Desember 2024 38 tahun	**Age per December 31, 2024** 38 years old
Riwayat Jabatan • Strategic Transformation Group Head (2022-2023) • Human Capital & General Affair Dept. Head Jasamarga Metropolitan Tollroad Regional Division (2020-2022)	**Career Experience** • Strategic Transformation Group Head (2022-2023) • Human Capital & General Affair Dept. Head Jasamarga Metropolitan Tollroad Regional Division (2020-2022)
Riwayat Pendidikan • S1 Ilmu Administrasi Niaga, Universitas Indonesia (2008) • S2 Manajemen Bisnis, Binus University (2022)	**Educational Background** • Bachelor's degree of Business Administration, University of Indonesia (2008) • Master's degree of Business Management, Binus University (2022)
Dasar Hukum Pengangkatan Keputusan Direksi No. 093/AA.P-6a/2023 Tanggal 06 Juni 2023	**Legal Basis for Appointment** Decision of the Board of Directors No. 093/AA.P-6a/2023 dated June 6, 2023



Yuliana

Strategic Transformation Group Head

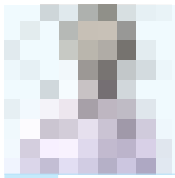
Kewarganegaraan Warga Negara Indonesia	**Nationality** Indonesian
Domisili Jakarta	**Domicile** Jakarta
Usia per 31 Desember 2024 39 tahun	**Age per December 31, 2024** 39 years old
Riwayat Jabatan • Risk Management Dept Head (2023) • General Manager Pengembangan Bisnis PT PSBI (2022)	**Career Experience** • Risk Management Dept Head (2023) • General Manager Pengembangan Bisnis PT PSBI (2022)
Riwayat Pendidikan • S1 Manajemen, Universitas Indonesia (2009) • S2 Master of Business Administration Rotterdam School of Management (2020)	**Educational Background** • Bachelor's degree in Management, University of Indonesia (2009) • Master's degree of Business Administration, Rotterdam School of Management (2020)
Dasar Hukum Pengangkatan Keputusan Direksi No. 092/AA.P-6a/2023 tanggal 06 Juni 2023	**Legal Basis for Appointment** Decision of the Board of Directors No. 092/AA.P-6a/2023 dated June 6, 2023



Gandes Aisyaharum

Information Technology Group Head

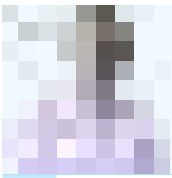
Kewarganegaraan Warga Negara Indonesia	**Nationality** Indonesian
Domisili Jakarta	**Domicile** Jakarta
Usia per 31 Desember 2024 36 tahun	**Age per December 31, 2024** 36 years old
Riwayat Jabatan • IT Planning & Development Department Head (2020) • Assistant Vice President IT Planning & Development (2018)	**Career Experience** • IT Planning & Development Department Head (2020) • Assistant Vice President IT Planning & Development (2018)
Riwayat Pendidikan • S1 Teknik Elektro, Universitas Gadjah Mada (2009) • S2 Business Analytic, The University of Edinburgh (2019)	**Educational Background** • Bachelor's degree of Electrical Engineering, Gadjah Mada University (2008) • Master's degree of Business Analytic, University of Edinburgh (2019)
Dasar Hukum Pengangkatan Keputusan Direksi No. 160/AA.P-6A/2020 tanggal 25 Agustus 2020	**Legal Basis for Appointment** Decision of the Board of Directors No. 160/AA.P-6A/2020 dated August 25, 2020



Trias Andriyanto

Corporate Planning & Portfolio Management Group Head

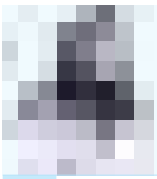
Kewarganegaraan Warga Negara Indonesia	**Nationality** Indonesian
Domisili Bandung Barat	**Domicile** West Bandung
Usia per 31 Desember 2024 40 tahun	**Age per December 31, 2024** 40 years old
Riwayat Jabatan • Accounting and Tax Group Head (2021-2022) • Financial Accounting Department Head (2019-2021)	**Career Experience** • Accounting and Tax Group Head (2021-2022) • Financial Accounting Department Head (2019-2021)
Riwayat Pendidikan • S1 Akuntansi, Universitas Padjajaran (2011) • S2 Manajemen, Universitas Indonesia (2023)	**Educational Background** • Bachelor's degree of Accounting, Padjadjaran University (2011) • Master's degree of Management, University of Indonesia (2023)
Dasar Hukum Pengangkatan Keputusan Direksi No. 077/AA.P-6A/2022 tanggal 11 April 2022	**Legal Basis for Appointment** Decision of the Board of Directors No. 077/AA.P-6A/2022 dated April 11, 2022



George I.M.P Manurung

Engineering Planning Group Head

Kewarganegaraan Warga Negara Indonesia	**Nationality** Indonesian
Domisili Jakarta	**Domicile** Jakarta
Usia per 31 Desember 2024 53 tahun	**Age per December 31, 2024** 53 years old
Riwayat Jabatan • Direktur Utama PT Jasamarga Jalanlayang Cikampek (2021-2022) • Direktur Utama PT Jasamarga Manado Bitung (2016-2021)	**Career Experience** • President Director of PT Jasamarga Jalanlayang Cikampek (2021-2022) • President Director of PT Jasamarga Manado Bitung (2016-2021)
Riwayat Pendidikan • S1 Teknik Sipil, Institut Teknologi Bandung (2001) • S2 Business & Technology, University of New South Wales, Australia (2002)	**Educational Background** • Bachelor's Degree of Civil Engineering, Bandung Institute of Technology (2001) • Masters in Business & Technology, University of New South Wales, Australia (2002)
Dasar Hukum Pengangkatan Keputusan Direksi No. 014/AA.P-6A/2022 tanggal 09 Maret 2022	**Legal Basis for Appointment** Decision of the Board of Directors No. 014/AA.P-6A/2022 dated March 9, 2022



Tyas Pramoda Wardhani

Jasamarga Nusantara Tollroad Regional Division Senior General Manager

Kewarganegaraan Warga Negara Indonesia	**Nationality** Indonesian
Domisili Jakarta	**Domicile** Jakarta
Usia per 31 Desember 2024 37 tahun	**Age per December 31, 2024** 37 years old
Riwayat Jabatan • Pjs. Concession Business Planning Group Head (2022) • Corporate Planning & Finance Group Head PT Jasamarga Transjawa Tol (2022)	**Career Experience** • Pjs. Concession Business Planning Group Head (2022) • Corporate Planning & Finance Group Head PT Jasamarga Transjawa Tol (2022)
Riwayat Pendidikan S1 Akuntansi, Universitas Indonesia (2011)	**Educational Background** Bachelor's degree of Accounting, University of Indonesia (2011)
Dasar Hukum Pengangkatan Keputusan Direksi No. 266/AA.P-6a/2022 tanggal 25 November 2022	**Legal Basis for Appointment** Decision of the Board of Directors No. 266/AA.P-6a/2022 dated November 25, 2022



Widiyatmiko Nursejati

Jasamarga Metropolitan Tollroad Regional Division Head
Rangkap/ Concurrently Serving as **Plt Direktur Utama Marga Lingkar Jakarta**

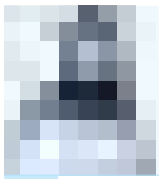
Kewarganegaraan Warga Negara Indonesia	**Nationality** Indonesian
Domisili Yogyakarta	**Domicile** Yogyakarta
Usia per 31 Desember 2024 38 tahun	**Age per December 31, 2024** 38 years old
Riwayat Jabatan • Direktur Utama PT Jasamarga Surabaya Mojokerto (2021-2022) • General Manager Office 1 RTT (2020-2021)	**Career Experience** • President Director of PT Jasamarga Surabaya Mojokerto (2021-2022) • General Manager Office 1 RTT (2020-2021)
Riwayat Pendidikan S1 Teknik Sipil, Universitas Indonesia (2009)	**Educational Background** Bachelor's degree of Civil Engineering, University of Indonesia (2009)
Dasar Hukum Pengangkatan Keputusan Direksi No. 270/AA.P-6a/2022 tanggal 22 November 2022	**Legal Basis for Appointment** Decision of the Board of Directors No. 270/EA.P-6A/2022 dated December 1, 2022



Rudi Kurniadi

Direktur Utama | President Director
PT Jasamarga Transjawa Toll

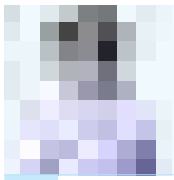
Kewarganegaraan Warga Negara Indonesia	**Nationality** Indonesian
Domisili Bogor	**Domicile** Bogor
Usia per 31 Desember 2024 56 tahun	**Age per December 31, 2024** 56 years old
Riwayat Jabatan • Corporate Planning & Portfolio Management Group Head (2019-2020) • Direktur Keuangan PT Jasamarga Probolinggo Banyuwangi (2016-2018)	**Career Experience** • Corporate Planning & Portfolio Management Group Head (2019-2020) • Direktur Keuangan PT Jasamarga Probolinggo Banyuwangi (2016-2018)
Riwayat Pendidikan • S1 Akuntansi, Universitas Padjajaran (1993) • S2 Applied Finance, University of Melbourne (2001)	**Educational Background** • Bachelor's degree in Accounting, Padjadjaran University (1993) • Master's degree in Applied Finance, University of Melbourne (2001)
Dasar Hukum Pengangkatan Keputusan Direksi No. 069/AA.P-6A/2020 tanggal 1 April 2020	**Legal Basis for Appointment** 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 Warga Negara Indonesia	**Nationality** Indonesian
Domisili Jakarta	**Domicile** Jakarta
Usia per 31 Desember 2024 46 tahun	**Age per December 31, 2024** 46 years old
Riwayat Jabatan • Direktur Teknik & Operasi PT Jasamarga Kunciran Cengkareng (2021-2022) • Direktur Teknik & Operasi PT Marga Trans Nusantara (2021)	**Career Experience** • Director of Engineering & Operations of PT Jasamarga Kunciran Cengkareng (2021-2022) • Director of Engineering & Operations of PT Marga Trans Nusantara (2021)
Riwayat Pendidikan S1 Teknik Sipil, Universitas Pancasila (2003)	**Educational Background** Bachelor's degree of Civil Engineering, Pancasila University (2003)
Dasar Hukum Pengangkatan Keputusan Direksi No. 004/AA.P6A/2022 tanggal 5 Januari 2022	**Legal Basis for Appointment** 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

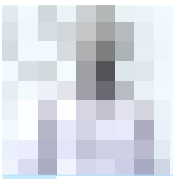
Kewarganegaraan Warga Negara Indonesia	**Nationality** Indonesian
Domisili Bekasi	**Domicile** Bekasi
Usia per 31 Desember 2024 49 tahun	**Age per December 31, 2024** 49 years old
Riwayat Jabatan • Direktur Utama PT Jasamarga Jogja Bawen (2022) • Direktur Teknik PT Jasamarga Jogja Bawen (2021-2022)	**Career Experience** • President Director of PT Jasamarga Jogja Bawen (2022) • Director of Engineering of PT Jasamarga Jogja Bawen (2021-2022)
Riwayat Pendidikan • S1 Teknik Sipil, Universitas Khatolik Parahyangan (1997) • S2 Sistem dan Teknik Jalanraya, Institut Teknologi Bandung (2002)	**Educational Background** • 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 Keputusan Direksi No. 100/AA.P-6A/2022 tanggal 18 Mei 2022	**Legal Basis for Appointment** 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

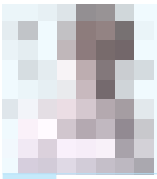
Kewarganegaraan Warga Negara Indonesia	**Nationality** Indonesian
Domisili Jakarta	**Domicile** Jakarta
Usia per 31 Desember 2024 44 tahun	**Age per December 31, 2024** 44 years old
Riwayat Jabatan • Direktur Utama PT Jasamarga Jogja Bawen (2020-2021) • Direktur Teknik PT Jasamarga Kunciran Cengkareng (2018-2020)	**Career Experience** • President Director of PT Jasamarga Jogja Bawen (2020-2021) • Director of Engineering of PT Jasamarga Kunciran Cengkareng (2018-2020)
Riwayat Pendidikan • S1 Teknik Sipil, Universitas Trisakti (2002) • S2 Teknik Sipil, Universitas Indonesia (2007)	**Educational Background** • Bachelor's degree of Civil Engineering, Trisakti University (2002) • Master's degree of Civil Engineering, University of Indonesia (2007)
Dasar Hukum Pengangkatan Keputusan Direksi No. 152/AA.P-6A/2021 tanggal 03 September 2021	**Legal Basis for Appointment** 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

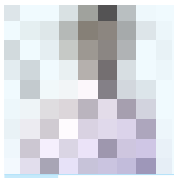
Kewarganegaraan Warga Negara Indonesia	**Nationality** Indonesian
Domisili Bekasi	**Domicile** Bekasi
Usia per 31 Desember 2024 54 tahun	**Age per December 31, 2024** 54 years old
Riwayat Jabatan • Direktur Utama PT Jasamarga Manado Bitung (2022-2024) • Direktur Teknik & Operasi PT Marga Sarana Jabar (2019-2022)	**Career Experience** • President Director of PT Jasamarga Manado Bitung (2022-2024) • Director of Engineering & Operations of PT Marga Sarana Jabar (2019-2022)
Riwayat Pendidikan S1 Teknik Sipil, Institut Teknologi Bandung (1994)	**Educational Background** Bachelor's degree of Civil Engineering, Bandung Institute of Technology (1994)
Dasar Hukum Pengangkatan Keputusan Direksi No. 113/AA.P-6a/2024 Tanggal 22 Juli 2024	**Legal Basis for Appointment** 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

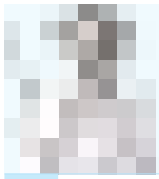
Kewarganegaraan Warga Negara Indonesia	**Nationality** Indonesian
Domisili Bekasi	**Domicile** Bekasi
Usia per 31 Desember 2024 40 tahun	**Age per December 31, 2024** 40 years old
Riwayat Jabatan • Direktur Utama PT Jasamarga Gempol Pasuruan (2022) • General Manager Office 3 RTT (2020-2022)	**Career Experience** • President Director of PT Jasamarga Gempol Pasuruan (2022) • General Manager Office 3 RTT (2020-2022)
Riwayat Pendidikan S1 Teknik Sipil, Universitas Lampung (2007)	**Educational Background** Bachelor's degree of Civil Engineering, Lampung University (2007)
Dasar Hukum Pengangkatan Keputusan Direksi No. 268/AA.P-6a/2022 tanggal 22 November 2022	**Legal Basis for Appointment** 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

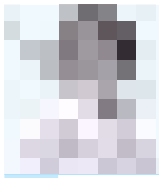
Kewarganegaraan Warga Negara Indonesia	**Nationality** Indonesian
Domisili Jakarta	**Domicile** Jakarta
Usia per 31 Desember 2024 39 tahun	**Age per December 31, 2024** 39 years old
Riwayat Jabatan • Concession Business Planning Group Head (2022) • General Manager Representative Office 2 RMT (2020 – 2022)	**Career Experience** • Concession Business Planning Group Head (2022) • General Manager Representative Office 2 RMT (2020 – 2022)
Riwayat Pendidikan • S1 Teknik Elektro, Universitas Gadjah Mada (2012) • S2 Business Administration, Universitas Gadjah Mada (2015) • S2 Master of Commerce, University of New South Wales, Australia (2018)	**Educational Background** • 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 Keputusan Direksi No. 178/AA.P-6A/2022 tanggal 9 Agustus 2022	**Legal Basis for Appointment** 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

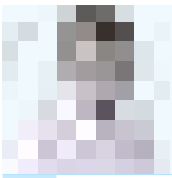
Kewarganegaraan Warga Negara Indonesia	**Nationality** Indonesian
Domisili Cimahi	**Domicile** Cimahi
Usia per 31 Desember 2024 56 tahun	**Age per December 31, 2024** 56 years old
Riwayat Jabatan • Direktur Utama PT Jasamarga Semarang Batang (2020-2022) • General Manager Representative Office 2 RTT Palikanci (2020)	**Career Experience** • President Director of PT Jasamarga Semarang Batang (2020-2022) • General Manager Representative Office 2 RTT Palikanci (2020)
Riwayat Pendidikan S1 Teknik Sipil, Institut Teknologi Bandung (1992)	**Educational Background** Bachelor's degree of Civil Engineering, Bandung Institute of Technology (1992)
Dasar Hukum Pengangkatan Keputusan Direksi No. 179/AA.P-6A/2022 tanggal 09 Agustus 2022	**Legal Basis for Appointment** 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

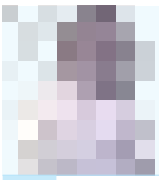
Kewarganegaraan Warga Negara Indonesia	**Nationality** Indonesian
Domisili Jakarta	**Domicile** Jakarta
Usia per 31 Desember 2024 50 tahun	**Age per December 31, 2024** 50 years
Riwayat Jabatan • Direktur Keuangan dan Operasi PT Ismawa Trimitra (2021-2022) • Procurement & Fix Asset Group Head (2019-2021)	**Career Experience** • Director of Finance & Operations PT Ismawa Trimitra (2021-2022) • Procurement & Fix Asset Group Head (2019-2021)
Riwayat Pendidikan • S1 Teknik Sipil, Universitas HKBP Nommensen Medan (1998) • S2 Teknik Sipil, Universitas Indonesia (2002)	**Educational Background** • Bachelor's degree of Civil Engineering, HKBP Nommensen University, Medan (2002) • Master's degree of Civil Engineering, University of Indonesia (2004)
Dasar Hukum Pengangkatan Keputusan Direksi No. 213/AA.P-6A/2022 tanggal 29 Agustus 2022	**Legal Basis for Appointment** 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

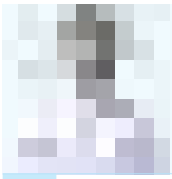
Kewarganegaraan Warga Negara Indonesia	**Nationality** Indonesian
Domisili Jakarta	**Domicile** Jakarta
Usia per 31 Desember 2024 52 tahun	**Age per December 31, 2024** 52 years old
Riwayat Jabatan • Direktur Utama PT Jasamarga Solo Ngawi (2021-2022) • Direktur Utama PT Jasamarga Semarang Batang (2018-2020)	**Career Experience** • President Director of PT Jasamarga Solo Ngawi (2021-2022) • President Director of PT Jasamarga Semarang Batang (2018-2020)
Riwayat Pendidikan • S1 Teknik Sipil, Universitas Katolik Parahyangan (1995) • S2 Teknik Sipil, Universitas Indonesia (2005)	**Educational Background** • Bachelor's degree of Civil Engineering, Parahyangan Catholic University (1995) • Master's degree of Civil Engineering , University of Indonesia (2005)
Dasar Hukum Pengangkatan Keputusan Direksi No. 214/AA.P-6A/2022 tanggal 29 Agustus 2022	**Legal Basis for Appointment** Decision of the Board of Directors No. 214/AA.P-6A/2022 dated August 29, 2022



Netty Renova

Direktur Utama | President Director
PT Jasamarga Pandaan Malang dan PT Jasamarga Pandaan Tol

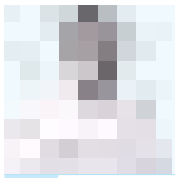
Kewarganegaraan Warga Negara Indonesia	**Nationality** Indonesian
Domisili Bogor	**Domicile** Bogor
Usia per 31 Desember 2024 51 tahun	**Age per December 31, 2024** 51 years old
Riwayat Jabatan • Direktur Keuangan PT Jasamarga Semarang Batang (2019-2021) • Procurement & Fix Asset Group Head (2019)	**Career Experience** • Director of Finance of PT Jasamarga Semarang Batang (2019-2021) • Procurement & Fix Asset Group Head (2019)
Riwayat Pendidikan • S1 Teknik Sipil, Universitas Gadjah Mada (1999) • S2 Teknik Pembangunan Wilayah dan Kota, Universitas Diponegoro (2010)	**Educational Background** • Bachelor's degree of Civil Engineering, Gadjah Mada University (1999) • Master's degree of Urban and Regional Planning Engineering, Diponegoro University (2010)
Dasar Hukum Pengangkatan Keputusan Direksi No. 107/AA.P-6a/2021 tanggal 11 Juni 2021	**Legal Basis for Appointment** Decision of the Board of Directors No. 107/AA.P-6a/2021 dated June 11, 2021



D. Hari Pratama

Direktur Utama | President Director
PT Jasamarga Surabaya Mojokerto

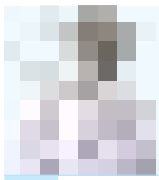
Kewarganegaraan Warga Negara Indonesia	**Nationality** Indonesian
Domisili Malang	**Domicile** Malang
Usia per 31 Desember 2024 53 tahun	**Age per December 31, 2024** 53 years old
Riwayat Jabatan • Direktur Utama PT Jasamarga Jalanlayang Cikampek (2020-2022) • Direktur Utama PT Jasamarga Probolinggo Banyuwangi (2018-2020)	**Career Experience** • President Director of PT Jasamarga Jalanlayang Cikampek (2020-2022) • President Director of PT Jasamarga Probolinggo Banyuwangi (2018-2020)
Riwayat Pendidikan • S1 Teknik Sipil, Institut Teknologi Sepuluh November (1995) S2 Build Environment and Engineering, Queensland University of Technology, Australia (2000)	**Educational Background** • 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 Keputusan Direksi No. 269/AA.P-6a/2022 tanggal 22 November 2022	**Legal Basis for Appointment** 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

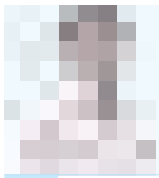
Kewarganegaraan Warga Negara Indonesia	**Nationality** Indonesian
Domisili Bekasi	**Domicile** Bekasi
Usia per 31 Desember 2024 38 tahun	**Age per December 31, 2024** 38 years old
Riwayat Jabatan • Direktur Teknik PT Marga Trans Nusantara (2022) • General Manager Office 1 RTT (2021-2022)	**Career Experience** • Director of Engineering of PT Marga Trans Nusantara (2022) • General Manager Office 1 RTT (2021-2022)
Riwayat Pendidikan • S1 Teknik Industri, Universitas Gadjah Mada (2008) • S2 Manajemen, Sekolah Tinggi Manajemen PPM (2020)	**Educational Background** • Bachelor's degree of Industrial Engineering, Gadjah Mada University (2008) • Master's degree of Management, PPM School of Management (2020)
Dasar Hukum Pengangkatan Keputusan Direksi No. 267/AA.P-6a/2022 tanggal 22 November 2022	**Legal Basis for Appointment** Decision of the Board of Directors No. 267/AA.P-6a/2022 dated November 22, 2022



Thomas Dwiatmanto

Direktur Utama | President Director
PT Jasamarga Kualanamu Tol

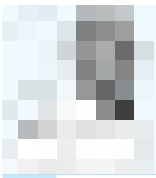
Kewarganegaraan Warga Negara Indonesia	**Nationality** Indonesian
Domisili Medan	**Domicile** Medan
Usia per 31 Desember 2024 49 tahun	**Age per December 31, 2024** 49 years old
Riwayat Jabatan • General Manager Representative Office 3 RMT (2020-2022) • Senior Specialist PT Jasamarga Tollroad Operator (2020)	**Career Experience** • General Manager Representative Office 3 RMT (2020-2022) • Senior Specialist PT Jasamarga Tollroad Operator (2020)
Riwayat Pendidikan S1 Teknik Sipil, Sekolah Tinggi Teknologi Jakarta (2000)	**Educational Background** Bachelor's degree of Civil Engineering, Sekolah Tinggi Teknologi Jakarta (2000)
Dasar Hukum Pengangkatan Keputusan Direksi No. 215/AA.P-6a/2022 Tanggal 31 Agustus 2022	**Legal Basis for Appointment** 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 Warga Negara Indonesia	**Nationality** Indonesian
Domisili Denpasar	**Domicile** Denpasar
Usia per 31 Desember 2024 34 tahun	**Age per December 31, 2024** 34 years old
Riwayat Jabatan • Toll Collection Department Head, & Maintenance Management Group (2019-2020) • Toll Collection System Development Divisi Operation Management (2016-2019)	**Career Experience** • Toll Collection Department Head, & Maintenance Management Group (2019-2020) • Toll Collection System Development Divisi Operation Management (2016-2019)
Riwayat Pendidikan • S1 Teknik Sipil, Universitas Udayana (2011) • S2 Teknik Sipil, Universitas Udayana (2024)	**Educational Background** • Bachelor's degree of Civil Engineering, Udayana University (2011) • Master's degree of Civil Engineering, Udayana University (2024)
Dasar Hukum Pengangkatan Keputusan Direksi No. 173/AA.P-6a/2020 tanggal 28 Agustus 2020	**Legal Basis for Appointment** 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

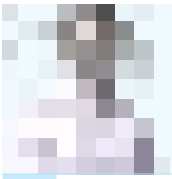
Kewarganegaraan Warga Negara Indonesia	**Nationality** Indonesian
Domisili Kutai Kartanegara	**Domicile** Kutai Kartanegara
Usia per 31 Desember 2024 40 tahun	**Age per December 31, 2024** 40 years old
Riwayat Jabatan • Direktur Teknik PT Jasamarga Akses Patimban (2023) • Direktur Teknik PT Jasamarga Gempol Pasuruan (2022-2023)	**Career Experience** • Director of Engineering of PT Jasamarga Akses Patimban (2023) • Director of Engineering of PT Jasamarga Gempol Pasuruan (2022-2023)
Riwayat Pendidikan S1 Teknik Sipil, Institut Teknologi Sepuluh Nopember (2008)	**Educational Background** Bachelor's degree of Civil Engineering, Sepuluh Nopember Institute of Technology (2008)
Dasar Hukum Pengangkatan Keputusan Direksi No. 168/AA.P-6a/2023 tanggal 23 Oktober 2023	**Legal Basis for Appointment** Decision of the Board of Directors No. 168/AA.P-6a/2023 dated October 23, 2023



Charles Lendra

Direktur Utama | President Director
PT Jasamarga Japek Selatan

Kewarganegaraan Warga Negara Indonesia	**Nationality** Indonesian
Domisili Bogor	**Domicile** Bogor
Usia per 31 Desember 2024 54 tahun	**Age per December 31, 2024** 54 years old
Riwayat Jabatan • Direktur Utama PT Jasamarga Manado Bitung (2021-2022) • Direktur Utama PT Jasamarga Pandaan Malang (2020-2021)	**Career Experience** • President Director of PT Jasamarga Manado Bitung (2021-2022) • President Director of PT Jasamarga Pandaan Malang (2020-2021)
Riwayat Pendidikan • S1 Teknik Sipil, Institut Teknologi Sepuluh November (1995) • S2 Teknik Perencanaan Wilayah dan Kota, Universitas Diponegoro, (2012)	**Educational Background** • 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 Dasar Hukum Pengangkatan Keputusan Direksi No. 013/AA.P-6a/2022 Tanggal 09 Maret 2022	**Legal Basis for Appointment** 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

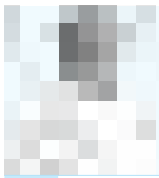
Kewarganegaraan Warga Negara Indonesia	**Nationality** Indonesian
Domisili Yogyakarta	**Domicile** Yogyakarta
Usia per 31 Desember 2024 53 tahun	**Age per December 31, 2024** 53 years old
Riwayat Jabatan • Direktur Utama PT Jasamarga Tollroad Operator (2021-2022) • Direktur Utama PT Trans Marga Jateng (2020-2021)	**Career Experience** • President Director of PT Jasamarga Tollroad Operator (2021-2022) • President Director of PT Trans Marga Jateng (2020-2021)
Riwayat Pendidikan • S1 Teknik Sipil, Institut Teknologi Bandung (1996) • S2 Manajemen, Universitas Indonesia (2005)	**Educational Background** • Bachelor's degree of Civil Engineering, Bandung Institute of Technology (1996) • Master's degree of Management, University of Indonesia (2005)
Dasar Hukum Pengangkatan Keputusan Direksi No. 100/AA.P-6A/2022 tanggal 18 Mei 2022	**Legal Basis for Appointment** 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

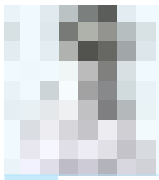
Kewarganegaraan Warga Negara Indonesia	**Nationality** Indonesian
Domisili Jakarta	**Domicile** Jakarta
Usia per 31 Desember 2024 50 tahun	**Age per December 31, 2024** 50 years old
Riwayat Jabatan • Direktur Utama PT Jasamarga Jogja Solo (2022-2024) • Direktur Operasi PT Jasamarga Tollroad Maintenaince (2021-2022)	**Career Experience** • President Director of PT Jasamarga Jogja Solo (2022-2024) • Director of Operations PT Jasamarga Tollroad Maintenaince (2021-2022)
Riwayat Pendidikan • S1 Teknik Sipil, Universitas Krisnadwipayana (2000) • S2 Perancangan Wilayah & Tata Kota, Universitas Diponegoro (2010)	**Educational Background** • Bachelor's degree of Civil Engineering, Krisnadwipayana University (2000) • Master's degree of Urban and Regional Planning Engineering, Diponegoro University (2010)
Dasar Hukum Pengangkatan Keputusan Direksi No. 048/AA.P-6A/2024 tanggal 1 Maret 2024	**Legal Basis for Appointment** Decision of the Board of Directors No. 048/AA.P-6A/2024 dated March 1, 2024



Adi Prasetyanto

Direktur Utama | President Director
PT Jasamarga Probolinggo Banyuwangi

Kewarganegaraan Warga Negara Indonesia	**Nationality** Indonesian
Domisili Semarang	**Domicile** Semarang
Usia per 31 Desember 2024 51 tahun	**Age per December 31, 2024** 51 years old
Riwayat Jabatan • Information Technology Group Head (2019-2020) • Business Management Group Head (2019)	**Career Experience** • Information Technology Group Head (2019-2020) • Business Management Group Head (2019)
Riwayat Pendidikan • S1 Teknik Sipil, Universitas Diponegoro (1996) • S2 Manajemen Proyek, Universitas Indonesia (2003)	**Educational Background** • Bachelor's degree of Civil Engineering, Diponegoro University (1996) • Master's degree of Project Management, University of Indonesia (2003)
Dasar Hukum Pengangkatan Keputusan Direksi No. 152/AA.P-6A/2020 tanggal 24 Agustus 2020	**Legal Basis for Appointment** 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

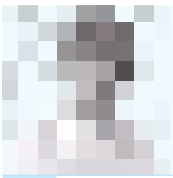
Kewarganegaraan Warga Negara Indonesia	**Nationality** Indonesian
Domisili Jakarta	**Domicile** Jakarta
Usia per 31 Desember 2024 40 tahun	**Age per December 31, 2024** 40 years old
Riwayat Jabatan • Business Development Group Head (2022-2023) • Toll Road Business Development Group Head (2020-2022)	**Career Experience** • Business Development Group Head (2022-2023) • Toll Road Business Development Group Head (2020-2022)
Riwayat Pendidikan S1 Teknik Sipil, Universitas Gajah Mada (2007)	**Educational Background** Bachelor's degree of Civil Engineering, Gadjah Mada University (2007)
Dasar Hukum Pengangkatan Keputusan Direksi No. 005/AA.P-6aA/2023 Tanggal 16 Januari 2023	**Legal Basis for Appointment** Decision of the Board of Directors No. 005/AA.P-6aA/2023 dated January 16, 2023



Yoga Tri Anggoro

Direktur Utama | President Director
PT Jasamarga Tollroad Operator

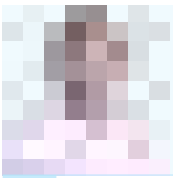
Kewarganegaraan Warga Negara Indonesia	**Nationality** Indonesian
Domisili Jakarta	**Domicile** Jakarta
Usia per 31 Desember 2024 38 tahun	**Age per December 31, 2024** 38 years old
Riwayat Jabatan • Direktur Teknik & Operasi PT Jasamarga Tollroad Operator (2019-2022) • General Manager Cabang Semarang (2018-2019)	**Career Experience** • President Director of PT Jasamarga Tollroad Maintenance (2019-2024) • Maintenance Group Head (2019)
Riwayat Pendidikan • S1 Teknik Industri, Universitas Gadjah Mada (2008) • S2 Magister Manajemen, Universitas Indonesia (2024)	**Educational Background** • Bachelor's degree of Industrial Engineering, Gadjah Mada University (2008) • Master's degree of Management, University of Indonesia (2024)
Dasar Hukum Pengangkatan Keputusan Direksi No. 103/AA.P-6A/2022 tanggal 18 Mei 2022	**Legal Basis for Appointment** Decision of the Board of Directors No. 047/AA.P-6A/2024 dated March 1, 2023



Rudy Hardiansyah

Direktur Utama | President Director
PT Jasamarga Jogja Solo

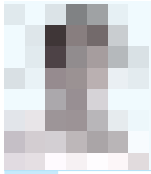
Kewarganegaraan Warga Negara Indonesia	**Nationality** Indonesian
Domisili Bandung	**Domicile** Bandung
Usia per 31 Desember 2024 53 tahun	**Age per December 31, 2024** 53 years old
Riwayat Jabatan • Direktur Utama PT Jasamarga Tollroad Maintenance (2019-2024) • Maintenance Group Head (2019)	**Career Experience** • President Director of PT Jasamarga Tollroad Maintenance (2019-2024) • Maintenance Group Head (2019)
Riwayat Pendidikan • S1 Teknik Sipil, Institut Teknologi Bandung (1996) • S2 Magister Teknik Sipil, Universitas Katolik Parahyangan, (2010)	**Educational Background** • 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 Keputusan Direksi No. 047/AA.P-6A/2024 tanggal 27 Februari 2024	**Legal Basis for Appointment** Decision of the Board of Directors No. 047/AA.P-6A/2024 dated February 27, 2024



Hendra Gunawan

Pjs Direktur Utama | President Director
PT Jasamarga Related Busines

Kewarganegaraan Warga Negara Indonesia	**Nationality** Indonesian
Domisili Bekasi	**Domicile** Bekasi
Usia per 31 Desember 2024 39 tahun	**Age per December 31, 2024** 39 years old
Riwayat Jabatan • Direktur Keuangan Sumber Daya Manusia & Umum PT Jasamarga Related Business (2021-Sekarang) • Direktur Keuangan PT Jasamarga Balikpapan Samarinda (2020-2021)	**Career Experience** • Director of Finance, Human Resources & General Affairs at PT JMRB (2021–Present) • Director of Finance at PT Jasamarga Balikpapan Samarinda (2020–2021)
Riwayat Pendidikan • S1 Akuntansi, Universitas Gadjah Mada (2008) • S2 Manajemen, Universitas Indonesia (2023)	**Educational Background** • Bachelor's degree of Accounting, Gadjah Mada University (2008) • Master's degree of Management, University of Indonesia (2023)
Dasar Hukum Pengangkatan Keputusan Rapat Umum Pemegang Saham PT JMRB	**Legal Basis for Appointment** Decision of the General Meeting of Shareholders of PT JMRB



Moch. Alfi Muzakki

Direktur Utama | President Director
PT Jalantol Lingkarluar Jakarta

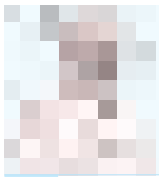
Kewarganegaraan Warga Negara Indonesia	**Nationality** Indonesian
Domisili Bekasi	**Domicile** Bekasi
Usia per 31 Desember 2024 32 tahun	**Age per December 31, 2024** 32 years old
Riwayat Jabatan • Human Capital Support Department Head PT JMTO (2022-2024) • Human Capital Industrial Relation Section Head PT JMTO (2021-2022)	**Career Experience** • Human Capital Support Department Head PT JMTO (2022-2024) • Human Capital Industrial Relation Section Head PT JMTO (2021-2022)
Riwayat Pendidikan • S1 Hukum, Universitas Brawijaya (2014) • S2 Hukum,Universitas Diponegoro (2018)	**Educational Background** • Bachelor's degree of Law, Brawijaya University (2014) • Master's degree of Law, Diponegoro University (2018)
Dasar Hukum Pengangkatan Keputusan Direksi No. 031/AA.P-6A/2024 tanggal 1 Februari 2024	**Legal Basis for Appointment** Decision of the Board of Directors No. 031/AA.P-6A/2024 dated February 1, 2024



Denny Chandra Irawan

Project Director
Rangkap/ Concurrently Serving as **Concession Business Planning Group Head**

Kewarganegaraan Warga Negara Indonesia	**Nationality** Indonesian
Domisili Jakarta	**Domicile** Jakarta
Usia per 31 Desember 2024 41 tahun	**Age per December 31, 2024** 41 years old
Riwayat Jabatan • Proyek Akses TOD Kereta Cepat Jakarta Bandung Project Director (2023) • Maintenance Senior Expert (2022-2023)	**Career Experience** • Project Director of Proyek Akses TOD Kereta Cepat Jakarta Bandung (2023) • Maintenance Senior Expert (2022-2023)
Riwayat Pendidikan • S1 Teknik Sipil, Universitas Indonesia (2007) • S2 Manajemen, Universitas Mercu Buana (2021) • S2 Manajemen, Universitas Indonesia (2023)	**Educational Background** • 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 Keputusan Direksi No. 062/AA.P-6a/2023 Tanggal 02 Mei 2023	**Legal Basis for Appointment** Decision of the Board of Directors No. 062/AA.P-6a/2023 dated May 2, 2023



Nazaruddin

Direktur Utama | President Director
Dana Pensiun Jasamarga

Kewarganegaraan Warga Negara Indonesia	**Nationality** Indonesian
Domisili Jakarta	**Domicile** Jakarta
Usia per 31 Desember 2024 60 tahun	**Age per December 31, 2024** 60 years old
Riwayat Jabatan • Human Capital Services Advisor (2019) • Vice President Human Capital Services (2018)	**Career Experience** • Human Capital Services Advisor (2019) • Vice President Human Capital Services (2018)
Riwayat Pendidikan S1 Ilmu Administrasi, STIA LAN RI Jakarta (1999)	**Educational Background** Bachelor's degree of Administrative Science, STIA LAN RI Jakarta (1999)
Dasar Hukum Pengangkatan Keputusan Direksi No. 047/KPTS/2021 tanggal 30 April 2021	**Legal Basis for Appointment** Decision of the Board of Directors No. 047/KPTS/2021 dated April 30, 2021

Demografi Karyawan 2023-2024
Employee Demography 2023-2024

Jumlah Karyawan berdasarkan Tingkat Organisasi
Total Employees by Organization Level

Tabel Jumlah Karyawan berdasarkan Tingkat Organisasi Periode 2023-2024
Table of Total Employee by Organization Level during 2023-2024

(dalam satuan orang)
(in person)

Tingkat Organisasi Organization Level	2024				2023			
	Pria Male	Wanita Female	Jumlah Total	%	Pria Male	Wanita Female	Jumlah Total	%
Manajemen Puncak Top Management	53	23	76	1,0	59	25	84	1,1
Manajemen Madya Middle Management	153	95	248	3,1	149	96	245	3,1
Manajemen Dasar Basic Management	269	74	343	4,3	289	77	366	4,6
Pelaksana Officers	5.983	1.269	7.252	91,6	5.985	1.269	7.254	91,3
Total	**6.458**	**1.461**	**7.919**	**100,0**	**6.482**	**1.467**	**7.949**	**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 2023-2024
Table of Total Employee by Education Level during 2023-2024

(dalam satuan orang)
(in person)

Tingkat Pendidikan Education Level	2024				2023			
	Pria Male	Wanita Female	Jumlah Total	%	Pria Male	Wanita Female	Jumlah Total	%
S3 Doctoral Degree	-	-	-	-	-	-	-	-
S2 Master's Degree	122	71	193	2,4	116	63	179	2,3
Sarjana dan Sederajat Bachelor's Degree	1.772	603	2.375	30,0	1.658	545	2.203	27,7
Diploma Diploma Degree	175	53	228	2,9	176	51	227	2,9
SLTA Senior High School	4.389	734	5.123	64,7	4.532	808	5.340	67,2
Lainnya Others	-	-	-	-	-	-	-	-
Total	**6.458**	**1.461**	**7.919**	**100,0**	**6.482**	**1.467**	**7.949**	**100,0**

Jumlah Karyawan berdasarkan Status Kepegawaian
Total Employees by Employment Status

Tabel Jumlah Karyawan berdasarkan Jenis Kelamin Periode 2023-2024
Table of Total Employees by Gender during 2023-2024

(dalam satuan orang)
(in person)

Status Kepegawaian Employment Status	2024				2023			
	Pria Male	Wanita Female	Jumlah Total	%	Pria Male	Wanita Female	Jumlah Total	%
Karyawan Tetap Permanent Employees	3.745	978	4.723	59,5	3.992	1.030	5.022	63,2
Karyawan Tidak Tetap (Kontrak) Non-Permanent Employees (Contract)	2.713	483	3.196	40,2	2.490	437	2.927	36,8
*Trainee**	15	9	24	0,3	12	11	23	0,3
Total	**6.473**	**1.470**	**7.943**	**100,0**	**6.494**	**1.478**	**7.972**	**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 2022-2023
Table of Total Employee by Age Group during 2022-2023

(dalam satuan orang)
(in person)

Rentang Usia Age Group	2024				2023			
	Pria Male	Wanita Female	Jumlah Total	%	Pria Male	Wanita Female	Jumlah Total	%
20-24	1.298	253	1.551	19,6	1.209	239	1.448	18,2
25-29	1.138	288	1.426	18,0	1.197	339	1.536	19,3
30-34	1.495	430	1.925	24,3	1.455	371	1.826	23,0
35-39	669	134	803	10,1	596	98	694	8,7
40-44	279	53	332	4,2	279	70	349	4,4
45-49	605	170	775	9,8	743	198	941	11,8
50-54	819	96	915	11,6	844	109	953	12,0
>54	155	37	192	2,4	159	43	202	2,5
Total	**6.458**	**1.461**	**7.919**	**100,0**	**6.482**	**1.467**	**7.949**	**100,0**

Jumlah Karyawan berdasarkan Masa Kerja
Total Employees by Tenure

Tabel Jumlah Karyawan berdasarkan Masa Kerja Periode 2023-2024
Table of Total Employee by Tenure during 2023-2024

(dalam satuan orang)
(in person)

Masa Kerja (Tahun) Tenure (Years)	2024				2023			
	Pria Male	Wanita Female	Jumlah Total	%	Pria Male	Wanita Female	Jumlah Total	%
<3	1.786	373	2.159	27.3	2.160	412	2.572	32,4
4-5	996	169	1.165	14.7	700	101	801	10,1
6-10	2.453	591	3.044	38.4	2.207	562	2.769	34,8
11-15	89	66	155	2	81	61	142	1,8
16-20	5	-	5	0.1	35	12	47	0,6
21-25	194	45	239	3.0	456	110	566	7,1
26-30	688	154	842	10.6	558	124	682	8,6
>30	247	63	310	3.9	285	85	370	4,7
Total	**6.458**	**1.461**	**7.919**	**100.0**	**6.482**	**1.467**	**7.949**	**100,0**

Jumlah Karyawan Berdasarkan Jenis Kelamin
Total Employees by Gender

Tabel Jumlah Karyawan berdasarkan Jenis Kelamin Periode 2023-2024
Table of Total Employees by Gender during 2023-2024

(dalam satuan orang)
(in person)

Jenis Kelamin Gender	2024	2023
Pria Male	6.458	6.482
Wanita Female	1.461	1.467
Total	**7.919**	**7.949**

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 2024 adalah sebagai berikut:

The education and/or training attended by the Board of Commissioners, Board of Directors, Committees, Corporate Secretary, Internal Audit Unit, and Risk Management Unit until December 31, 2024, are 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
Mohammad Zainal Fatah	Komisaris Utama President Commissioner	Seminar Hari Anti Korupsi Sedunia (Hakordia) Tahun 2024 "Teguhkan Komitmen Anti-*Fraud* Sebagai Salah Satu Upaya Berantas Korupsi Menuju Indonesia Maju" dan *Launching* Pedoman Anti-*Fraud* PT Jasa Marga (Persero) Tbk The 2024 World Anti-Corruption Day (Hakordia) Seminar: "Strengthening the Commitment to Anti-Fraud as an Effort to Eradicate Corruption Towards a Progressive Indonesia" and the Launch of the Anti-Fraud Guidelines by PT Jasa Marga (Persero) Tbk	11 Desember 2024 December 11, 2024	Jamdatun RI Deputy Attorney General for Civil and State Administrative Affairs of the Republic of Indonesia
		Pelatihan dan Sertifikasi GRC *Development Initiative* GRC Development Initiative Training and Certification	23 Juli 2024 July 23, 2024	PT Mediamadani
		Whistleblowing System (WBS) Terintegrasi antara Komisi Pemberantasan Korupsi (KPK) dan PT Jasa Marga (Persero) Tbk Whistleblowing System (WBS) Terintegrasi antara Komisi Pemberantasan Korupsi (KPK) dan PT Jasa Marga (Persero) Tbk	24 April 2024 April 24, 2024	PT Mitra Juang Mandiri (Sustain)
Raja Erizman	Komisaris Commissioner	Seminar Hari Anti Korupsi Sedunia (Hakordia) Tahun 2024 "Teguhkan Komitmen Anti-*Fraud* Sebagai Salah Satu Upaya Berantas Korupsi Menuju Indonesia Maju" dan *Launching* Pedoman Anti-*Fraud* PT Jasa Marga (Persero) Tbk The 2024 World Anti-Corruption Day (Hakordia) Seminar: "Strengthening the Commitment to Anti-Fraud as an Effort to Eradicate Corruption Towards a Progressive Indonesia" and the Launch of the Anti-Fraud Guidelines by PT Jasa Marga (Persero) Tbk	11 Desember 2024 December 11, 2024	Jamdatun RI Deputy Attorney General for Civil and State Administrative Affairs of the Republic of Indonesia
		Executive Program: Enhancing Corporate Performance Through Strategy and Structure Alignment	13 September 2024 September 13, 2024	Lembaga Management Fakultas Ekonomi dan Bisnis Universitas Indonesia (LM FEB UI) Management Institute, Faculty of Economics and Business, Universitas Indonesia (LM FEB UI)

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
Raja Erizman	Komisaris Commissioner	Pelatihan dan Sertifikasi GRC *Development Initiative* GRC Development Initiative Training and Certification	23 Juli 2024 July 23, 2024	PT Mediamadani
		Whistleblowing System (WBS) Terintegrasi antara Komisi Pemberantasan Korupsi (KPK) dan PT Jasa Marga (Persero) Tbk Integrated Whistleblowing System (WBS) between the Corruption Eradication Commission (KPK) and PT Jasa Marga (Persero) Tbk	24 April 2024 April 24, 2024	PT Mitra Juang Mandiri (Sustain)
M Roskanedi	Komisaris Commissioner	*Workshop* Hukumonline 2024: "Menguasai Penyusunan dan Pemanfaatan *Legal Due Diligence* untuk Penataan Transaksi dan Risiko pada Korporasi" Hukumonline Workshop 2024: "Mastering the Preparation and Utilization of Legal Due Diligence for Transaction Structuring and Risk Management in Corporations"	12 Desember 2024 December 12, 2024	Hukumonline
		Seminar Hari Anti Korupsi Sedunia (Hakordia) Tahun 2024 "Teguhkan Komitmen Anti-*Fraud* Sebagai Salah Satu Upaya Berantas Korupsi Menuju Indonesia Maju" dan *Launching* Pedoman Anti-*Fraud* PT Jasa Marga (Persero) Tbk The 2024 World Anti-Corruption Day (Hakordia) Seminar: "Strengthening the Commitment to Anti-Fraud as an Effort to Eradicate Corruption Towards a Progressive Indonesia" and the Launch of the Anti-Fraud Guidelines by PT Jasa Marga (Persero) Tbk	11 Desember 2024 December 11, 2024	Jamdatun RI Deputy Attorney General for Civil and State Administrative Affairs of the Republic of Indonesia
		Executive Program: Enhancing Corporate Performance Through Strategy and Structure Alignment	13 September 2024 September 13, 2024	Lembaga Management Fakultas Ekonomi dan Bisnis Universitas Indonesia (LM FEB UI) Management Institute, Faculty of Economics and Business, Universitas Indonesia (LM FEB UI)
		Pelatihan dan Sertifikasi GRC *Development Initiative* GRC Development Initiative Training and Certification	23 Juli 2024 July 23, 2024	PT Mediamadani
		Whistleblowing System (WBS) Terintegrasi antara Komisi Pemberantasan Korupsi (KPK) dan PT Jasa Marga (Persero) Tbk Integrated Whistleblowing System (WBS) between the Corruption Eradication Commission (KPK) and PT Jasa Marga (Persero) Tbk	24 April 2024 April 24, 2024	PT Mitra Juang Mandiri (Sustain)
Abdul Rachman	Komisaris Independen Independent Commissioner	Seminar Hari Anti Korupsi Sedunia (Hakordia) Tahun 2024 "Teguhkan Komitmen Anti-*Fraud* Sebagai Salah Satu Upaya Berantas Korupsi Menuju Indonesia Maju" dan *Launching* Pedoman Anti-*Fraud* PT Jasa Marga (Persero) Tbk The 2024 World Anti-Corruption Day (Hakordia) Seminar: "Strengthening the Commitment to Anti-Fraud as an Effort to Eradicate Corruption Towards a Progressive Indonesia" and the Launch of the Anti-Fraud Guidelines by PT Jasa Marga (Persero) Tbk	11 Desember 2024 December 11, 2024	Jamdatun RI Deputy Attorney General for Civil and State Administrative Affairs of the Republic of Indonesia
		SAK For Executive	22 Agustus 2024 August 22, 2024	Ikatan Akuntan Indonesia (IAI) Institute of Indonesia Chartered Accountants
		Seminar Penyelarasan Manajemen Risiko Level 5 *Level 5 Risk Management Alignment Seminar*	08 Agustus 2024 August 8, 2024	Ikatan Akuntan Indonesia (IAI) Institute of Indonesia Chartered Accountants
		Leadership Series Workshop: Sistem Pengendalian Internal dan Tata Kelola Terintegrasi Perusahaan *Leadership Series Workshop: Integrated Internal Control System and Corporate Governance*	26 Juli 2024 July 26, 2024	PT Jasa Marga (Persero) Tbk
		Pelatihan dan Sertifikasi GRC *Development Initiative* GRC Development Initiative Training and Certification	23 Juli 2024 July 23, 2024	PT Mediamadani

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
Chandra Wijaya	Komisaris Independen Independent Commissioner	Seminar Hari Anti Korupsi Sedunia (Hakordia) Tahun 2024 "Teguhkan Komitmen Anti-*Fraud* Sebagai Salah Satu Upaya Berantas Korupsi Menuju Indonesia Maju" dan *Launching* Pedoman Anti-*Fraud* PT Jasa Marga (Persero) Tbk The 2024 World Anti-Corruption Day (Hakordia) Seminar: "Strengthening the Commitment to Anti-Fraud as an Effort to Eradicate Corruption Towards a Progressive Indonesia" and the Launch of the Anti-Fraud Guidelines by PT Jasa Marga (Persero) Tbk	11 Desember 2024 December 11, 2024	Jamdatun RI Deputy Attorney General for Civil and State Administrative Affairs of the Republic of Indonesia
		Workshop Konsepsi *Business Judgment Rules* & Kerugian Negara Serta Peran Dewan Komisaris Dalam Sistem Hukum Indonesia Workshop on the Concept of Business Judgment Rules & State Losses and the Role of the Board of Commissioners in the Indonesian Legal System	12 November 2024 November 12, 2024	Indonesian Institute of Audit Committee (IKAI)
		Pelatihan RPL RNA (Register Negara Akuntan) RPL RNA Training (National Accountant Register)	01 Oktober 2024 October 1, 2024	Institut Akuntan Publik Indonesia (IAPI) Indonesian Institute of Certified Public Accountants (IAPI)
		Certified Risk Executive Leader (CREL) untuk BUMN/ BUMD dan BLU/BLUD Certified Risk Executive Leader (CREL) for State-Owned Enterprises (BUMN), Regional-Owned Enterprises (BUMD), and Public Service Agencies (BLU/BLUD)	09 September 2024 September 9, 2024	Badan Pengawasan Keuangan dan Pembangunan (BPKP) Financial and Development Supervisory Agency (BPKP)
		Recognition of Prior Learning ACPA	26 Agustus 2024 August 26, 2024	Institut Akuntan Publik Indonesia (IAPI) Indonesian Institute of Certified Public Accountants (IAPI)
		SAK For Executive	22 Agustus 2024 August 22, 2024	Ikatan Akuntan Indonesia (IAI) Institute of Indonesia Chartered Accountants
		Seminar Peran Strategis Komite Audit Dalam Mewujudkan Ranah Siber yang Aman Seminar on the Strategic Role of the Audit Committee in Achieving a Secure Cyber Domain	01 Agustus 2024 August 1, 2024	Indonesian Institute of Audit Committee (IKAI)
		Pelatihan dan Sertifikasi GRC *Development Initiative* GRC Development Initiative Training and Certification	23 Juli 2024 July 23, 2024	PT Mediamadani
		Program Pathways to CA Indonesia Batch 2	04 Juli 2024 July 4, 2024	BUMN School of Excellence (BSE)
		Whistleblowing System (WBS) Terintegrasi antara Komisi Pemberantasan Korupsi (KPK) dan PT Jasa Marga (Persero) Tbk Integrated Whistleblowing System (WBS) between the Corruption Eradication Commission (KPK) and PT Jasa Marga (Persero) Tbk	24 April 2024 April 24, 2024	PT Mitra Juang Mandiri (Sustain)
		Certification In Audit Committee Practices (CACP) Batch 38 Tahun 2024 Certification in Audit Committee Practices (CACP) Batch 38, 2024	23 Januari 2024 January 23, 2024	Ikatan Komite Audit Indonesia Indonesian Audit Committee Association

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
Marsetio	Komisaris Independen Independent Commissioner	Seminar Hari Anti Korupsi Sedunia (Hakordia) Tahun 2024 "Teguhkan Komitmen Anti-*Fraud* Sebagai Salah Satu Upaya Berantas Korupsi Menuju Indonesia Maju" dan *Launching* Pedoman Anti-*Fraud* PT Jasa Marga (Persero) Tbk The 2024 World Anti-Corruption Day (Hakordia) Seminar: "Strengthening the Commitment to Anti-Fraud as an Effort to Eradicate Corruption Towards a Progressive Indonesia" and the Launch of the Anti-Fraud Guidelines by PT Jasa Marga (Persero) Tbk.	11 Desember 2024 December 11, 2024	Jamdatun RI Deputy Attorney General for Civil and State Administrative Affairs of the Republic of Indonesia
		Certified Risk Executive Leader (CREL)	19 November 2024 November 19, 2024	Badan Pengawasan Keuangan dan Pembangunan (BPKP) Financial and Development Supervisory Agency (BPKP)
		Executive Program: Enhancing Corporate Performance Through Strategy and Structure Alignment	13 September 2024 September 13, 2024	Lembaga Management Fakultas Ekonomi dan Bisnis Universitas Indonesia (LM FEB UI) Management Institute, Faculty of Economics and Business, Universitas Indonesia (LM FEB UI)
		SAK For Executive	22 Agustus 2024 August 22, 2024	Ikatan Akuntan Indonesia (IAI) Institute of Indonesia Chartered Accountants
Seppalga Ahmad	Komisaris Independen Independent Commissioner	Seminar Hari Anti Korupsi Sedunia (Hakordia) Tahun 2024 "Teguhkan Komitmen Anti-*Fraud* Sebagai Salah Satu Upaya Berantas Korupsi Menuju Indonesia Maju" dan *Launching* Pedoman Anti-*Fraud* PT Jasa Marga (Persero) Tbk The 2024 World Anti-Corruption Day (Hakordia) Seminar: "Strengthening the Commitment to Anti-Fraud as an Effort to Eradicate Corruption Towards a Progressive Indonesia" and the Launch of the Anti-Fraud Guidelines by PT Jasa Marga (Persero) Tbk	11 Desember 2024 December 11, 2024	Jamdatun RI Deputy Attorney General for Civil and State Administrative Affairs of the Republic of Indonesia
		SAK For Executive	22 Agustus 2024 August 22, 2024	Ikatan Akuntan Indonesia (IAI) Institute of Indonesia Chartered Accountants
		Pelatihan dan Sertifikasi GRC *Development Initiative* *GRC Development Initiative Training and Certification*	23 Juli 2024 July 23, 2024	PT Mediamadani
		Whistleblowing System (WBS) Terintegrasi antara Komisi Pemberantasan Korupsi (KPK) dan PT Jasa Marga (Persero) Tbk Integrated Whistleblowing System (WBS) between the Corruption Eradication Commission (KPK) and PT Jasa Marga (Persero) Tbk	24 April 2024 April 24, 2024	PT Mitra Juang Mandiri (Sustain)
		Certification In Audit Committee Practices (CACP) 2024 Batch 39	05 Maret 2024 March 5, 2024	Indonesian Institute of Audit Committee

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
Subakti Syukur	Direktur Utama President Director	Seminar Hari Anti Korupsi Sedunia (Hakordia) Tahun 2024 "Teguhkan Komitmen Anti-*Fraud* Sebagai Salah Satu Upaya Berantas Korupsi Menuju Indonesia Maju" dan *Launching* Pedoman Anti-*Fraud* PT Jasa Marga (Persero) Tbk The 2024 World Anti-Corruption Day (Hakordia) Seminar: "Strengthening the Commitment to Anti-Fraud as an Effort to Eradicate Corruption Towards a Progressive Indonesia" and the Launch of the Anti-Fraud Guidelines by PT Jasa Marga (Persero) Tbk	11 Desember 2024 December 11, 2024	Jamdatun RI Deputy Attorney General for Civil and State Administrative Affairs of the Republic of Indonesia
		Seminar Anti-*Fraud* di Lingkungan JM Group Tahun 2024 "Penerapan Strategi Anti-*Fraud*" Anti-Fraud Seminar within JM Group 2024: "Implementation of Anti-Fraud Strategies"	04 September 2024 September 4, 2024	Adnan Pandu
		Leadership Series Workshop: Sistem Pengendalian Internal dan Tata Kelola Terintegrasi Perusahaan Leadership Series Workshop: Integrated Internal Control System and Corporate Governance	26 Juli 2024 July 26, 2024	Abdul Rachman (Komisaris Independen Jasa Marga)
		Whistleblowing System (WBS) Terintegrasi antara Komisi Pemberantasan Korupsi (KPK) dan PT Jasa Marga (Persero) Tbk Integrated Whistleblowing System (WBS) between the Corruption Eradication Commission (KPK) and PT Jasa Marga (Persero) Tbk	24 April 2024 April 24, 2024	PT Mitra Juang Mandiri (Sustain)
		Executive Risk Summit 2024 Sustainable Risk Management: Integrating Innovation for Long-Term Resilience	26 Juli 2024 July 26, 2024	Dwi Ary Purnomo (Asisten Deputi Manajemen Risiko & Kepatuhan KBUMN) & Bangkit Kuncoro (Partner KAP EY)
		Seminar Nasional "Alternatif Pembiayaan Infrastruktur Jalan Tol Menggunakan Skema Pengelolaan Perolehan Peningkatan Nilai Kawasan *(Land Value Capture*/LVC) di Indonesia" National Seminar "Toll Road Infrastructure Alternative Financing through Enhancing of Land Value Capture (LVC) Acquisition Management in Indonesia"	31 Juli 2024 July 31, 2024	Himpunan Pengembangan Jalan Indonesia (HPJI) Association of Indonesian Road Development (HPJI)
		Jasa Marga Executive Summit	25 Januari 2024 January 25, 2024	KTalents Asia
		International Conference on Management, Marketing and Finance (ICMMF-2024)	18 Januari 2024 January 18, 2024	Science Net (SN) Singapore
Bagus Cahya Arinta B.	Direktur Human Capital & Transformasi Director of Human Capital & Transformation	*Whistleblowing System* (WBS) Terintegrasi antara Komisi Pemberantasan Korupsi (KPK) dan PT Jasa Marga (Persero) Tbk Integrated Whistleblowing System (WBS) between the Corruption Eradication Commission (KPK) and PT Jasa Marga (Persero) Tbk	11 Desember 2024 December 11, 2024	PT Mitra Juang Mandiri (Sustain)
		Sharing Session Bidang *Industrial Relations* Industrial Relations Sharing Session	03 Desember 2024 December 3, 2024	Forum Human Capital Indonesia (FHCI)
		Sharing Bedah Buku "Membangun Insan Pelindo: Strategi Manajemen SDM Pasca-Merger" (*Offline*) Book Discussion Sharing Session "Building Pelindo People: Post-Merger HR Management Strategy" (Offline)	14 November 2024 November 14, 2024	Pelindo
		Sertifikasi Skema Direktur Sumber Daya Manusia Certification for the Human Capital Director Scheme	16 Oktober 2024 October 16, 2024	LSP Human Capital Manajemen Indonesia
		Seminar Anti-*Fraud* di Lingkungan JM Group Tahun 2024 "Penerapan Strategi Anti-*Fraud*" Anti-Fraud Seminar within JM Group 2024: "Implementation of Anti-Fraud Strategies"	19 September 2024 September 19, 2024	Adnan Pandu (Mantan Wakil Ketua KPK) (Former Deputy Chairman of the Corruption Eradication Committee)

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
Bagus Cahya Arinta B.	Direktur Human Capital & Transformasi Director of Human Capital & Transformation	Seminar Hari Anti Korupsi Sedunia (Hakordia) Tahun 2024 "Teguhkan Komitmen Anti-*Fraud* Sebagai Salah Satu Upaya Berantas Korupsi Menuju Indonesia Maju" dan *Launching* Pedoman Anti-*Fraud* PT Jasa Marga (Persero) Tbk The 2024 World Anti-Corruption Day (Hakordia) Seminar: "Strengthening the Commitment to Anti-Fraud as an Effort to Eradicate Corruption Towards a Progressive Indonesia" and the Launch of the Anti-Fraud Guidelines by PT Jasa Marga (Persero) Tbk	19 September 2024 September 19, 2024	Jamdatun RI Deputy Attorney General for Civil and State Administrative Affairs of the Republic of Indonesia
		Leadership Series Workshop: Sistem Pengendalian Internal dan Tata Kelola Terintegrasi Perusahaan Leadership Series Workshop: Integrated Internal Control System and Corporate Governance	04 September 2024 September 4, 2024	PT Jasa Marga (Persero) Tbk
		Executive Risk Summit 2024 Sustainable Risk Management: Integrating Innovation for Long-Term Resilience	26 Juli 2024 July 26, 2024	Dwi Ary Purnomo (Asisten Deputi Manajemen Risiko & Kepatuhan KBUMN Risk & Compliance Management Deputy Assistant in Ministry of SOEs) & Bangkit Kuncoro (Partner KAP EY)
		AKHLAK Festival: Cultivating Harmony for Performance Enhancement	3 Juli 2024 July 3, 2024	PT Jasa Marga (Persero) Tbk
		Jasa Marga Executive Summit: Building Your Digital DNA & High-Impact Leadership	05 Agustus 2024 August 5, 2024	KTalents Asia
		HC Matchmaking: Together We Empower Change, Transforming through Collaboration! (On Site)	26 Juli 2024 July 26, 2024	Forum Human Capital Indonesia (FHCI)
		Employee and Industrial Relations Conference 2024	03 Juni 2024 June 3, 2024	Forum Human Capital Indonesia (FHCI)
		Employee & Industrial Relations Conference 2024	24 April 2024 April 24, 2024	Forum Human Capital Indonesia (FHCI)
		Embracing ESG's Role and Its Impact on Business	23 Februari 2024 February 23, 2024	Maria R. Nindita Radyati, Ph.D (President Director Institute for Sustainability & Agility)
		CHRO Masterclass Vol.4: Future Strategic Workforce Planning for Sustainability	16 Februari 2024 February 16, 2024	BUMN School of Excellence (BSE)
		Bimbingan Teknis Kompetensi BNSP - Skema Direktur SDM Technical Guidance on BNSP Competency - Human Capital Director Scheme	25 Januari 2024 January 25, 2024	LSP Human Capital Manajemen Indonesia
Fitri Wiyanti	Direktur Operasi Director of Operation	Perpanjangan Sertifikasi *Qualified Risk Governance Professional* (QRGP) Extension of Qualified Risk Governance Professional (QRGP) Certification	18 Desember 2024 December 18, 2024	LPK MKS
		Seminar Hari Anti Korupsi Sedunia (Hakordia) Tahun 2024 "Teguhkan Komitmen Anti-*Fraud* Sebagai Salah Satu Upaya Berantas Korupsi Menuju Indonesia Maju" dan *Launching* Pedoman Anti-*Fraud* PT Jasa Marga (Persero) Tbk *The 2024 World Anti-Corruption Day (Hakordia)* Seminar: "Strengthening the Commitment to Anti-Fraud as an Effort to Eradicate Corruption Towards a Progressive Indonesia" and the Launch of the Anti-Fraud Guidelines by PT Jasa Marga (Persero) Tbk	11 Desember 2024 December 11, 2024	Jamdatun RI Deputy Attorney General for Civil and State Administrative Affairs of the Republic of Indonesia
		Kick Off Program Chief Technology Officer (CTO) School	15 November 2024 November 15, 2024	BUMN School of Excellence (BSE)
		Chief Technology Officer (CTO) *School* Tahun 2024 BSE BUMN 2024 Chief Technology Officer (CTO) School BSE State-Owned Enterprises	15 November 2024 November 15, 2024	BUMN School of Excellence (BSE)

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 Operation	*Bootcamp #2 BUMN AI Center of Excellence*	09 Oktober 2024 October 9, 2024	Kementerian Badan Usaha Milik Negara (BUMN) Ministry of State-Owned Enterprises (BUMN)
		Seminar Anti-*Fraud* di Lingkungan JM Group Tahun 2024 "Penerapan Strategi Anti-*Fraud*" Anti-Fraud Seminar within JM Group 2024: "Implementation of Anti-Fraud Strategies"	04 September 2024 September 4, 2024	Adnan Pandu (Mantan Wakil Ketua KPK) (Former Deputy Chairman of the Corruption Eradication Committee)
		Leadership Series Workshop: Sistem Pengendalian Internal dan Tata Kelola Terintegrasi Perusahaan Leadership Series Workshop: Integrated Internal Control System and Corporate Governance	26 Juli 2024 July 26, 2024	PT Jasa Marga (Persero) Tbk
		Executive Risk Summit 2024 Sustainable Risk Management: Integrating Innovation for Long-Term Resilience	26 Juli 2024 July 26, 2024	Dwi Ary Purnomo (Asisten Deputi Manajemen Risiko & Kepatuhan KBUMN Risk & Compliance Management Deputy Assistant in Ministry of SOEs) & Bangkit Kuncoro (Partner KAP EY)
		Seminar Nasional "Alternatif Pembiayaan Infrastruktur Jalan Tol Menggunakan Skema Pengelolaan Perolehan Peningkatan Nilai Kawasan *(Land Value Capture*/LVC) di Indonesia" National Seminar "Toll Road Infrastructure Alternative Financing through Enhancing of Land Value Capture (LVC) Acquisition Management in Indonesia"	31 Juli 2024 July 31, 2024	Himpunan Pengembangan Jalan Indonesia (HPJI) Association of Indonesian Road Development (HPJI)
		AKHLAK Festival: Cultivating Harmony for Performance Enhancement	3 Juli 2024 July 3, 2024	PT Jasa Marga (Persero) Tbk
		JM Talk Operational Services Series Eps.07 "Benchmark Australia Team: Intelligent Transportation System (ITS) for Future Mobility"	07 Juni 2024 June 7, 2024	PT Jasa Marga (Persero) Tbk
		CTO MasterClass "Modern AI – How Can Indonesia Compete with Leveraging AI?"	29 Mei 2024 May 29, 2024	BUMN School of Excellence (BSE)
		Whistleblowing System (WBS) Terintegrasi antara Komisi Pemberantasan Korupsi (KPK) dan PT Jasa Marga (Persero) Tbk Integrated Whistleblowing System (WBS) between the Corruption Eradication Commission (KPK) and PT Jasa Marga (Persero) Tbk	24 April 2024 April 24, 2024	PT Mitra Juang Mandiri (Sustain)
		Jasa Marga Executive Summit: Building Your Digital DNA & High-Impact Leadership	25 Januari 2024 January 25, 2024	KTalents Asia

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	Perpanjangan Sertifikasi *Qualified Risk Governance Professional* (QRGP) Extension of Qualified Risk Governance Professional (QRGP) Certification	18 Desember 2024 December 18, 2024	LPK MKS
		Seminar Hari Anti Korupsi Sedunia (Hakordia) Tahun 2024 "Teguhkan Komitmen Anti-*Fraud* Sebagai Salah Satu Upaya Berantas Korupsi Menuju Indonesia Maju" dan *Launching* Pedoman Anti-*Fraud* PT Jasa Marga (Persero) Tbk The 2024 World Anti-Corruption Day (Hakordia) Seminar: "Strengthening the Commitment to Anti-Fraud as an Effort to Eradicate Corruption Towards a Progressive Indonesia" and the Launch of the Anti-Fraud Guidelines by PT Jasa Marga (Persero) Tbk	11 Desember 2024 December 11, 2024	Jamdatun RI Deputy Attorney General for Civil and State Administrative Affairs of the Republic of Indonesia
		Seminar Nasional HPJI *"Emerging Awareness and Opportunity in Road Infrastructure Management through Digitalization and Integrated Asset Management"* HPJI National Seminar: "Emerging Awareness and Opportunity in Road Infrastructure Management through Digitalization and Integrated Asset Management"	02 Oktober 2024 October 2, 2024	Himpunan Pengembangan Jalan Indonesia (HPJI) Association of Indonesian Road Development (HPJI)
		Seminar Anti-*Fraud* di Lingkungan JM Group Tahun 2024 "Penerapan Strategi Anti-*Fraud*" Anti-Fraud Seminar within JM Group 2024: "Implementation of Anti-Fraud Strategies"	04 September 2024 September 4, 2024	Adnan Pandu (Mantan Wakil Ketua KPK) (Former Deputy Chairman of the Corruption Eradication Committee)
		Leadership Series Workshop: Sistem Pengendalian Internal dan Tata Kelola Terintegrasi Perusahaan Leadership Series Workshop: Integrated Internal Control System and Corporate Governance	26 Juli 2024 July 26, 2024	PT Jasa Marga (Persero) Tbk
		Executive Risk Summit 2024 Sustainable Risk Management: Integrating Innovation for Long-Term Resilience	26 Juli 2024 July 26, 2024	Dwi Ary Purnomo (Asisten Deputi Manajemen Risiko & Kepatuhan KBUMN Risk & Compliance Management Deputy Assistant in Ministry of SOEs) & Bangkit Kuncoro (Partner KAP EY)
		Seminar Nasional "Alternatif Pembiayaan Infrastruktur Jalan Tol Menggunakan Skema Pengelolaan Perolehan Peningkatan Nilai Kawasan *(Land Value Capture*/LVC) di Indonesia" National Seminar "Toll Road Infrastructure Alternative Financing through Enhancing of Land Value Capture (LVC) Acquisition Management in Indonesia"	31 Juli 2024 July 31, 2024	Himpunan Pengembangan Jalan Indonesia (HPJI) Association of Indonesian Road Development (HPJI)
		AKHLAK Festival: Cultivating Harmony for Performance Enhancement	3 Juli 2024 July 3, 2024	PT Jasa Marga (Persero) Tbk
		Whistleblowing System (WBS) Terintegrasi antara Komisi Pemberantasan Korupsi (KPK) dan PT Jasa Marga (Persero) Tbk Integrated Whistleblowing System (WBS) between the Corruption Eradication Commission (KPK) and PT Jasa Marga (Persero) Tbk	24 April 2024 April 24, 2024	PT Mitra Juang Mandiri (Sustain)
		Sharing Knowledge & Focus Group Discussion Pengendalian Mutu Anak Perusahaan Jalan Tol Konstruksi Knowledge Sharing & Focus Group Discussion on Quality Control of Toll Road Construction Subsidiaries	06 Maret 2024 March 6, 2024	PT Jasa Marga (Persero) Tbk
		Jasa Marga Executive Summit: Building Your Digital DNA & High-Impact Leadership	25 Januari 2024 January 25, 2024	KTalents Asia

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 & Manajemen Risiko Director of Finance & Risk Management	Seminar Hari Anti Korupsi Sedunia (Hakordia) Tahun 2024 "Teguhkan Komitmen Anti-*Fraud* Sebagai Salah Satu Upaya Berantas Korupsi Menuju Indonesia Maju" dan *Launching* Pedoman Anti-*Fraud* PT Jasa Marga (Persero) Tbk The 2024 World Anti-Corruption Day (Hakordia) Seminar: "Strengthening the Commitment to Anti-Fraud as an Effort to Eradicate Corruption Towards a Progressive Indonesia" and the Launch of the Anti-Fraud Guidelines by PT Jasa Marga (Persero) Tbk	11 Desember 2024 December 11, 2024	Jamdatun RI Deputy Attorney General for Civil and State Administrative Affairs of the Republic of Indonesia
		Chief Technology Officer (CTO) *School* Tahun 2024 BSE BUMN 2024 Chief Technology Officer (CTO) School BSE State-Owned Enterprises	15 November 2024 November 15, 2024	BUMN School of Excellence (BSE)
		Business Essential Program: Finance for Executive	30 Oktober 2024 October 30, 2024	BUMN School of Excellence (BSE)
		Chief Financial Officer (CFO) *School* Tahun 2024 2024 Chief Financial Officer (CFO)	23 September 2024 September 23, 2024	BUMN School of Excellence (BSE)
		Seminar Anti-*Fraud* di Lingkungan JM Group Tahun 2024 "Penerapan Strategi Anti-*Fraud*" Anti-Fraud Seminar within JM Group 2024: "Implementation of Anti-Fraud Strategies"	04 September 2024 September 4, 2024	Adnan Pandu
		Executive Risk Summit 2024 Sustainable Risk Management: Integrating Innovation for Long-Term Resilience	26 Juli 2024 July 26, 2024	Dwi Ary Purnomo (Asisten Deputi Manajemen Risiko & Kepatuhan KBUMN Risk & Compliance Management Deputy Assistant in Ministry of SOEs) & Bangkit Kuncoro (Partner KAP EY)
Pramitha Wulanjani	Direktur Keuangan & Manajemen Risiko Director of Finance & Risk Management	*Leadership Series Workshop*: Sistem Pengendalian Internal dan Tata Kelola Terintegrasi Perusahaan Leadership Series Workshop: Integrated Internal Control System and Corporate Governance	26 Juli 2024 July 26, 2024	PT Jasa Marga (Persero) Tbk
		Executive Risk Summit 2024 Sustainable Risk Management: Integrating Innovation for Long-Term Resilience	26 Juli 2024 July 26, 2024	Dwi Ary Purnomo (Asisten Deputi Manajemen Risiko & Kepatuhan KBUMN Risk & Compliance Management Deputy Assistant in Ministry of SOEs) & Bangkit Kuncoro (Partner KAP EY)
		AKHLAK Festival: Cultivating Harmony for Performance Enhancement	3 Juli 2024 July 3, 2024	PT Jasa Marga (Persero) Tbk
		Whistleblowing System (WBS) Terintegrasi antara Komisi Pemberantasan Korupsi (KPK) dan PT Jasa Marga (Persero) Tbk Integrated Whistleblowing System (WBS) between the Corruption Eradication Commission (KPK) and PT Jasa Marga (Persero) Tbk	24 April 2024 April 24, 2024	PT Mitra Juang Mandiri (Sustain)
		Program Pathways to Chartered Accountant Indonesia	01 Maret 2024 March 1, 2024	BUMN School of Excellence (BSE)
		Jasa Marga Executive Summit	25 Januari 2024 January 25, 2024	KTalents Asia

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
Reza Febriano	Direktur Bisnis Director of Business	Perpanjangan Sertifikasi *Qualified Risk Governance Professional* (QRGP) Extension of Qualified Risk Governance Professional (QRGP) Certification	23 Desember 2024 December 23, 2024	LPK MKS
		Seminar Hari Anti Korupsi Sedunia (Hakordia) Tahun 2024 "Teguhkan Komitmen Anti-*Fraud* Sebagai Salah Satu Upaya Berantas Korupsi Menuju Indonesia Maju" dan *Launching* Pedoman Anti-*Fraud* PT Jasa Marga (Persero) Tbk The 2024 World Anti-Corruption Day (Hakordia) Seminar: "Strengthening the Commitment to Anti-Fraud as an Effort to Eradicate Corruption Towards a Progressive Indonesia" and the Launch of the Anti-Fraud Guidelines by PT Jasa Marga (Persero) Tbk	11 Desember 2024 December 11, 2024	Jamdatun RI Deputy Attorney General for Civil and State Administrative Affairs of the Republic of Indonesia
		Townhall Meeting TW 4 Tahun 2024 *"When Life Feels Like a Rollercoaster"* Townhall Meeting Q4 2024: "When Life Feels Like a Rollercoaster"	29 Oktober 2024 October 29, 2024	Tara de Thouars (Psikolog Klinis/ Clinical Psychologist) & Henry Manampiring (Penulis Buku/Book Author)
		Seminar Anti-*Fraud* di Lingkungan JM Group Tahun 2024 "Penerapan Strategi Anti-*Fraud*" Anti-Fraud Seminar within JM Group 2024: "Implementation of Anti-Fraud Strategies"	04 September 2024 September 4, 2024	Adnan Pandu
		Leadership Series Workshop: Sistem Pengendalian Internal dan Tata Kelola Terintegrasi Perusahaan Leadership Series Workshop: Integrated Internal Control System and Corporate Governance	26 Juli 2024 July 26, 2024	PT Jasa Marga (Persero) Tbk
		Executive Risk Summit 2024 Sustainable Risk Management: Integrating Innovation for Long-Term Resilience	26 Juli 2024 July 26, 2024	Dwi Ary Purnomo (Asisten Deputi Manajemen Risiko & Kepatuhan KBUMN Risk & Compliance Management Deputy Assistant in Ministry of SOEs) & Bangkit Kuncoro (Partner KAP EY)
		Bussiness Acumen "Membangun Mindset Optimasi Keuntungan untuk Peningkatan Kinerja Bisnis yang Berkelanjutan" Bussiness Acumen "Building a Profit Optimization Mindset for Sustainable Business Performance Improvement"	12 Januari 2024 January 12, 2024	NuPMK Consulting
		AKHLAK Festival: Cultivating Harmony for Performance Enhancement	3 Juli 2024 July 3, 2024	PT Jasa Marga (Persero) Tbk
		Whistleblowing System (WBS) Terintegrasi antara Komisi Pemberantasan Korupsi (KPK) dan PT Jasa Marga (Persero) Tbk Integrated Whistleblowing System (WBS) between the Corruption Eradication Commission (KPK) and PT Jasa Marga (Persero) Tbk	24 April 2024 April 24, 2024	PT Mitra Juang Mandiri (Sustain)
		Jasa Marga Executive Summit	25 Januari 2024 January 25, 2024	KTalents Asia

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 Provider
Chandra Wijaya	Ketua Chairman	Dapat dilihat pada pembahasan Pengembangan Kompetensi Dewan Komisaris Disclosed in Board of Commissioners Competency Development Section		
Seppalga Ahmad	Anggota Member			
Siti Purnama Rizki	Anggota Member	*International Conference Risk Beyond 2024*	05 Desember 2024 December 5, 2024	CRMS
		SAK *Bootcamp*: Perkembangan Standar Akuntansi Keuangan Terkini SAK Bootcamp: Latest Developments in Financial Accounting Standards	24 September 2024 September 24, 2024	Ikatan Akuntan Indonesia (IAI) Institute of Indonesia Chartered Accountants
		Executive Program: Enhancing Corporate Performance Through Strategy and Structure Alignment	13 September 2024 September 13, 2024	Lembaga Management Fakultas Ekonomi dan Bisnis Universitas Indonesia (LM FEB UI) Management Institute, Faculty of Economics and Business, Universitas Indonesia (LM FEB UI)
		SAK For Executive	22 Agustus 2024 August 22, 2024	Ikatan Akuntan Indonesia (IAI) Institute of Indonesia Chartered Accountants
		Pelatihan dan Sertifikasi GRC *Development Initiative* GRC Development Initiative Training and Certification	23 Juli 2024 July 23, 2024	PT Mediamadani
		Workshop Fraud Risk Management dan Fraud Risk Assessment	17 Mei 2024 May 17, 2024	Association of Certified Fraud Examiners (ACFE)

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
Marsetio	Ketua Chairman	Dapat dilihat pada pembahasan Pengembangan Kompetensi Dewan Komisaris Disclosed in Board of Commissioners Competency Development Section		
Raja Erizman	Anggota Member			
Chitra Mardi Rahayuningsih	Anggota Member	*International Conference Risk Beyond 2024*	05 Desember 2024 December 5, 2024	CRMS
		Executive Program: Enhancing Corporate Performance Through Strategy and Structure Alignment	13 September 2024 September 13, 2024	Lembaga Management Fakultas Ekonomi dan Bisnis Universitas Indonesia (LM FEB UI) Management Institute, Faculty of Economics and Business, Universitas Indonesia (LM FEB UI)
		SAK For Executive	22 Agustus 2024 August 22, 2024	Ikatan Akuntan Indonesia (IAI) Institute of Indonesia Chartered Accountants
Dewa Aji Ariwanto	Anggota Member	-	-	-

Pengembangan Kompetensi Komite Risiko dan Hukum
Risk and Legal Committee Competency Development

Tabel Pengembangan Kompetensi Komite Risiko dan Hukum
Table of the Risk and Legal Committee Competency Development

Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu Pelaksanaan Implementation Date	Penyelenggara Provider
M Roskanedi	Ketua Chairman	Dapat dilihat pada pembahasan Pengembangan Kompetensi Dewan Komisaris Disclosed in Board of Commissioners Competency Development Section		
Abdul Rachman	Anggota Member			
Iqbal Tawakkal Pasaribu	Anggota Member	*Workshop* Hukumonline 2024: "Menguasai Penyusunan dan Pemanfaatan *Legal Due Diligence* untuk Penataan Transaksi dan Risiko pada Korporasi" Hukumonline Workshop 2024: "Mastering the Preparation and Utilization of Legal Due Diligence for Transaction Structuring and Risk Management in Corporations"	12 Desember 2024 December 12, 2024	Hukumonline
		International Conference Risk Beyond 2024	05 Desember 2024 December 5, 2024	CRMS
		Executive Program: Enhancing Corporate Performance Through Strategy and Structure Alignment	13 September 2024 September 13, 2024	Lembaga Management Fakultas Ekonomi dan Bisnis Universitas Indonesia (LM FEB UI) Management Institute, Faculty of Economics and Business, Universitas Indonesia (LM FEB UI)
		SAK For Executive	22 Agustus 2024 August 22, 2024	Ikatan Akuntan Indonesia (IAI) Institute of Indonesia Chartered Accountants
Tjahjanto Budisatrio	Anggota Member	*SAK For Executive*	22 Agustus 2024 August 22, 2024	Ikatan Akuntan Indonesia (IAI) Institute of Indonesia Chartered Accountants
		Seminar Peran Strategis Komite Audit Dalam Mewujudkan Ranah Siber yang Aman Seminar on the Strategic Role of the Audit Committee in Achieving a Secure Cyber Domain	01 Agustus 2024 August 1, 2024	Ikatan Komite Audit Indonesia (IKAI) Indonesian Institute of Audit Committee (IKAI)
		Certification in Audit Committee Practices (CACP) 2024 Batch 39	05 Maret 2024 March 5, 2024	Ikatan Komite Audit Indonesia (IKAI) Indonesian Institute of Audit Committee (IKAI)

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	-	-	-

Pengembangan Kompetensi Sekretaris Perusahaan
Corporate Secretary Competency Development

Tabel Pengembangan Kompetensi Sekretaris Perusahaan
Table 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: Building Your Digital DNA & High-Impact Leadership*	25 Januari 2024 January 25, 2024	KTalents Asia
		High Level Training Implementasi Pelindungan Data Pribadi di Lingkungan Perusahaan High Level Training Implementation of Personal Data Protection in the Company Environment	20 Februari 2024 February 20, 2024	PT Xynexsis Indonesia
		JM Talk & THM Learning Beyond Limits: Navigating the Path of Lifelong Learning	08 Maret 2024 March 8, 2024	PT Jasa Marga (Persero) Tbk
		JM Talk operational Services Series Tim Benchmark USA Tahun 2023 – Exploring the USA Sustainable and Comfort Highways	21 Maret 2024 March 21, 2024	PT Jasa Marga (Persero) Tbk
		Whistleblowing System (WBS) Terintegrasi antara Komisi Pemberantasan Korupsi (KPK) dan PT Jasa Marga (Persero) Tbk Integrated Whistleblowing System (WBS) between the Commissions Corruption Eradication (KPK) and PT Jasa Marga (Persero) Tbk	24 April 2024 April 24, 2024	PT Mitra Juang Mandiri (Sustain)
		Leadership Series Workshop: Sistem Pengendalian Internal dan Tata Kelola Terintegrasi Perusahaan Leadership Series Workshop: Internal Control System and Integrated Corporate Governance	26 Juli 2024 July 26, 2024	Dwi Ary Purnomo (Asisten Deputi Manajemen Risiko & Kepatuhan KBUMN Risk & Compliance Management Deputy Assistant in Ministry of SOEs) & Bangkit Kuncoro (Partner KAP EY)
		Seminar Nasional *Offline* "Alternatif Pembiayaan Infrastruktur Jalan Tol menggunakan Skema Pengelolaan Perolehan Peningkatan Nilai Kawasan *(Land Value Capture)* di Indonesia" National Offline Seminar "Toll Road Infrastructure Alternative Financing through Enhancing of Land Value Capture (LVC) Acquisition Management in Indonesia"	31 Juli 2024 July 31, 2024	Himpunan Pengembangan Jalan Indonesia (HPJI) Bidang VI Association of Indonesian Road Development (HPJI) Area VI
		Directorship Essentials : Board Roles, Director's Duties and Liabilities Batch 2	12 September 2024 September 12, 2024	IPMI International Business School
		Kick-Off BUMN Learning Festival: Building Sustainable Learning Culture	27 September 2024 September 27, 2024	PT Jasa Marga (Persero) Tbk
		BUMN Learning Festival 2024	10 Oktober 2024 October 10, 2024	Forum Human Capital Indonesia & BUMN School of Excellence
		BSE Masterclass "Unlocking Opportunity for Indonesia Economy Growth 2025"	13 November 2024 November 13, 2024	BUMN School of Excellence
		Embracing ESG's Role and Its Impact on Business	06 Desember 2024 December 06, 2024	Maria R. Nindita Radyati, Ph.D (President Director Institute for Sustainability & Agility)
		Seminar Hari Anti Korupsi Sedunia (Hakordia) Tahun 2024 "Teguhkan Komitmen Anti *Fraud* Sebagai Salah Satu Upaya Berantas Korupsi Menuju Indonesia Maju" dan *Launching* Pedoman Anti *Fraud* PT Jasa Marga (Persero) Tbk 2024 Seminar on World Anti-Corruption Day (Hakordia): 'Strengthening Anti-Fraud Commitment as Part of Efforts to Eradicate Corruption Towards an Advanced Indonesia' and Launching of PT Jasa Marga (Persero) Tbk's Anti-Fraud Guidelines	11 Desember 2024 December 11, 2024	Jamdatun RI Deputy Attorney General for Civil and State Administrative Affairs of the Republic of Indonesia
		Webinar Respectful Workplace Policy (RWP): Cultivating A Respectful Workplace Environment	13 Desember 2024 December 13, 2024	PT Jasa Marga (Persero) Tbk
		Sosialisasi Pemenuhan Kewajiban dan Implementasi Keterbukaan Informasi di Lingkungan Jasa Marga Grup Socialization of Obligation Fulfillment and Implementation of Information Disclosure within the Jasa Marga Group	20 Desember 2024 December 20, 2024	PT Jasa Marga (Persero) Tbk

Pengembangan Kompetensi Komite Manajemen Risiko
Risk Management Committee 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
Subakti Syukur	Direktur Utama President Director	Ketua Komite Chairman of the Committee	Dapat dilihat pada pembahasan Pengembangan Kompetensi Direksi Disclosed in Board of Directors Competency Development Section		
Pramitha Wulanjani	Direktur Keuangan & 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	*Webinar Respectful Workplace Policy (RWP): Cultivating A Respectful Workplace Environment*	13 Desember 2024 December 13, 2024	PT Jasa Marga (Persero) Tbk
			Seminar Hari Anti Korupsi Sedunia (Hakordia) Tahun 2024 "Teguhkan Komitmen Anti-*Fraud* Sebagai Salah Satu Upaya Berantas Korupsi Menuju Indonesia Maju" dan *Launching* Pedoman Anti-*Fraud* PT Jasa Marga (Persero) Tbk The 2024 World Anti-Corruption Day (Hakordia) Seminar: "Strengthening the Commitment to Anti-Fraud as an Effort to Eradicate Corruption Towards a Progressive Indonesia" and the Launch of the Anti-Fraud Guidelines by PT Jasa Marga (Persero) Tbk	11 Desember 2024 December 11, 2024	Jamdatun RI Deputy Attorney General for Civil and State Administrative Affairs of the Republic of Indonesia
			Pitching & Slide Deck Training	25 November 2024 November 25, 2024	KPI Consultancy
			Pelatihan *Quality Excellence Activity Report* Quality Excellence Activity Report Training	21 November 2024 November 21, 2024	PT Wahana Kendali Mutu (WKM)
			Pelatihan *Quality Excellence Activity Report* *Pelatihan Quality Excellence Activity Report*	21 November 2024 November 21, 2024	PT Wahana Kendali Mutu (WKM)
			Pelatihan *Awareness* dalam Penyusunan Kebijakan dan Pengembangan *Roadmap* BCMS berdasarkan ISO 22301:2019 Awareness Training in Policy Development and BCMS Roadmap Development based on ISO 22301:2019	11 Oktober 2024 October 11, 2024	PT Jasa Marga (Persero) Tbk
			Pembukaan Program *Business Essential Batch* III Tahun 2024 Opening of the Business Essential Program Batch III, 2024	03 Oktober 2024 October 3, 2024	BUMN School of Excellence (BSE)
			Kick-Off BUMN Learning Festival: Building Sustainable Learning Culture	27 September 2024 September 27, 2024	Jasa Marga Learning Institute
			Pelatihan *Foundation Level* CA Foundation Level CA Training	19 September 2024 September 19, 2024	BUMN School of Excellence (BSE)
			Sertifikasi *Chartered Accountant* (CA) Chartered Accountant (CA) Certification	10 September 2024 September 10, 2024	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
Devi Lusyana	Risk & Quality, Health, Safety & Environment Group Head	Wakil Sekretaris Komite Merangkap Anggota Deputy Secretary of the Committee and Member	Seminar Anti-*Fraud* di Lingkungan JM Group Tahun 2024 "Penerapan Strategi Anti-*Fraud*" Anti-Fraud Seminar within JM Group 2024: "Implementation of Anti-Fraud Strategies"	04 September 2024 September 4, 2024	Adnan Pandu (Mantan Wakil Ketua KPK) (Former Deputy Chairman of the Corruption Eradication Committee)
			Directorship Essentials: Board Roles, Director's Duties and Liabilities	28 Agustus 2024 August 28, 2024	IPMI International Business School
			JM *Talk Parenting Series "Neuroparenting:* Optimalisasi Peran Keluarga dalam Tumbuh Kembang Anak" *JM Talk Parenting Series: "Neuroparenting: Optimizing the Family's Role in Children's Growth and Development"*	01 Agustus 2024 August 1, 2024	dr. Aisah Dahlan, CMHt., CM.NLP.
			Executive Risk Summit 2024 Sustainable Risk Management: Integrating Innovation For Long-Term Resilience	26 Juli 2024 July 26, 2024	Dwi Ary Purnomo (Asisten Deputi Manajemen Risiko & Kepatuhan KBUMN Risk & Compliance Management Deputy Assistant in Ministry of SOEs) & Bangkit Kuncoro (Partner KAP EY)
			Leadership Series Workshop: Sistem Pengendalian Internal dan Tata Kelola Terintegrasi Perusahaan Leadership Series Workshop: Integrated Internal Control System and Corporate Governance	26 Juli 2024 July 26, 2024	Dwi Ary Purnomo (Asisten Deputi Manajemen Risiko & Kepatuhan KBUMN Risk & Compliance Management Deputy Assistant in Ministry of SOEs) & Bangkit Kuncoro (Partner KAP EY)
			Forum Commander AKHLAK 2024 #3 "Transformasi Budaya Perusahaan Melalui ESG *Awareness*" (*Online*) Commander AKHLAK Forum 2024 #3: "Transforming Corporate Culture Through ESG Awareness" (Online)	02 Juli 2024 July 2, 2024	PT Surveyor Indonesia
			SOE Srikandi Leadership Program	28 Mei 2024 May 28, 2024	ITS Indonesia
			JM TALK Business Support: Boost Productivity with Employee Well-being Program	16 Mei 2024 May 16, 2024	Jasa Marga Learning Institute
			Workshop Contingency Plan - Pengisian Kertas Kerja *Resolution Plan* Contingency Plan Workshop - Completion of the Resolution Plan Working Paper	03 Mei 2024 May 3, 2024	EY
			Whistleblowing System (WBS) Terintegrasi antara Komisi Pemberantasan Korupsi (KPK) dan PT Jasa Marga (Persero) Tbk Integrated Whistleblowing System (WBS) between the Corruption Eradication Commission (KPK) and PT Jasa Marga (Persero) Tbk	24 April 2024 April 24, 2024	PT Mitra Juang Mandiri (Sustain)
			Pelatihan Penilai *Risk Maturity Index* (RMI) *Batch* II Risk Maturity Index (RMI) Assessor Training Batch II	08 Maret 2024 March 8, 2024	PT Jasa Marga (Persero) Tbk
			Sharing Knowledge & Focus Group Discussion Pengendalian Mutu Anak Perusahaan Jalan Tol Konstruksi Knowledge Sharing & Focus Group Discussion on Quality Control of Toll Road Construction Subsidiaries	06 Maret 2024 March 6, 2024	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
			Seminar Kesehatan Dalam Seremoni Bulan K3 Nasional Tahun 2024 Health Seminar at the 2024 National Occupational Safety and Health Month Ceremony	30 Januari 2024 January 30, 2024	PT Jasa Marga (Persero) Tbk
Devi Lusyana	Risk & Quality, Health, Safety & Environment Group Head	Wakil Sekretaris Komite Merangkap Anggota Deputy Secretary of the Committee and Member	Seminar Keselamatan Konstruksi Dalam Seremoni Bulan K3 Nasional Tahun 2024 Construction Safety Seminar at the 2024 National Occupational Safety and Health Month Ceremony	30 Januari 2024 January 30, 2024	PT Jasa Marga (Persero) Tbk
			Jasa Marga Executive Summit: Building Your Digital DNA & High-Impact Leadership	25 Januari 2024 January 25, 2024	KTalents Asia
Bagus Cahya Arinta B.	Direktur Human Capital & Transformasi Director of Human Capital & Transformation	Anggota Komite Committee Member	Dapat dilihat pada pembahasan Pengembangan Kompetensi Direksi Disclosed in Board of Directors Competency Development Section		
Fitri Wiyanti	Direktur Operasi Director of Operation	Anggota Komite Committee Member			
Reza Febriano	Direktur Bisnis Director of Business	Anggota Komite Committee Member			
Mohamad Agus Setiawan	Direktur Pengembangan Usaha Director of Business Development	Anggota Komite Committee Member			
Agung Laksana Pranata	Internal Audit Senior Group Head	Anggota Komite Committee Member	Seminar Hari Anti Korupsi Sedunia (Hakordia) Tahun 2024 "Teguhkan Komitmen Anti-*Fraud* Sebagai Salah Satu Upaya Berantas Korupsi Menuju Indonesia Maju" dan *Launching* Pedoman Anti-*Fraud* PT Jasa Marga (Persero) Tbk The 2024 World Anti-Corruption Day (Hakordia) Seminar: "Strengthening the Commitment to Anti-Fraud as an Effort to Eradicate Corruption Towards a Progressive Indonesia" and the Launch of the Anti-Fraud Guidelines by PT Jasa Marga (Persero) Tbk	11 Desember 2024 December 11, 2024	Jamdatun RI Deputy Attorney General for Civil and State Administrative Affairs of the Republic of Indonesia
			Seminar *Online* Hari Anti Korupsi Sedunia (Hakordia) Tahun 2024 "Teguhkan Komitmen Anti-*Fraud* Sebagai Salah Satu Upaya Berantas Korupsi Menuju Indonesia Maju" dan *Launching* Pedoman Anti-*Fraud* PT Jasa Marga (Persero) Tbk 2024 International Anti-Corruption Day (Hakordia) Online Seminar: "Strengthening Anti-Fraud Commitment as an Effort to Eradicate Corruption Towards a Progressive Indonesia" and Launching of the Anti-Fraud Guidelines by PT Jasa Marga (Persero) Tbk	11 Desember 2024 December 11, 2024	Jamdatun RI Deputy Attorney General for Civil and State Administrative Affairs of the Republic of Indonesia
			Embracing ESG's Role and Its Impact on Business	06 Desember 2024 December 6, 2024	Maria R. Nindita Radyati, Ph.D (President Director Institute for Sustainability & Agility)

Tabel Pengembangan Kompetensi Komite Manajemen Risiko
Table of the Risk Management Committee Competency Development

Nama Name	Jabatan Position	Kedudukan Role	Materi Pengembangan Kompetensi/ Pelatlhan Subject of Competency Development/Training	Waktu Pelaksanaan Implementation Date	Penyelenggara Organizer
Agung Laksana Pranata	Internal Audit Senior Group Head	Anggota Komite Committee Member	Seminar Nasional *Internal Audit* 2024 *"Cultural Transformation: Integrating ESG, Cybersecurity, and Innovative Risk Management"* 2024 National Internal Audit Seminar: "Cultural Transformation: Integrating ESG, Cybersecurity, and Innovative Risk Management"	04 Desember 2024 December 4, 2024	Yayasan Pendidikan Internal Audit (YPIA) Internal Audit Education Foundation (YPIA)
			Seminar Nasional Bincang SPI 2024: "SPI Organ Pengelola Risiko: Tantangan & Realita dalam mencapai Kinerja Optimal Perusahaan" 2024 National Seminar on Internal Audit Discussions: "Internal Audit as a Risk Management Entity: Challenges & Realities in Achieving Optimal Corporate Performance"	28 November 2024 November 28, 2024	Forum Komunikasi SPI Internal Audit Unit Communication Forum
			Townhall Meeting TW 4 Tahun 2024 *"When Life Feels Like a Rollercoaster"* Townhall Meeting Q4 2024: "When Life Feels Like a Rollercoaster"	29 Oktober 2024 October 29, 2024	Tara de Thouars (Psikolog Klinis/ Clinical Psychologist & Henry Manampiring (Penulis Buku/ Book Author)
			BUMN Learning Festival: "Cultivating Learning Strategies Toward Innovation and Sustainable Growth"	08 Oktober 2024 October 8, 2024	PT Perkebunan Nusantara III (Persero)
			Pembukaan Program *Business Essential Batch* III Tahun 2024 Opening of the Business Essential Program Batch III, 2024	03 Oktober 2024 October 3, 2024	BUMN School of Excellence (BSE)
			Kick-Off BUMN Learning Festival: Building Sustainable Learning Culture	27 September 2024 September 27, 2024	Jasa Marga Learning Institute
			Directorship Essentials: Board Roles, Director's Duties and Liabilities Batch 2	12 September 2024 September 12, 2024	IPMI International Business School
			Seminar Anti-*Fraud* di Lingkungan JM Grup Tahun 2024 "Penerapan Strategi Anti-*Fraud*" Anti-Fraud Seminar within JM Group 2024: "Implementation of Anti-Fraud Strategies"	04 September 2024 September 4, 2024	Adnan Pandu (Mantan Wakil Ketua KPK) (Former Deputy Chairman of the Corruption Eradication Committee)
			ACIIA Regional Conference	28 Agustus 2024 August 28, 2024	The Asian Confederation of Institutes of Internal Auditors (ACIIA)
			Pelatihan dan Sertifikasi *Certified Anti-Fraud Manager* Training and Certification for Certified Anti-Fraud Manager	07 Agustus 2024 August 7, 2024	Asia Anti-Fraud Management (AAFM)
			Seminar Nasional *Online* "Alternatif Pembiayaan Infrastruktur Jalan Tol Menggunakan Skema Pengelolaan Perolehan Peningkatan Nilai Kawasan (*Land Value Capture*) di Indonesia" Online National Seminar: "Alternative Financing for Toll Road Infrastructure Using the Land Value Capture Scheme in Indonesia"	31 Juli 2024 July 31, 2024	Himpunan Pengembangan Jalan Indonesia (HPJI) Bidang VI Association of Indonesian Road Development (HPJI) Area VI

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	*Leadership Series Workshop*: Sistem Pengendalian Internal dan Tata Kelola Terintegrasi Perusahaan Leadership Series Workshop: Integrated Internal Control System and Corporate Governance	26 Juli 2024 July 26, 2024	Dwi Ary Purnomo (Asisten Deputi Manajemen Risiko & Kepatuhan KBUMN) Risk & Compliance Management Deputy Assistant in Ministry of SOEs & Bangkit Kuncoro (Partner KAP EY)
			Forum Commander AKHLAK 2024 #3 "Transformasi Budaya Perusahaan Melalui ESG *Awareness*" (*Online*) Commander AKHLAK Forum 2024 #3: "Transforming Corporate Culture Through ESG Awareness" (Online)	02 Juli 2024 July 2, 2024	PT Surveyor Indonesia
			Workshop Navigating the Global Internal Audit Standards	13 Juni 2024 June 13, 2024	Institute of Internal Auditors Indonesia
			Pelatihan *Finance for Non-Finance* BOD-1 Finance for Non-Finance BOD-1 Training	16 Mei 2024 May 16, 2024	Prasetiya Mulya Executive Learning Institute
			Whistleblowing System (WBS) Terintegrasi antara Komisi Pemberantasan Korupsi (KPK) dan PT Jasa Marga (Persero) Tbk Integrated Whistleblowing System (WBS) between the Corruption Eradication Commission (KPK) and PT Jasa Marga (Persero) Tbk	24 April 2024 April 24, 2024	PT Mitra Juang Mandiri (Sustain)
			JM Talk & THM Learning Beyond Limits: Navigating the Path of Lifelong Learning	08 Maret 2024 March 8, 2024	PT Jasa Marga (Persero) Tbk
			Sharing Knowledge & Focus Group Discussion Pengendalian Mutu Anak Perusahaan Jalan Tol Konstruksi Knowledge Sharing & Focus Group Discussion on Quality Control of Toll Road Construction Subsidiaries	06 Maret 2024 March 6, 2024	PT Jasa Marga (Persero) Tbk
			Jasa Marga Executive Summit	25 Januari 2024 January 25, 2024	KTalents Asia
Gandes Aisyaharum	Information Technology Group Head	Anggota Komite Committee Member	Dapat dilihat pada Pembahasan Pengembangan Kompetensi Komite Pengarah Teknologi Informasi Disclosed in Information Technology Steering Committee Competency Development Section		
Ari Wibowo	Corporate Secretary & Chief Administration Officer	Anggota Komite Committee Member	Dapat dilihat pada Pembahasan Pengembangan Kompetensi Sekretaris Perusahaan Disclosed in 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
Aldrin Maulana	Business Development Group Head	Anggota Komite Committee Member	Seminar Hari Anti Korupsi Sedunia (Hakordia) Tahun 2024 "Teguhkan Komitmen Anti-*Fraud* Sebagai Salah Satu Upaya Berantas Korupsi Menuju Indonesia Maju" dan *Launching* Pedoman Anti-*Fraud* PT Jasa Marga (Persero) Tbk The 2024 World Anti-Corruption Day (Hakordia) Seminar: "Strengthening the Commitment to Anti-Fraud as an Effort to Eradicate Corruption Towards a Progressive Indonesia" and the Launch of the Anti-Fraud Guidelines by PT Jasa Marga (Persero) Tbk.	11 Desember 2024 December 11, 2024	Jamdatun RI Deputy Attorney General for Civil and State Administrative Affairs of the Republic of Indonesia
			Seminar *Online* Hari Anti Korupsi Sedunia (Hakordia) Tahun 2024 "Teguhkan Komitmen Anti-*Fraud* Sebagai Salah Satu Upaya Berantas Korupsi Menuju Indonesia Maju" dan *Launching* Pedoman Anti-*Fraud* PT Jasa Marga (Persero) Tbk 2024 International Anti-Corruption Day (Hakordia) Online Seminar: "Strengthening Anti-Fraud Commitment as an Effort to Eradicate Corruption Towards a Progressive Indonesia" and Launching of the Anti-Fraud Guidelines by PT Jasa Marga (Persero) Tbk	11 Desember 2024 December 11, 2024	Jamdatun RI Deputy Attorney General for Civil and State Administrative Affairs of the Republic of Indonesia
			Pembukaan Program *Business Essential Batch* IV Tahun 2024 BSE BUMN Opening of the Business Essential Program Batch IV, 2024 BSE State-Owned Enterprises (BUMN)	29 November 2024 November 29, 2024	BUMN School of Excellence (BSE)
			Sosialisasi SOP Pengendalian Pelaksanaan Konstruksi di Lingkungan PT Jasa Marga (Persero) Tbk Socialization of the Construction Implementation Control SOP at PT Jasa Marga (Persero) Tbk	26 November 2024 November 26, 2024	PT Jasa Marga (Persero) Tbk
			Sertifikasi PPP APMG® (CP3P) *Level Execution Batch* 2 APMG® PPP Certification (CP3P) Level Execution Batch 2	04 November 2024 November 4, 2024	Indonesia Infrastructure Guarantee Fund (IIGF) Institute
			Focus Group Discussion (FGD) Project Management "Pengembangan Kurikulum *Short Course MBA in Project Management:* Menjawab Tantangan dan Kebutuhan Industri" Focus Group Discussion (FGD) on Project Management: "Developing the Short Course Curriculum for MBA in Project Management: Addressing Industry Challenges and Needs"	11 Oktober 2024 October 11, 2024	MBA UGM Kampus Jakarta MBA UGM Jakarta Campus
			Pembahasan Isu-Isu Strategis Proyek KPBU Jalan Tol Dalam Rangka Penyusunan Modul Pelatihan Penyiapan Studi Kelayakan Proyek KPBU Jalan Tol Discussion on Strategic Issues of Toll Road PPP Projects for the Development of Training Modules on Feasibility Study Preparation for Toll Road PPP Pro*jects*	10 Oktober 2024 October 10, 2024	Kementerian PUPR Ministry of Public Works and Housing
			Kick-Off BUMN Learning Festival: Building Sustainable Learning Culture	27 September 2024 September 27, 2024	Jasa Marga Learning Institute
			BSE Offline Program Business Essential Batch 2	04 September 2024 September 4, 2024	BUMN School of Excellence (BSE)

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
Aldrin Maulana	Business Development Group Head	Anggota Komite Committee Member	Seminar Anti-*Fraud* di Lingkungan JM Group Tahun 2024 "Penerapan Strategi Anti-*Fraud*" Anti-Fraud Seminar within JM Group 2024: "Implementation of Anti-Fraud Strategies"	04 September 2024 September 4, 2024	Adnan Pandu (Mantan Wakil Ketua KPK) (Former Deputy Chairman of the Corruption Eradication Committee)
			Directorship Essentials: Board Roles, Director's Duties and Liabilities	28 Agustus 2024 August 28, 2024	IPMI International Business School
			Leadership Series Workshop: Sistem Pengendalian Internal dan Tata Kelola Terintegrasi Perusahaan Leadership Series Workshop: Integrated Internal Control System and Corporate Governance	26 Juli 2024 July 26, 2024	Dwi Ary Purnomo (Asisten Deputi Manajemen Risiko & Kepatuhan KBUMN Risk & Compliance Management Deputy Assistant in Ministry of SOEs) & Bangkit Kuncoro (Partner KAP EY)
			BSE - Kick Off Business Essential Batch II Tahun 2024: Digital Strategies for Business (Columbia Business School)	26 Juni 2024 June 26, 2024	BUMN School of Excellence (BSE)
			Program Sertifikasi PPP APMG® (CP3P) *Level Foundation* APMG® PPP Certification Program (CP3P) Level Foundation	25 Juni 2024 June 25, 2024	Indonesia Infrastructure Guarantee Fund (IIGF) Institute
			JM TALK Business Support: Boost Productivity with Employee Well-being Program	16 Mei 2024 May 16, 2024	Jasa Marga Learning Institute
			Pelatihan *Finance for Non-Finance* BOD-1 Finance for Non-Finance BOD-1 Training	16 Mei 2024 May 16, 2024	Prasetiya Mulya Executive Learning Institute
			Workshop Contingency Plan - Pengisian Kertas Kerja *Resolution Plan* Contingency Plan Workshop - Completion of the Resolution Plan Working Paper	03 Mei 2024 May 3, 2024	EY
			Whistleblowing System (WBS) Terintegrasi antara Komisi Pemberantasan Korupsi (KPK) dan PT Jasa Marga (Persero) Tbk Integrated Whistleblowing System (WBS) between the Corruption Eradication Commission (KPK) and PT Jasa Marga (Persero) Tbk	24 April 2024 April 24, 2024	PT Mitra Juang Mandiri (Sustain)
			Sharing Knowledge & Focus Group Discussion Pengendalian Mutu Anak Perusahaan Jalan Tol Konstruksi Knowledge Sharing & Focus Group Discussion on Quality Control of Toll Road Construction Subsidiaries	06 Maret 2024 March 6, 2024	PT Jasa Marga (Persero) Tbk
			Seminar Keselamatan Konstruksi Dalam Seremoni Bulan K3 Nasional Tahun 2024 Construction Safety Seminar at the 2024 National Occupational Safety and Health Month Ceremony	30 Januari 2024 January 30, 2024	PT Jasa Marga (Persero) Tbk
			Jasa Marga Executive Summit	25 Januari 2024 January 25, 2024	KTalents Asia

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
Dwimawan Heru Santoso	Procurement & Fixed Asset Group Head	Anggota Komite Committee Member	Seminar Anti-*Fraud* di Lingkungan JM Group Tahun 2024 "Penerapan Strategi Anti-*Fraud*" *Anti-Fraud Seminar within JM Group 2024: "Implementation of Anti-Fraud Strategies"*	04 September 2024 September 4, 2024	Adnan Pandu (Mantan Wakil Ketua KPK) (Former Deputy Chairman of the Corruption Eradication Committee)
			Leadership Series Workshop: Sistem Pengendalian Internal dan Tata Kelola Terintegrasi Perusahaan Leadership Series Workshop: Integrated Internal Control System and Corporate Governance	26 Juli 2024 July 26, 2024	Dwi Ary Purnomo (Asisten Deputi Manajemen Risiko & Kepatuhan KBUMN) Risk & Compliance Management Deputy Assistant in Ministry of SOEs & Bangkit Kuncoro (Partner KAP EY)
			JM TALK Business Support: Boost Productivity with Employee Well-being Program	16 Mei 2024 May 16, 2024	Jasa Marga Learning Institute
			Sharing Session UU Pelindungan Data Pribadi "*What Next to Do to Implement* UU Pelindungan Data Pribadi for BUMN" Sharing Session on the Personal Data Protection Law: "What Next to Do to Implement the Personal Data Protection Law for SOEs"	14 Mei 2024 May 14, 2024	Forum Digital BUMN (Fordigi)
			JM Talk Business Support Series Eps. 15 "Cerdas Finansial: Mengelola Investasi untuk Masa Depan" JM Talk Business Support Series Ep. 15 "Financial Smart: Managing Investments for the Future"	02 Mei 2024 May 2, 2024	PT Mitra Juang Mandiri (Sustain)
			Whistleblowing System (WBS) Terintegrasi antara Komisi Pemberantasan Korupsi (KPK) dan PT Jasa Marga (Persero) Tbk Integrated Whistleblowing System (WBS) between the Corruption Eradication Commission (KPK) and PT Jasa Marga (Persero) Tbk	24 April 2024 April 24, 2024	PT Jasa Marga (Persero) Tbk
			JM Talk & THM Learning Beyond Limits: Navigating the Path of Lifelong Learning	08 Maret 2024 March 8, 2024	PT Jasa Marga (Persero) Tbk
			Sharing Knowledge & Focus Group Discussion Pengendalian Mutu Anak Perusahaan Jalan Tol Konstruksi Knowledge Sharing & Focus Group Discussion on Quality Control of Toll Road Construction Subsidiaries	06 Maret 2024 March 6, 2024	PT Jasa Marga (Persero) Tbk
			JM Talk Business Support Series 13 "Pelaporan LHKPN: Cerminan Transparansi Penyelenggara Negara dalam Mewujudkan Tata Kelola yang Baik" JM Talk Business Support Series 13: "LHKPN Reporting: A Reflection of Transparency in Public Officials to Achieve Good Governance"	13 Februari 2024 February 13, 2024	PT Jasa Marga (Persero) Tbk
Agung Laksana Pranata	Internal Audit Senior Group Head	Anggota Komite Committee Member	Dapat dilihat pada pembahasan Pengembangan Kompetensi Komite Manajemen Risiko Can be seen in the discussion of Risk Management 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/ Pelatlhan Subject of Competency Development/Training	Waktu Pelaksanaan Implementation Date	Penyelenggara Organizer
Gandes Aisyaharum	Information Technology Group Head	Anggota Komite Committee Member	Seminar Hari Anti Korupsi Sedunia (Hakordia) Tahun 2024 "Teguhkan Komitmen Anti-*Fraud* Sebagai Salah Satu Upaya Berantas Korupsi Menuju Indonesia Maju" dan *Launching* Pedoman Anti-*Fraud* PT Jasa Marga (Persero) Tbk The 2024 World Anti-Corruption Day (Hakordia) Seminar: "Strengthening the Commitment to Anti-Fraud as an Effort to Eradicate Corruption Towards a Progressive Indonesia" and the Launch of the Anti-Fraud Guidelines by PT Jasa Marga (Persero) Tbk.	11 Desember 2024 December 11, 2024	Jamdatun RI Deputy Attorney General for Civil and State Administrative Affairs of the Republic of Indonesia
			Seminar *Online* Hari Anti Korupsi Sedunia (Hakordia) Tahun 2024 "Teguhkan Komitmen Anti-*Fraud* Sebagai Salah Satu Upaya Berantas Korupsi Menuju Indonesia Maju" dan *Launching* Pedoman Anti-*Fraud* PT Jasa Marga (Persero) Tbk 2024 International Anti-Corruption Day (Hakordia) Online Seminar: "Strengthening Anti-Fraud Commitment as an Effort to Eradicate Corruption Towards a Progressive Indonesia" and Launching of the Anti-Fraud Guidelines by PT Jasa Marga (Persero) Tbk	11 Desember 2024 December 11, 2024	Jamdatun RI Deputy Attorney General for Civil and State Administrative Affairs of the Republic of Indonesia
			Certified Information Systems Auditor (CISA®)	21 Oktober 2024 October 21, 2024	PT. Lifelong Learning (Multimatics)
			Bootcamp #2 BUMN AI Center of Excellence	09 Oktober 2024 October 9, 2024	BUMN School of Excellence (BSE)
			Kick-Off BUMN Learning Festival: Building Sustainable Learning Culture	27 September 2024 September 27, 2024	Jasa Marga Learning Institute
			FORDIGI 2024 Innovations and Strategies for the Digital Age, Exclusive Panel Discussions 6	26 September 2024 September 26, 2024	Forum Digital BUMN (Fordigi) State-Owned Enterprises Digital Forum (Fordigi)
			FORDIGI SUMMIT 2024 "Navigating the Digital Horizon: AI Strategies for SOE's Transformation"	25 September 2024 September 25, 2024	Forum Digital BUMN (Fordigi) State-Owned Enterprises Digital Forum (Fordigi)
			Directorship Essentials: Board Roles, Director's Duties and Liabilities Batch 2	12 September 2024 September 12, 2024	IPMI International Business School

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
Gandes Aisyaharum	Information Technology Group Head	Anggota Komite Committee Member	Seminar Anti-*Fraud* di Lingkungan JM Group Tahun 2024 "Penerapan Strategi Anti-*Fraud*" Anti-Fraud Seminar within JM Group 2024: "Implementation of Anti-Fraud Strategies"	04 September 2024 September 4, 2024	Adnan Pandu
			Webinar FHCI BUMN Building a Privacy-First Culture in Workplace: The Role of Human Capital in Data Protection	14 Agustus 2024 August 14, 2024	Forum Human Capital Indonesia & PT Jasa Marga (Persero) Tbk
			Leadership Series Workshop: Sistem Pengendalian Internal dan Tata Kelola Terintegrasi Perusahaan Leadership Series Workshop: Integrated Internal Control System and Corporate Governance	26 Juli 2024 July 26, 2024	Dwi Ary Purnomo (Asisten Deputi Manajemen Risiko & Kepatuhan KBUMN) Risk & Compliance Management Deputy Assistant in Ministry of SOEs & Bangkit Kuncoro (Partner KAP EY)
			CTO MasterClass "Modern AI – How Can Indonesia Compete with Leveraging AI?"	29 Mei 2024 May 29, 2024	BUMN School of Excellence (BSE)
			Pelatihan *Finance for Non-Finance* BOD-1 Finance for Non-Finance BOD-1 Training	16 Mei 2024 May 16, 2024	Prasetiya Mulya Executive Learning Institute
			Sharing Session UU Pelindungan Data Pribadi "*What Next to Do to Implement* UU Pelindungan Data Pribadi for BUMN" Sharing Session on the Personal Data Protection Law: "What Next to Do to Implement the Personal Data Protection Law for SOEs"	14 Mei 2024 May 14, 2024	Forum Digital BUMN (Fordigi)
			Whistleblowing System (WBS) Terintegrasi antara Komisi Pemberantasan Korupsi (KPK) dan PT Jasa Marga (Persero) Tbk Integrated Whistleblowing System (WBS) between the Corruption Eradication Commission (KPK) and PT Jasa Marga (Persero) Tbk	24 April 2024 April 24, 2024	PT Mitra Juang Mandiri (Sustain)
			High Level Training Implementasi Pelindungan Data Pribadi di Lingkungan Perusahaan High-Level Training on the Implementation of Personal Data Protection within the Company Environment	20 Februari 2024 February 20, 2024	PT Xynexsis Indonesia
			Jasa Marga Executive Summit	25 Januari 2024 January 25, 2024	KTalents Asia
Yuliana	Strategic Transformation Group Head	Anggota Komite Committee Member	*19 HR Expo "The New HR Ways"*	11 Desember 2024 December 11, 2024	PT Intipesan Pariwara
			Seminar Hari Anti Korupsi Sedunia (Hakordia) Tahun 2024 "Teguhkan Komitmen Anti-*Fraud* Sebagai Salah Satu Upaya Berantas Korupsi Menuju Indonesia Maju" dan *Launching* Pedoman Anti-*Fraud* PT Jasa Marga (Persero) Tbk The 2024 World Anti-Corruption Day (Hakordia) Seminar: "Strengthening the Commitment to Anti-Fraud as an Effort to Eradicate Corruption Towards a Progressive Indonesia" and the Launch of the Anti-Fraud Guidelines by PT Jasa Marga (Persero) Tbk.	11 Desember 2024 December 11, 2024	Jamdatun RI Deputy Attorney General for Civil and State Administrative Affairs of the Republic of Indonesia
			Embracing ESG's Role and Its Impact on Business	06 Desember 2024 December 6, 2024	Maria R. Nindita Radyati, Ph.D (President Director Institute for Sustainability & Agility)

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
Yuliana	Strategic Transformation Group Head	Anggota Komite Committee Member	*"Embracing Challenges: Managed Risk as the Key to Continuous Improvement"*	03 Desember 2024 December 3, 2024	Forum Digital BUMN (Fordigi) State-Owned Enterprises Digital Forum (Fordigi)
			Sharing Bedah Buku "Membangun Insan Pelindo: Strategi Manajemen SDM Pasca-Merger" (*Online*) Book Discussion Sharing: "Building Pelindo People: HR Management Strategies Post-Merger" (Online)	03 Desember 2024 December 3, 2024	Pelindo
			HC *Meet Up* - Implementasi Keputusan Mahkamah Konstitusi Nomor: 168/ PUU-XXI/2023 Terkait Undang-Undang Ketenagakerjaan HC Meet Up - Implementation of Constitutional Court Decision Number: 168/PUU-XXI/2023 Regarding the Labor Law	02 Desember 2024 December 2, 2024	PT Jasa Marga (Persero) Tbk
			BSE Masterclass "Unlocking Opportunity for Indonesia Economy Growth 2025"	13 November 2024 November 13, 2024	BUMN School of Excellence (BSE)
			Global Virtual Symposium "Transform to Accelerate Value"	12 November 2024 November 12, 2024	Disprz.Ai (Platform pembelajaran karyawan)
			BUMN Learning Festival 2024	15 Oktober 2024 October 15, 2024	Forum Human Capital Indonesia & BUMN School of Excellence
			Kick-Off BUMN Learning Festival: Building Sustainable Learning Culture	27 September 2024 September 27, 2024	Forum Human Capital Indonesia & BUMN School of Excellence
			BSE-Chief Technology Officer (CTO) Masterclass : Sustainability Through Digital Transformation-Digital Transformation Practices	20 September 2024 September 20, 2024	BUMN School of Excellence (BSE)
			Employee & Industrial Relations Conference 2024	19 September 2024 September 19, 2024	Forum Human Capital Indonesia & PT Pertamina (Persero)
			Pelatihan dan Sertifikasi *Certified Qualified Chief Risk Officer* (QCRO) Pelatihan dan Sertifikasi Certified Qualified Chief Risk Officer (QCRO)	11 September 2024 September 11, 2024	Center for Risk Management & Sustainability (CRMS)
			Seminar *Anti Fraud* di Lingkungan JM Group Tahun 2024 "Penerapan Strategi *Anti Fraud*" Seminar Anti Fraud di Lingkungan JM Group Tahun 2024 "Penerapan Strategi Anti Fraud"	04 September 2024 September 04, 2024	Adnan Pandu (Mantan Wakil Ketua KPK)
			Directorship Essentials : Board Roles, Director's Duties and Liabilities	28 Agustus 2024 August 28, 2024	IPMI International Business School
			Webinar FHCI Building a Privacy-First Culture in Workplace: The Role of Human Capital in Data Protection	14 Agustus 2024 August 14, 2024	Forum Human Capital Indonesia & PT Jasa Marga (Persero) Tbk
			BSE - CHRO Masterclass Vol.4 : Future Strategic Workforce Planning For Sustainability	05 Agustus 2024 August 05, 2024	BUMN School of Excellence (BSE)
			BUMN AI Bootcamp – Unleashing Productivity through AI	31 Juli 2024 July 31, 2024	Kementerian BUMN Ministry of SOEs

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
Yuliana	Strategic Transformation Group Head	Anggota Komite Committee Member	Seminar Nasional Offline "Alternatif Pembiayaan Infrastruktur Jalan Tol menggunakan Skema Pengelolaan Perolehan Peningkatan Nilai Kawasan *(Land Value Capture)* di Indonesia" National Seminar "Toll Road Infrastructure Alternative Financing through Enhancing of Land Value Capture (LVC) Acquisition Management in Indonesia"	31 Juli 2024 July 31, 2024	Himpunan Pengembangan Jalan Indonesia (HPJI) Bidang VI Association of Indonesian Road Development (HPJI) Area VI
			Executive Risk Summit 2024 Sustainable Risk Management: Integrating Innovation for Long-Term Resilience	26 Juli 2024 July 26, 2024	Dwi Ary Purnomo (Asisten Deputi Manajemen Risiko & Kepatuhan KBUMN) Risk & Compliance Management Deputy Assistant in Ministry of SOEs & Bangkit Kuncoro (Partner KAP EY)
			JM Talk Operational Services Series Eps.07 "Benchmark Australia Team: Intelligent Transportation System (ITS) for Future Mobility"	07 Juni 2024 June 07, 2024	PT Jasa Marga (Persero) Tbk
			Sharing Sesion Bidang Industrial Relations	03 Juni 2024 June 03, 2024	Forum Human Capital Indonesia
			JM TALK Business Support : Boost Productivity with Employee Well-being Program	16 Mei 2024 May 16, 2024	PT Jasa Marga (Persero) Tbk
			Whistleblowing System (WBS) Terintegrasi antara Komisi Pemberantasan Korupsi (KPK) dan PT Jasa Marga (Persero) Tbk Integrated Whistleblowing System (WBS) between the Corruption Eradication Commission (KPK) and PT Jasa Marga (Persero) Tbk	24 April 2024 April 24, 2024	PT Mitra Juang Mandiri (Sustain)
			JM Talk & THM Learning Beyond Limits: Navigating the Path of Lifelong Learning	08 Maret 2024 March 08, 2024	PT Jasa Marga (Persero) Tbk
			Sharing Knowledge & Focus Group Discussion Pengendalian Mutu Anak Perusahaan Jalan Tol Konstruksi Sharing Knowledge & Focus Group Discussion Pengendalian Mutu Anak Perusahaan Jalan Tol Konstruksi	06 Maret 2024 March 06, 2024	PT Jasa Marga (Persero) Tbk
			JM *Talk Business Support Series* 13 "Pelaporan LHKPN: Cerminan Transparansi Penyelenggara Negara dalam Mewujudkan Tata Kelola yang Baik" JM Talk Business Support Series 13 "Pelaporan LHKPN: Cerminan Transparansi Penyelenggara Negara dalam Mewujudkan Tata Kelola yang Baik"	13 Februari 2024 February 13, 2024	PT Jasa Marga (Persero) Tbk
			Jasa Marga Executive Summit: Building Your Digital DNA & High-Impact Leadership	25 Januari 2024 January 25, 2024	KTalents Asia

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/Pelatlhan 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	Assurance Management Department Head	Seminar Nasional *Internal Audit* 2024 "Cultural Transformation: Integrating ESG, Cybersecurity, and Innovative Risk Management" 2024 National Internal Audit Seminar: "Cultural Transformation: Integrating ESG, Cybersecurity, and Innovative Risk Management"	04 Desember 2024 December 4, 2024	Yayasan Pendidikan Internal Audit (YPIA) Internal Audit Education Foundation (YPIA)
		Seminar Nasional Bincang SPI 2024: "SPI Organ Pengelola Risiko: Tantangan & Realita dalam Mencapai Kinerja Optimal Perusahaan" 2024 National Seminar on Internal Audit Discussions: "Internal Audit as a Risk Management Entity: Challenges & Realities in Achieving Optimal Corporate Performance"	28 November 2024 November 28, 2024	Forum Komunikasi SPI Internal Audit Unit Communication Forum
		Pelatihan dan Sertifikasi *Certified Risk Professional* (CRP) Training and Certification for Certified Risk Professional (CRP)	09 September 2024 September 9, 2024	PT Akademi Smart Indonesia
		Seminar Anti-*Fraud* di Lingkungan JM Group Tahun 2024 "Penerapan Strategi Anti-*Fraud*" Anti-Fraud Seminar within JM Group 2024: "Implementation of Anti-Fraud Strategies"	04 September 2024 September 4, 2024	Adnan Pandu (Mantan Wakil Ketua KPK) (Former Deputy Chairman of the Corruption Eradication Committee)
		EXECUTIVE RISK SUMMIT 2024 SUSTAINABLE RISK MANAGEMENT: Integrating Innovation for Long-Term Resilience	26 Juli 2024 July 26, 2024	Dwi Ary Purnomo (Asisten Deputi Manajemen Risiko & Kepatuhan KBUMN) Risk & Compliance Management Deputy Assistant in Ministry of SOEs & Bangkit Kuncoro (Partner KAP EY)
		Bimtek dan *Workshop* Keterbukaan Informasi Publik (KIP) Jasa Marga Technical Guidance and Workshop on Public Information Disclosure (KIP) for Jasa Marga	04 Juli 2024 July 4, 2024	Jasa Marga Learning Institute
		Forum Commander AKHLAK 2024 #3 "Transformasi Budaya Perusahaan Melalui ESG *Awareness*" (*Online*) Commander AKHLAK Forum 2024 #3: "Transforming Corporate Culture Through ESG Awareness" (Online)	02 Juli 2024 July 2, 2024	PT Surveyor Indonesia
		Whistleblowing System (WBS) Terintegrasi antara Komisi Pemberantasan Korupsi (KPK) dan PT Jasa Marga (Persero) Tbk Integrated Whistleblowing System (WBS) between the Corruption Eradication Commission (KPK) and PT Jasa Marga (Persero) Tbk	24 April 2024 April 24, 2024	PT Mitra Juang Mandiri (Sustain)
		Seminar Keselamatan Konstruksi Dalam Seremoni Bulan K3 Nasional Tahun 2024 Construction Safety Seminar at the 2024 K3 Month National Ceremony	30 Januari 2024 January 30, 2024	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/Pelatlhan Subject of Competency Development/Training	Waktu Pelaksanaan Implementation Date	Penyelenggara Organizer
Sigit Sutarno	Program Planning Controlling & Administration Department Head	*Sharing Knowledge & Focus Group Discussion* Pengendalian Mutu Anak Perusahaan Jalan Tol Konstruksi Knowledge Sharing & Focus Group Discussion on Quality Control of Toll Road Construction Subsidiaries	06 Maret 2024 March 6, 2024	PT Jasa Marga (Persero) Tbk
		Seminar Keselamatan Konstruksi Dalam Seremoni Bulan K3 Nasional Tahun 2024 Construction Safety Seminar at the 2024 National Occupational Safety and Health Month Ceremony	30 Januari 2024 January 30, 2024	Viktor N. Mahandre (Direktur Utama PT Jasamarga Akses Patimban), Kimron Manik (Direktur Keberlanjutan Konstruksi Direktorat Jenderal (Ditjen) Bina Konstruksi Kementerian PUPR), & Lazuardi Nurdin (Ketua Umum Perkumpulan Ahli Keselamatan Konstruksi Indonesia (PAKKI))
Krisma Perwita Sari	Advisory Management Department Head	Kelas Khusus Pemegang Sertifikasi CPIA Special Class for CPIA Certification Holders	16 Desember 2024 December 16, 2024	Yayasan Pendidikan Internal Audit (YPIA) Internal Audit Education Foundation (YPIA)
		Embracing ESG's Role and Its Impact on Business	06 Desember 2024 December 6, 2024	Maria R. Nindita Radyati, Ph.D (President Director Institute for Sustainability & Agility)
		Leaders Development Mission "Strategic People Leaders with Core Values AKHLAK"	01 November 2024 November 1, 2024	Forum Human Capital Indonesia
		Townhall Meeting TW 4 Tahun 2024 "*When Life Feels Like a Rollercoaster*" Townhall Meeting Q4 2024: "When Life Feels Like a Rollercoaster"	29 Oktober 2024 October 29, 2024	Tara de Thouars (Psikolog Klinis) & Henry Manampiring (Penulis Buku)
		Perpanjangan *Certified Practitioner Internal Audit* (CPIA) Extension of Certified Practitioner Internal Audit (CPIA)	21 Oktober 2024 October 21, 2024	Yayasan Pendidikan Internal Audit (YPIA)
		BUMN Learning Festival: "Cultivating Learning Strategies Toward Innovation and Sustainable Growth"	08 Oktober 2024 October 8, 2024	PT Perkebunan Nusantara III (Persero)
		Kick-Off BUMN Learning Festival: Building Sustainable Learning Culture	27 September 2024 September 27, 2024	Jasa Marga Learning Institute
		Seminar Anti-*Fraud* di Lingkungan JM Group Tahun 2024 "Penerapan Strategi Anti-*Fraud*" Anti-Fraud Seminar within JM Group 2024: "Implementation of Anti-Fraud Strategies"	04 September 2024 September 4, 2024	Adnan Pandu (Mantan Wakil Ketua KPK) (Former Deputy Chairman of the Corruption Eradication Committee)
		Executive Risk Summit 2024 Sustainable Risk Management: Integrating Innovation For Long-Term Resilience	26 Juli 2024 July 26, 2024	Dwi Ary Purnomo (Asisten Deputi Manajemen Risiko & Kepatuhan KBUMN) Risk & Compliance Management Deputy Assistant in Ministry of SOEs & Bangkit Kuncoro (Partner KAP EY)
		Workshop Penyusunan Profil Risiko Perusahaan Tahun 2025 Workshop on the Preparation of the Company Risk Profile for 2025	20 Juni 2024 June 20, 2024	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
Krisma Perwita Sari	Advisory Management Department Head	*JM Talk Operational Services Series Eps.07 "Benchmark Australia Team: Intelligent Transportation System (ITS) for Future Mobility"*	07 Juni 2024 June 7, 2024	PT Jasa Marga (Persero) Tbk
		Expo Pengawasan Intern 2024 Internal Audit Expo 2024	28 Mei 2024 May 28, 2024	Badan Pengawasan Keuangan dan Pembangunan (BPKP)
		JM TALK Business Support: Boost Productivity with Employee Well-being Program	16 Mei 2024 May 16, 2024	Jasa Marga Learning Institute
		Whistleblowing System (WBS) Terintegrasi antara Komisi Pemberantasan Korupsi (KPK) dan PT Jasa Marga (Persero) Tbk Integrated Whistleblowing System (WBS) between the Corruption Eradication Commission (KPK) and PT Jasa Marga (Persero) Tbk	24 April 2024 April 24, 2024	PT Mitra Juang Mandiri (Sustain)
		Certified Lead Auditor Anti-Bribery Management System ISO 37001:2016	18 Maret 2024 March 18, 2024	PT Mitra Juang Mandiri (Sustain)
		JM Talk & THM Learning Beyond Limits: Navigating the Path of Lifelong Learning	08 Maret 2024 March 8, 2024	PT Jasa Marga (Persero) Tbk
		Sharing Knowledge & Focus Group Discussion Pengendalian Mutu Anak Perusahaan Jalan Tol Konstruksi Knowledge Sharing & Focus Group Discussion on Quality Control of Toll Road Construction Subsidiaries	06 Maret 2024 March 6, 2024	PT Jasa Marga (Persero) Tbk
		High Level Training Implementasi Pelindungan Data Pribadi di Lingkungan Perusahaan High-Level Training on the Implementation of Personal Data Protection within the Company Environment	20 Februari 2024 February 20, 2024	PT Xynexsis Indonesia
		JM Talk Business Support Series 13 "Pelaporan LHKPN: Cerminan Transparansi Penyelenggara Negara dalam Mewujudkan Tata Kelola yang Baik" JM Talk Business Support Series 13: "LHKPN Reporting: A Reflection of Transparency in Public Officials to Achieve Good Governance"	13 Februari 2024 February 13, 2024	PT Jasa Marga (Persero) Tbk
Dyah Sadtya Noegraheni	Senior Auditor	Seminar *Online* Hari Anti Korupsi Sedunia (Hakordia) Tahun 2024 "Teguhkan Komitmen Anti-*Fraud* Sebagai Salah Satu Upaya Berantas Korupsi Menuju Indonesia Maju" dan *Launching* Pedoman Anti-*Fraud* PT Jasa Marga (Persero) Tbk 2024 International Anti-Corruption Day (Hakordia) Online Seminar: "Strengthening Anti-Fraud Commitment as an Effort to Eradicate Corruption Towards a Progressive Indonesia" and Launching of the Anti-Fraud Guidelines by PT Jasa Marga (Persero) Tbk	11 Desember 2024 December 11, 2024	Jamdatun RI Deputy Attorney General for Civil and State Administrative Affairs of the Republic of Indonesia
		Leaders Development Mission "Strategic People Leaders with Core Values AKHLAK"	01 November 2024 November 1, 2024	Forum Human Capital Indonesia & BUMN School of Excellence
		Townhall Meeting TW 4 Tahun 2024 "*When Life Feels Like a Rollercoaster*" Townhall Meeting Q4 2024: "When Life Feels Like a Rollercoaster"	29 Oktober 2024 October 29, 2024	Tara de Thouars (Psikolog Klinis) & Henry Manampiring (Penulis Buku)
		BUMN Learning Festival 2024_Final Event Learning Roadshow Jakarta Online	15 Oktober 2024 October 15, 2024	Forum Human Capital Indonesia & BUMN School of Excellence
		BUMN Learning Festival: "Cultivating Learning Strategies Toward Innovation and Sustainable Growth"	08 Oktober 2024 October 8, 2024	PT Perkebunan Nusantara III (Persero)
		Pelatihan PSAK 238: Aset Takberwujud ("PSAK 238"), ISAK 112: Perjanjian Konsesi Jasa ("ISAK 112"), PSAK 236: Penurunan Nilai Aset ("PSAK 236"), dan ISAK 232: Aset Takberwujud - Biaya Situs Web ("ISAK 232") Training on PSAK 238: Intangible Assets ("PSAK 238"), ISAK 112: Service Concession Agreements ("ISAK 112"), PSAK 236: Impairment of Assets ("PSAK 236"), and ISAK 232: Intangible Assets - Website Costs ("ISAK 232")	23 September 2024 September 23, 2024	Deloitte

Tabel Pengembangan Kompetensi Unit Internal Audit
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Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/Pelatlhan Subject of Competency Development/Training	Waktu Pelaksanaan Implementation Date	Penyelenggara Organizer
Dyah Sadtya Noegraheni	Senior Auditor	Pelatihan dan Sertifikasi *Certified Procurement Officer* (CPOF) (17-30 September 2024) Training and Certification for Certified Procurement Officer (CPOF) (September 17-30, 2024)	17 September 2024 September 17, 2024	PPM Management
		Pelatihan dan Sertifikasi *Certified Risk Professional* (CRP) Training and Certification for Certified Risk Professional (CRP)	09 September 2024 September 9, 2024	PPM Management
		Online Seminar Anti-*Fraud* di Lingkungan JM Group Tahun 2024 "Penerapan Strategi Anti-*Fraud*" Online Anti-Fraud Seminar within JM Group 2024: "Implementation of Anti-Fraud Strategies"	04 September 2024 September 4, 2024	Adnan Pandu Praja dan Risiko Manajemen Gagasan (RMG) Adnan Pandu Praja and Risk Management Ideas (RMG)
		Webinar FHCI Building A Privacy-First Culture In Workplace: The Role of Human Capital In Data Protection	14 Agustus 2024 August 14, 2024	Forum Human Capital Indonesia (FHCI) BUMN
		Executive Risk Summit 2024 Sustainable Risk Management: Integrating Innovation For Long-Term Resilience	26 Juli 2024 July 26, 2024	Dwi Ary Purnomo (Asisten Deputi Manajemen Risiko & Kepatuhan KBUMN) Risk & Compliance Management Deputy Assistant in Ministry of SOEs & Bangkit Kuncoro (Partner KAP EY)
		JM TALK Business Support Eps. 17: "Utilisasi Program JMO dan Sertakan Manfaat Tambahan Perumahan" JM TALK Business Support Ep. 17: "Utilization of the JMO Program and Including Additional Benefits for Housing"	12 Juli 2024 July 12, 2024	PT Jasa Marga (Persero) Tbk
		Town Hall Meeting AKHLAK Festival 2024 "Cultivating Harmony for Performance Enhancement"	03 Juli 2024 July 3, 2024	PT Adi Maha Swara
		Forum Commander AKHLAK 2024 #3 "Transformasi Budaya Perusahaan Melalui ESG *Awareness*" (Online) Commander AKHLAK Forum 2024 #3: "Transforming Corporate Culture Through ESG Awareness" (Online)	02 Juli 2024 July 2, 2024	PT Surveyor Indonesia
		JM TALK Business Support: Boost Productivity with Employee Well-being Program	16 Mei 2024 May 16, 2024	Jasa Marga Learning Institute
		Sharing Session UU Pelindungan Data Pribadi "*What Next to Do to Implement* UU Pelindungan Data Pribadi for BUMN" Sharing Session on the Personal Data Protection Law: "What Next to Do to Implement the Personal Data Protection Law for SOEs"	14 Mei 2024 May 14, 2024	Forum Digital BUMN (Fordigi)
		Quality Assurance Improvement Programs (QAIP)	29 April 2024 April 29, 2024	Yayasan Pendidikan Internal Audit Internal Audit Education Foundation
		Whistleblowing System (WBS) Terintegrasi antara Komisi Pemberantasan Korupsi (KPK) dan PT Jasa Marga (Persero) Tbk Integrated Whistleblowing System (WBS) between the Corruption Eradication Commission (KPK) and PT Jasa Marga (Persero) Tbk	24 April 2024 April 24, 2024	PT Mitra Juang Mandiri (Sustain)
		JM Talk & THM Learning Beyond Limits: Navigating the Path of Lifelong Learning	08 Maret 2024 March 8, 2024	PT Jasa Marga (Persero) Tbk
		JM Talk Project Development Series 06 "Kondisi *Aqua Planning* di Jalan Tol" JM Talk Project Development Series 06: "Aqua Planning Conditions on Toll Roads"	23 Februari 2024 February 23, 2024	Jasa Marga Learning Institute
		JM Talk Business Support Series 13 "Pelaporan LHKPN: Cerminan Transparansi Penyelenggara Negara dalam Mewujudkan Tata Kelola yang Baik" JM Talk Business Support Series 13: "LHKPN Reporting: A Reflection of Transparency in Public Officials to Achieve Good Governance"	13 Februari 2024 February 13, 2024	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
Ichwan Rofi'i	Auditor	Seminar *Online* Hari Anti Korupsi Sedunia (Hakordia) Tahun 2024 "Teguhkan Komitmen Anti-*Fraud* Sebagai Salah Satu Upaya Berantas Korupsi Menuju Indonesia Maju" dan *Launching* Pedoman Anti-*Fraud* PT Jasa Marga (Persero) Tbk 2024 International Anti-Corruption Day (Hakordia) Online Seminar: "Strengthening Anti-Fraud Commitment as an Effort to Eradicate Corruption Towards a Progressive Indonesia" and Launching of the Anti-Fraud Guidelines by PT Jasa Marga (Persero) Tbk	11 Desember 2024 December 11, 2024	Jamdatun RI Deputy Attorney General for Civil and State Administrative Affairs of the Republic of Indonesia
		Seminar Nasional Internal Audit 2024 "Cultural Transformation: Integrating ESG, Cybersecurity, and Innovative Risk Management" 2024 National Internal Audit Seminar: "Cultural Transformation: Integrating ESG, Cybersecurity, and Innovative Risk Management"	04 Desember 2024 December 4, 2024	Yayasan Pendidikan Internal Audit (YPIA) Internal Audit Education Foundation (YPIA)
		Townhall Meeting TW 4 Tahun 2024 "*When Life Feels Like a Rollercoaster*" Townhall Meeting Q4 2024: "When Life Feels Like a Rollercoaster"	29 Oktober 2024 October 29, 2024	Tara de Thouars (Psikolog Klinis) & Henry Manampiring (Penulis Buku)
		Perpanjangan Sertifikasi *Qualified Internal Auditor* (QIA) Extension of Qualified Internal Auditor (QIA) Certification	18 Oktober 2024 October 18, 2024	Yayasan Pendidikan Internal Audit (YPIA)
		BUMN Learning Festival 2024_Final Event Learning Roadshow Jakarta_Online	15 Oktober 2024 October 15, 2024	Forum Human Capital Indonesia & BUMN School of Excellence
		Online Seminar Anti-*Fraud* di Lingkungan JM Group Tahun 2024 "Penerapan Strategi Anti-*Fraud*" Online Anti-Fraud Seminar within JM Group 2024: "Implementation of Anti-Fraud Strategies"	04 September 2024 September 4, 2024	Adnan Pandu Praja dan Risiko Manajemen Gagasan (RMG) Adnan Pandu Praja and Risk Management Ideas (RMG)
		Webinar FHCI Building a Privacy-First Culture in Workplace: The Role of Human Capital in Data Protection	14 Agustus 2024 August 14, 2024	Forum Human Capital Indonesia & PT Jasa Marga (Persero) Tbk
		Executive Risk Summit 2024 Sustainable Risk Management: Integrating Innovation For Long-Term Resilience	26 Juli 2024 July 26, 2024	Dwi Ary Purnomo (Asisten Deputi Manajemen Risiko & Kepatuhan KBUMN) Risk & Compliance Management Deputy Assistant in Ministry of SOEs & Bangkit Kuncoro (Partner KAP EY)
		Town Hall Meeting Akhlak Festival 2024 "Cultivating Harmony For Performance Enhancement"	03 Juli 2024 July 3, 2024	PT Adi Maha Swara
		Forum Commander AKHLAK 2024 #3 "Transformasi Budaya Perusahaan Melalui ESG *Awareness*" (Online) Commander AKHLAK Forum 2024 #3: "Transforming Corporate Culture Through ESG Awareness" (Online)	02 Juli 2024 July 2, 2024	PT Surveyor Indonesia
		JM TALK Business Support: Boost Productivity with Employee Well-being Program	16 Mei 2024 May 16, 2024	Jasa Marga Learning Institute
		Pelatihan dan Sertifikasi *Certified Risk Professional* (CRP) Training and Certification for Certified Risk Professional (CRP)	23 April 2024 April 23, 2024	Smart Imdonesia Academy
		JM Talk operational Services Series Tim Benchmark USA Tahun 2023 – Exploring the USA Sustainable and Comfort Highways	21 Maret 2024 March 21, 2024	PT Jasa Marga (Persero) Tbk
		Seminar Keselamatan Konstruksi Dalam Seremoni Bulan K3 Nasional Tahun 2024 Construction Safety Seminar at the 2024 National Occupational Safety and Health Month Ceremony	30 Januari 2024 January 30, 2024	dr. Jaka Panca Satriawan, SpPD, FINASIM & dr Rani Herdiani

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Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/Pelatlhan Subject of Competency Development/Training	Waktu Pelaksanaan Implementation Date	Penyelenggara Organizer
Anang Mohamad Ma'ruf	Auditor	Seminar *Online* Hari Anti Korupsi Sedunia (Hakordia) Tahun 2024 "Teguhkan Komitmen Anti-*Fraud* Sebagai Salah Satu Upaya Berantas Korupsi Menuju Indonesia Maju" dan *Launching* Pedoman Anti-*Fraud* PT Jasa Marga (Persero) Tbk 2024 International Anti-Corruption Day (Hakordia) Online Seminar: "Strengthening Anti-Fraud Commitment as an Effort to Eradicate Corruption Towards a Progressive Indonesia" and Launching of the Anti-Fraud Guidelines by PT Jasa Marga (Persero) Tbk	11 Desember 2024 December 11, 2024	Jamdatun RI Deputy Attorney General for Civil and State Administrative Affairs of the Republic of Indonesia
		Embracing ESG's Role and Its Impact on Business	06 Desember 2024 December 6, 2024	Maria R. Nindita Radyati, Ph.D (President Director Institute for Sustainability & Agility)
		Leaders Development Mission "Strategic People Leaders with Core Values AKHLAK"	01 November 2024 November 1, 2024	Forum Human Capital Indonesia
		Townhall Meeting TW 4 Tahun 2024 "When Life Feels Like a Rollercoaster" Townhall Meeting Q4 2024: "When Life Feels Like a Rollercoaster"	29 Oktober 2024 October 29, 2024	Tara de Thouars (Psikolog Klinis) & Henry Manampiring (Penulis Buku)
		Perpanjangan Sertifikasi *Qualified Internal Auditor* (QIA) Extension of Qualified Internal Auditor (QIA) Certification	18 Oktober 2024 October 18, 2024	Yayasan Pendidikan Internal Audit Internal Audit Education Foundation
		Pelatihan dan Sertifikasi *Certified Procurement Officer* (CPOF) (17 - 30 September 2024) Training and Certification for Certified Procurement Officer (CPOF) (September 17 - 30, 2024)	17 September 2024 September 17, 2024	PPM Management
		Pelatihan dan Sertifikasi *Certified Risk Professional* (CRP) Training and Certification for Certified Risk Professional (CRP)	09 September 2024 September 9, 2024	PT Akademi Smart Indonesia
		Online Seminar Anti-*Fraud* di Lingkungan JM Group Tahun 2024 "Penerapan Strategi Anti-*Fraud*" Online Anti-Fraud Seminar within JM Group 2024: "Implementation of Anti-Fraud Strategies"	04 September 2024 September 4, 2024	Adnan Pandu Praja dan Risiko Manajemen Gagasan (RMG) Adnan Pandu Praja and Risk Management Ideas (RMG)
		ACIIA Regional Conference	28 Agustus 2024 August 28, 2024	The Asian Confederation of Institutes of Internal Auditors (ACIIA)
		Executive Risk Summit 2024 Sustainable Risk Management: Integrating Innovation For Long-Term Resilience	26 Juli 2024 July 26, 2024	Dwi Ary Purnomo (Asisten Deputi Manajemen Risiko & Kepatuhan KBUMN) & Bangkit Kuncoro Risk & Compliance Management Deputy Assistant in Ministry of SOEs (Partner KAP EY)
		JM TALK Business Support: Boost Productivity with Employee Well-being Program	16 Mei 2024 May 16, 2024	Jasa Marga Learning Institute
		Whistleblowing System (WBS) Terintegrasi antara Komisi Pemberantasan Korupsi (KPK) dan PT Jasa Marga (Persero) Tbk Integrated Whistleblowing System (WBS) between the Corruption Eradication Commission (KPK) and PT Jasa Marga (Persero) Tbk	24 April 2024 April 24, 2024	PT Mitra Juang Mandiri (Sustain)
		JM Talk operational Services Series Tim Benchmark USA Tahun 2023 – Exploring the USA Sustainable and Comfort Highways	21 Maret 2024 March 21, 2024	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
Anang Mohamad Ma'ruf	Auditor	*JM Talk & THM Learning Beyond Limits: Navigating the Path of Lifelong Learning*	08 Maret 2024 March 8, 2024	PT Jasa Marga (Persero) Tbk
		Pelatihan Penilai *Risk Maturity Index* (RMI) *Batch* II Risk Maturity Index (RMI) Assessor Training Batch II	08 Maret 2024 March 8, 2024	PT Jasa Marga (Persero) Tbk
		JM Talk Business Support Series 13 "Pelaporan LHKPN: Cerminan Transparansi Penyelenggara Negara dalam Mewujudkan Tata Kelola yang Baik" JM Talk Business Support Series 13: "LHKPN Reporting: A Reflection of Transparency in Public Officials to Achieve Good Governance"	13 Februari 2024 February 13, 2024	PT Jasa Marga (Persero) Tbk
		Kick Off Meeting Penilaian Risiko Penyuapan Tahun 2024 Kick-Off Meeting for Bribery Risk Assessment 2024	11 Januari 2024 January 11, 2024	PT Jasa Marga (Persero) Tbk
Sarkim	Assistant Auditor	Seminar *Online* Hari Anti Korupsi Sedunia (Hakordia) Tahun 2024 "Teguhkan Komitmen Anti-*Fraud* Sebagai Salah Satu Upaya Berantas Korupsi Menuju Indonesia Maju" dan *Launching* Pedoman Anti-*Fraud* PT Jasa Marga (Persero) Tbk 2024 International Anti-Corruption Day (Hakordia) Online Seminar: "Strengthening Anti-Fraud Commitment as an Effort to Eradicate Corruption Towards a Progressive Indonesia" and Launching of the Anti-Fraud Guidelines by PT Jasa Marga (Persero) Tbk	11 Desember 2024 December 11, 2024	Jamdatun RI Deputy Attorney General for Civil and State Administrative Affairs of the Republic of Indonesia
		Jasa Marga *Sustainability Forum* (JSF) Tahun 2024 Jasa Marga Sustainability Forum (JSF) 2024	09 Desember 2024 December 9, 2024	Rio Zakarias W. (Founder dan Director Socialimpact.ID)
		Seminar Nasional *Internal Audit* 2024 "Cultural Transformation: Integrating ESG, Cybersecurity, and Innovative Risk Management" 2024 National Internal Audit Seminar: "Cultural Transformation: Integrating ESG, Cybersecurity, and Innovative Risk Management"	04 Desember 2024 December 4, 2024	Yayasan Pendidikan Internal Audit (YPIA) Internal Audit Education Foundation (YPIA)
		Forum Commander Jasa Marga Group *Batch* 4	28 November 2024 November 28, 2024	Kubik Leadership
		JM TALK - Operational Services Series: "JMTM berbagi Inovasi Implementasi iRAP di Ruas Sedyatmo dan Dalam Kota pada Acara *Conference on Highway Engineering* 2024 di Thailand" JM TALK - Operational Services Series: "JMTM Sharing Innovations on the Implementation of iRAP on the Sedyatmo and Inner-City Sections at the 2024 Conference on Highway Engineering in Thailand"	07 November 2024 November 7, 2024	PT Jasa Marga (Persero) Tbk
		Leaders Development Mission "Strategic People Leaders with Core Values AKHLAK"	01 November 2024 November 1, 2024	Forum Human Capital Indonesia
		Townhall Meeting TW 4 Tahun 2024 "When Life Feels Like a Rollercoaster" Townhall Meeting Q4 2024: "When Life Feels Like a Rollercoaster"	29 Oktober 2024 October 29, 2024	Tara de Thouars (Psikolog Klinis) & Henry Manampiring (Penulis Buku)
		Perpanjangan *Certified Practitioner Internal Audit* (CPIA) Extension of Certified Practitioner Internal Audit (CPIA)	21 Oktober 2024 October 21, 2024	Yayasan Pendidikan Internal Audit (YPIA)
		Pelatihan ISO 37001 Sistem Manajemen Anti-Penyuapan (SMAP) Training on ISO 37001 Anti-Bribery Management System (ABMS)	16 Oktober 2024 October 16, 2024	PT.TUV SUD Indonesia
		BUMN Learning Festival 2024_Final Event Learning Roadshow Jakarta_Online	15 Oktober 2024 October 15, 2024	Forum Human Capital Indonesia & BUMN School of Excellence
		Perpanjangan Lisensi dan SKP Ahli K3 Umum Extension of License and SKP for General Occupational Health and Safety Expert	20 September 2024 September 20, 2024	PT KEM Indonesia
		Pelatihan dan Sertifikasi *Certified Procurement Officer* (CPOF) (17-30 September 2024) Training and Certification for Certified Procurement Officer (CPOF) (September 17-30, 2024)	17 September 2024 September 17, 2024	PPM Management

Tabel Pengembangan Kompetensi Unit Internal Audit
Table of the Internal Audit Unit Competency Development

Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/Pelatlhan Subject of Competency Development/Training	Waktu Pelaksanaan Implementation Date	Penyelenggara Organizer
Sarkim	Assistant Auditor	Pelatihan dan Sertifikasi *Certified Risk Associate* Training and Certification for Certified Risk Associate	03 September 2024 September 3, 2024	Smart Indonesia Academy
		Forum Commander AKHLAK 2024 #3 "Transformasi Budaya Perusahaan Melalui ESG *Awareness*" (*Online*) Commander AKHLAK Forum 2024 #3: "Transforming Corporate Culture Through ESG Awareness" (Online)	02 Juli 2024 July 2, 2024	PT Surveyor Indonesia
		JM Talk Operational Services Series Eps.07 "Benchmark Australia Team: Intelligent Transportation System (ITS) for Future Mobility"	07 Juni 2024 June 7, 2024	PT Jasa Marga (Persero) Tbk
		Expo Pengawasan Intern 2024 Internal Audit Expo 2024	28 Mei 2024 May 28, 2024	Badan Pengawasan Keuangan dan Pembangunan (BPKP)
		JM TALK Business Support: Boost Productivity with Employee Well-being Program	16 Mei 2024 May 16, 2024	Jasa Marga Learning Institute
		Sharing Session UU Pelindungan Data Pribadi "What Next to Do to Implement UU Pelindungan Data Pribadi for BUMN" Sharing Session on the Personal Data Protection Law: "What Next to Do to Implement the Personal Data Protection Law for SOEs"	14 Mei 2024 May 14, 2024	Forum Digital BUMN (Fordigi)
		Whistleblowing System (WBS) Terintegrasi antara Komisi Pemberantasan Korupsi (KPK) dan PT Jasa Marga (Persero) Tbk Integrated Whistleblowing System (WBS) between the Corruption Eradication Commission (KPK) and PT Jasa Marga (Persero) Tbk	24 April 2024 April 24, 2024	PT Mitra Juang Mandiri (Sustain)
		JM Talk operational Services Series Tim Benchmark USA Tahun 2023 – Exploring the USA Sustainable and Comfort Highways	21 Maret 2024 March 21, 2024	PT Jasa Marga (Persero) Tbk
		JM Talk Project Development Series 07 "Penerapan Geoteknik pada Jalan Tol" JM Talk Project Development Series 07: "Application of Geotechnics in Toll Roads"	15 Maret 2024 March 15, 2024	Akhsan Kawanda
Mochammad Mulyanto	Assurance Management Specialist	Kelas Khusus Pemegang Sertifikasi CPIA Special Class for CPIA Certification Holders	16 Desember 2024 December 16, 2024	Yayasan Pendidikan Internal Audit (YPIA) Internal Audit Education Foundation (YPIA)
		Perpanjangan *Certified Practitioner Internal Audit* (CPIA) Extension of Certified Practitioner Internal Audit (CPIA)	21 Oktober 2024 October 21, 2024	Yayasan Pendidikan Internal Audit (YPIA) Internal Audit Education Foundation (YPIA)
		Kick Off Penyusunan Rencana Umum Pengadaan (RUP) Tahun 2025 PT Jasa Marga (Persero) Tbk Kick Off on the Preparation of the 2025 Procurement Plan (RUP) PT Jasa Marga (Persero) Tbk	03 Oktober 2024 October 3, 2024	PT Jasa Marga (Persero) Tbk
		Refreshment Penyusunan Rencana Umum Pengadaan (RUP) Tahun 2025 Refreshment on the Preparation of the 2025 Annual Procurement Plan (RUP)	18 September 2024 September 18, 2024	PT Jasa Marga (Persero) Tbk
		Pelatihan dan Sertifikasi *Certified Risk Associate* Training and Certification for Certified Risk Associate	03 September 2024 September 3, 2024	Smart Indonesia Academy
		ACIIA Regional Conference	28 Agustus 2024 August 28, 2024	The Asian Confederation of Institutes of Internal Auditors (ACIIA)
		Workshop Penyusunan Profil Risiko Perusahaan Tahun 2025 Workshop on the Preparation of the Company Risk Profile for 2025	20 Juni 2024 June 20, 2024	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
Mochammad Mulyanto	Internal Administration Section Head	*JM Talk & THM Learning Beyond Limits: Navigating the Path of Lifelong Learning*	08 Maret 2024 March 8, 2024	PT Jasa Marga (Persero) Tbk
Ari Sunarya	Junior Auditor	*Training Microsoft Excel Level Intermediate*	14 November 2024 November 14, 2024	Kuncie
		Townhall Meeting TW 4 Tahun 2024 "When Life Feels Like a Rollercoaster" Townhall Meeting Q4 2024: "When Life Feels Like a Rollercoaster"	29 Oktober 2024 October 29, 2024	Tara de Thouars (Psikolog Klinis) & Henry Manampiring (Penulis Buku)
		Kick-Off BUMN Learning Festival: Building Sustainable Learning Culture	27 September 2024 September 27, 2024	Jasa Marga Learning Institute
		Pelatihan dan Sertifikasi *Certified Procurement Officer* (CPOF) (17-30 September 2024) Training and Certification for Certified Procurement Officer (CPOF) (September 17-30, 2024)	17 September 2024 September 17, 2024	PPM Management
		Sosialisasi SK Kebijakan Anti Penyuapan dan Sosialisasi Pelaporan Gratifikasi Melalui Aplikasi JM-Click Socialization of the Anti-Bribery Policy Decree and Socialization of Gratification Reporting Through the JM-Click Application	13 September 2024 September 13, 2024	PT Jasa Marga (Persero) Tbk
		Pelatihan dan Sertifikasi *Certified Risk Associate* Training and Certification for Certified Risk Associate	03 September 2024 September 3, 2024	Smart Indonesia Academy
		Webinar FHCI Building a Privacy-First Culture in Workplace: The Role of Human Capital in Data Protection	14 Agustus 2024 August 14, 2024	Forum Human Capital Indonesia & PT Jasa Marga (Persero) Tbk
		Pelatihan Tanggap Darurat di Lingkungan Kantor Pusat 2024 Emergency Response Training at the Head Office 2024	23 Juli 2024 July 23, 2024	PT Jasa Marga (Persero) Tbk
		Forum Commander AKHLAK 2024 #3 "Transformasi Budaya Perusahaan Melalui ESG *Awareness*" (*Online*) Commander AKHLAK Forum 2024 #3: "Transforming Corporate Culture Through ESG Awareness" (Online)	02 Juli 2024 July 2, 2024	PT Surveyor Indonesia
		JM TALK Business Support: Boost Productivity with Employee Well-being Program	16 Mei 2024 May 16, 2024	Jasa Marga Learning Institute
Ari Sunarya	Junior Auditor	*Whistleblowing System* (WBS) Terintegrasi antara Komisi Pemberantasan Korupsi (KPK) dan PT Jasa Marga (Persero) Tbk Integrated Whistleblowing System (WBS) between the Corruption Eradication Commission (KPK) and PT Jasa Marga (Persero) Tbk	24 April 2024 April 24, 2024	PT Mitra Juang Mandiri (Sustain)
		JM Talk operational Services Series Tim Benchmark USA Tahun 2023 – Exploring the USA Sustainable and Comfort Highways	21 Maret 2024 March 21, 2024	PT Jasa Marga (Persero) Tbk
		Pelatihan Penilai *Risk Maturity Index* (RMI) *Batch* II Risk Maturity Index (RMI) Assessor Training Batch II	08 Maret 2024 March 8, 2024	PT Jasa Marga (Persero) Tbk
		Kick Off Meeting Penilaian Risiko Penyuapan Tahun 2024 Kick-Off Meeting for Bribery Risk Assessment 2024	11 Januari 2024 January 11, 2024	PT Jasa Marga (Persero) Tbk
Adnan	Senior Vice President Internal Audit PT JTT	Seminar Hari Anti Korupsi Sedunia (Hakordia) Tahun 2024 "Teguhkan Komitmen Anti-*Fraud* Sebagai Salah Satu Upaya Berantas Korupsi Menuju Indonesia Maju" dan *Launching* Pedoman Anti-*Fraud* PT Jasa Marga (Persero) Tbk The 2024 World Anti-Corruption Day (Hakordia) Seminar: "Strengthening the Commitment to Anti-Fraud as an Effort to Eradicate Corruption Towards a Progressive Indonesia" and the Launch of the Anti-Fraud Guidelines by PT Jasa Marga (Persero) Tbk.	11 Desember 2024 December 11, 2024	Jamdatun RI Deputy Attorney General for Civil and State Administrative Affairs of the Republic of Indonesia
		Workshop Penyusunan Profil Risiko PT Jasamarga Transjawa Tol Tahun 2025_Wilayah 1 Workshop on the Preparation of the Risk Profile for PT Jasamarga Transjawa Toll 2025 - Region 1	30 Oktober 2024 October 30, 2024	PT Jasa Marga (Persero) Tbk
		Perpanjangan Sertifikasi *Qualified Internal Auditor* (QIA) Extension of Qualified Internal Auditor (QIA) Certification	18 Oktober 2024 October 18, 2024	Yayasan Pendidikan Internal Audit (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
Adnan	Senior Vice President Internal Audit PT JTT	Pelatihan dan Sertifikasi Certified Risk Professional (CRP) Training and Certification for Certified Risk Professional (CRP)	09 September 2024 September 9, 2024	PT Akademi Smart Indonesia
		Online Seminar Anti-*Fraud* di Lingkungan JM Group Tahun 2024 "Penerapan Strategi Anti-*Fraud*" Online Anti-Fraud Seminar within JM Group 2024: "Implementation of Anti-Fraud Strategies"	04 September 2024 September 4, 2024	Adnan Pandu Praja dan Risiko Manajemen Gagasan (RMG) Adnan Pandu Praja and Risk Management Ideas (RMG)
		INSIGHT (IT Maturity Networking Session and Highlight): Driving Digital Transformation through Managed Innovation	28 Agustus 2024 August 28, 2024	Forum Digital BUMN (Fordigi)
		Town Hall Meeting AKHLAK Festival 2024 "Cultivating Harmony for Performance Enhancement"	03 Juli 2024 July 3, 2024	PT Adi Maha Swara
		Whistleblowing System (WBS) Terintegrasi antara Komisi Pemberantasan Korupsi (KPK) dan PT Jasa Marga (Persero) Tbk Integrated Whistleblowing System (WBS) between the Corruption Eradication Commission (KPK) and PT Jasa Marga (Persero) Tbk	24 April 2024 April 24, 2024	PT Mitra Juang Mandiri (Sustain)
Adnan	Vice President Internal Audit PT JTT	*JM Talk operational Services Series Tim Benchmark USA Tahun 2023 – Exploring the USA Sustainable and Comfort Highways*	21 Maret 2024 March 21, 2024	PT Jasa Marga (Persero) Tbk
		Pelatihan Penilai *Risk Maturity Index* (RMI) *Batch* II Risk Maturity Index (RMI) Assessor Training Batch II	08 Maret 2024 March 8, 2024	PT Jasa Marga (Persero) Tbk
		JM Talk Business Support Series 13 "Pelaporan LHKPN: Cerminan Transparansi Penyelenggara Negara dalam Mewujudkan Tata Kelola yang Baik" JM Talk Business Support Series 13: "LHKPN Reporting: A Reflection of Transparency in Public Officials to Achieve Good Governance"	13 Februari 2024 February 13, 2024	PT Jasa Marga (Persero) Tbk
Teki Sejati	Junior Auditor	Seminar *Online* Hari Anti Korupsi Sedunia (Hakordia) Tahun 2024 "Teguhkan Komitmen Anti-*Fraud* Sebagai Salah Satu Upaya Berantas Korupsi Menuju Indonesia Maju" dan *Launching* Pedoman Anti-*Fraud* PT Jasa Marga (Persero) Tbk 2024 International Anti-Corruption Day (Hakordia) Online Seminar: "Strengthening Anti-Fraud Commitment as an Effort to Eradicate Corruption Towards a Progressive Indonesia" and Launching of the Anti-Fraud Guidelines by PT Jasa Marga (Persero) Tbk	11 Desember 2024 December 11, 2024	Jamdatun RI Deputy Attorney General for Civil and State Administrative Affairs of the Republic of Indonesia
		Pelatihan Audit Forensik dan Deteksi Korupsi Forensic Audit and Corruption Detection Training	20 November 2024 November 20, 2024	Lembaga Informasi Kebijakan Nasional
		JM TALK - Operational Services Series: "JMTM berbagi Inovasi Implementasi iRAP di Ruas Sedyatmo dan Dalam Kota pada Acara Conference on Highway Engineering 2024 di Thailand" JM TALK - Operational Services Series: "JMTM Sharing Innovations on the Implementation of iRAP on the Sedyatmo and Inner-City Sections at the 2024 Conference on Highway Engineering in Thailand"	07 November 2024 November 7, 2024	PT Jasa Marga (Persero) Tbk
		Townhall Meeting TW 4 Tahun 2024 "When Life Feels Like a Rollercoaster" Townhall Meeting Q4 2024: "When Life Feels Like a Rollercoaster"	29 Oktober 2024 October 29, 2024	Tara de Thouars (Psikolog Klinis) & Henry Manampiring (Penulis Buku)
		Perpanjangan *Certified Practitioner Internal Audit* (CPIA) Extension of Certified Practitioner Internal Audit (CPIA)	21 Oktober 2024 October 21, 2024	Yayasan Pendidikan Internal Audit (YPIA)
		Perpanjangan Sertifikasi *Qualified Internal Auditor* (QIA) Extension of Qualified Internal Auditor (QIA) Certification	18 Oktober 2024 October 18, 2024	Yayasan Pendidikan Internal Audit (YPIA)
		BUMN Learning Festival 2024_Final Event Learning Roadshow Jakarta Online	15 Oktober 2024 October 15, 2024	Forum Human Capital Indonesia & BUMN School of Excellence
		BUMN Learning Festival: "Cultivating Learning Strategies Toward Innovation and Sustainable Growth"	08 Oktober 2024 October 8, 2024	PT Perkebunan Nusantara III (Persero)

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
Teki Sejati	Junior Auditor	Pelatihan PSAK 238: Aset Takberwujud ("PSAK 238"), ISAK 112: Perjanjian Konsesi Jasa ("ISAK 112"), PSAK 236: Penurunan Nilai Aset ("PSAK 236"), dan ISAK 232: Aset Takberwujud - Biaya Situs Web ("ISAK 232") Training on PSAK 238: Intangible Assets ("PSAK 238"), ISAK 112: Service Concession Agreements ("ISAK 112"), PSAK 236: Impairment of Assets ("PSAK 236"), and ISAK 232: Intangible Assets - Website Costs ("ISAK 232")	23 September 2024 September 23, 2024	Deloitte
		Pelatihan dan Sertifikasi *Certified Procurement Officer* (CPOF) (17-30 September 2024) Training and Certification for Certified Procurement Officer (CPOF) (September 17-30, 2024)	17 September 2024 September 17, 2024	PPM Management
		Pelatihan dan *Sertifikasi Certified Risk Professional* (CRP) Training and Certification for Certified Risk Professional (CRP)	09 September 2024 September 9, 2024	PT Akademi Smart Indonesia
		Online Seminar Anti-*Fraud* di Lingkungan JM Group Tahun 2024 "Penerapan Strategi Anti-*Fraud*" Online Anti-Fraud Seminar within JM Group 2024: "Implementation of Anti-Fraud Strategies"	04 September 2024 September 4, 2024	Adnan Pandu Praja dan Risiko Manajemen Gagasan (RMG) Adnan Pandu Praja and Risk Management Ideas (RMG)
		Webinar FHCI Building a Privacy-First Culture in Workplace: The Role of Human Capital in Data Protection	14 Agustus 2024 August 14, 2024	Adnan Pandu Praja dan Risiko Manajemen Gagasan (RMG)
		Town Hall Meeting AKHLAK Festival 2024 "Cultivating Harmony for Performance Enhancement"	03 Juli 2024 July 3, 2024	PT Adi Maha Swara
		Forum Commander AKHLAK 2024 #3 "Commanders as a Green Leaders: Upholding AKHLAK for a Sustainable Future"	02 Juli 2024 July 2, 2024	PT Jasa Marga (Persero) Tbk
		Project Retrospective I2RI PT Hutama Karya (Persero)	21 Juni 2024 June 21, 2024	Indonesia Infrastructure Research & Innovation Institute (I2RI)
		Workshop Navigating the Global Internal Audit Standards	13 Juni 2024 June 13, 2024	Institute of Internal Auditors Indonesia
		JM Talk Operational Services Series Eps.07 "Benchmark Australia Team: Intelligent Transportation System (ITS) for Future Mobility"	07 Juni 2024 June 7, 2024	PT Jasa Marga (Persero) Tbk
		JM TALK Business Support: Boost Productivity with Employee Well-being Program	16 Mei 2024 May 16, 2024	Jasa Marga Learning Institute
		Sharing Session UU Pelindungan Data Pribadi "*What Next to Do to Implement* UU Pelindungan Data Pribadi for BUMN" Sharing Session on the Personal Data Protection Law: "What Next to Do to Implement the Personal Data Protection Law for SOEs"	14 Mei 2024 May 14, 2024	Forum Digital BUMN (Fordigi)
		Whistleblowing System (WBS) Terintegrasi antara Komisi Pemberantasan Korupsi (KPK) dan PT Jasa Marga (Persero) Tbk Integrated Whistleblowing System (WBS) between the Corruption Eradication Commission (KPK) and PT Jasa Marga (Persero) Tbk	24 April 2024 April 24, 2024	PT Mitra Juang Mandiri (Sustain)
		JM Talk Operational Services Series Tim Benchmark USA Tahun 2023 – Exploring the USA Sustainable and Comfort Highways	21 Maret 2024 March 21, 2024	PT Jasa Marga (Persero) Tbk
		JM Talk & THM Learning Beyond Limits: Navigating the Path of Lifelong Learning	08 Maret 2024 March 8, 2024	PT Jasa Marga (Persero) Tbk
		Pelatihan Penilai *Risk Maturity Index* (RMI) *Batch* II Risk Maturity Index (RMI) Assessor Training Batch II	08 Maret 2024 March 8, 2024	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/Pelatlhan Subject of Competency Development/Training	Waktu Pelaksanaan Implementation Date	Penyelenggara Organizer
Teki Sejati	Junior Auditor	*JM Talk Business Support Series* 13 "Pelaporan LHKPN: Cerminan Transparansi Penyelenggara Negara dalam Mewujudkan Tata Kelola yang Baik" JM Talk Business Support Series 13: "LHKPN Reporting: A Reflection of Transparency in Public Officials to Achieve Good Governance"	13 Februari 2024 February 13, 2024	PT Jasa Marga (Persero) Tbk
		Workshop Standards & Code of Ethics for Professional Internal Auditor	05 Februari 2024 February 5, 2024	Yayasan Pendidikan Internal Audit Internal Audit Education Foundation
		Seminar Kesehatan Dalam Seremoni Bulan K3 Nasional Tahun 2024 Health Seminar at the 2024 National Occupational Safety and Health Month Ceremony	30 Januari 2024 January 30, 2024	dr. Jaka Panca Satriawan, SpPD, FINASIM & dr Rani Herdiani

Pengembangan Kompetensi Unit Manajemen Risiko
Risk Management Unit Competency Development

Tabel Pengembangan Kompetensi Unit Manajemen Risiko
Table of the Risk Management Unit Competency Development

Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/Pelatlhan Subject of Competency Development/Training	Waktu Pelaksanaan Implementation Date	Penyelenggara Organizer
Devi Lusyana	Risk & Quality, Health, Safety & Environment Group Head	Dapat dilihat pada Pembahasan Pengembangan Kompetensi Komite Manajemen Risiko Disclosed in Risk Management Committee Competency Development section		
Febrina Amir	Risk Management Department Head	Pelatihan *Awareness* dalam Penyusunan Kebijakan dan Pengembangan *Roadmap* BCMS berdasarkan ISO 22301:2019 Awareness Training in Policy Development and BCMS Roadmap Development based on ISO 22301:2019	11 Oktober 2024 October 11, 2024	PT Jasa Marga (Persero) Tbk
		Kick-Off BUMN Learning Festival: Building Sustainable Learning Culture	27 September 2024 September 27, 2024	Jasa Marga Learning Institute
		Certified Governance Professional (CGP)	23 September 2024 September 23, 2024	CRMS -LSP GRK
		Seminar Anti-*Fraud* di Lingkungan JM Grup Tahun 2024 "Penerapan Strategi Anti-*Fraud*" Anti-Fraud Seminar within JM Group 2024: "Implementation of Anti-Fraud Strategies"	04 September 2024 September 4, 2024	Adnan Pandu Praja dan Risiko Manajemen Gagasan (RMG) Adnan Pandu Praja and Risk Management Ideas (RMG)
		Risk Based Planning & Risk Modelling	03 September 2024 September 3, 2024	PT Pendidikan Maritim & Logistik Indonesia
		Workshop Penyusunan Profil Risiko Perusahaan Tahun 2025 Workshop on the Preparation of the Company Risk Profile for 2025	20 Juni 2024 June 20, 2024	PT Jasa Marga (Persero) Tbk

Tabel Pengembangan Kompetensi Unit Manajemen Risiko
Table of the Risk Management Unit Competency Development

Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/Pelatlhan Subject of Competency Development/Training	Waktu Pelaksanaan Implementation Date	Penyelenggara Organizer
Febrina Amir	Risk Management Department Head	*JM Talk Operational Services Series Eps.07 "Benchmark Australia Team: Intelligent Transportation System (ITS) for Future Mobility"*	07 Juni 2024 June 7, 2024	PT Jasa Marga (Persero) Tbk
		Workshop Contingency Plan - Pengisian Kertas Kerja *Resolution Plan* Contingency Plan Workshop - Completion of the Resolution Plan Working Paper	03 Mei 2024 May 3, 2024	EY
		JM Talk operational Services Series Tim Benchmark USA Tahun 2023 – Exploring the USA Sustainable and Comfort Highways	21 Maret 2024 March 21, 2024	PT Jasa Marga (Persero) Tbk
		Pelatihan Penilai *Risk Maturity Index* (RMI) *Batch* II Risk Maturity Index (RMI) Assessor Training Batch II	08 Maret 2024 March 8, 2024	PT Jasa Marga (Persero) Tbk
		Sharing Knowledge & Focus Group Discussion Pengendalian Mutu Anak Perusahaan Jalan Tol Konstruksi Knowledge Sharing & Focus Group Discussion on Quality Control of Toll Road Construction Subsidiaries	06 Maret 2024 March 6, 2024	PT Jasa Marga (Persero) Tbk
		High Level Training Implementasi Perlindungan Data Pribadi di lingkungan Perusahaan High-Level Training on the Implementation of Personal Data Protection within the Company Environment	20 Februari 2024 February 20, 2024	PT Jasa Marga (Persero) Tbk
Doddy Lombardo	Risk Management Specialist	Seminar *Online* Hari Anti Korupsi Sedunia (Hakordia) Tahun 2024 "Teguhkan Komitmen Anti-*Fraud* Sebagai Salah Satu Upaya Berantas Korupsi Menuju Indonesia Maju" dan *Launching* Pedoman Anti-*Fraud* PT Jasa Marga (Persero) Tbk 2024 International Anti-Corruption Day (Hakordia) Online Seminar: "Strengthening Anti-Fraud Commitment as an Effort to Eradicate Corruption Towards a Progressive Indonesia" and Launching of the Anti-Fraud Guidelines by PT Jasa Marga (Persero) Tbk	11 Desember 2024 December 11, 2024	Jamdatun RI Deputy Attorney General for Civil and State Administrative Affairs of the Republic of Indonesia
		Forum Commander Jasa Marga Group Batch 4	28 November 2024 November 28, 2024	Kubik Leadership
		JM TALK - Operational Services Series: "JMTM berbagi Inovasi Implementasi iRAP di Ruas Sedyatmo dan Dalam Kota pada Acara *Conference on Highway Engineering* 2024 di Thailand" JM TALK - Operational Services Series: "JMTM Sharing Innovations on the Implementation of iRAP on the Sedyatmo and Inner-City Sections at the 2024 Conference on Highway Engineering in Thailand"	07 November 2024 November 7, 2024	PT Jasa Marga (Persero) Tbk
		Seminar Nasional *Online* "Alternatif Pembiayaan Infrastruktur Jalan Tol menggunakan Skema Pengelolaan Perolehan Peningkatan Nilai Kawasan (*Land Value Capture*) di Indonesia" Online National Seminar: "Alternative Financing for Toll Road Infrastructure Using the Land Value Capture Scheme in Indonesia"	31 Juli 2024 July 31, 2024	Himpunan Pengembangan Jalan Indonesia (HPJI) Bidang VI Association of Indonesian Road Development (HPJI) Area VI
		Executive Risk Summit 2024 Sustainable Risk Management: Integrating Innovation For Long-Term Resilience	26 Juli 2024 July 26, 2024	Dwi Ary Purnomo (Asisten Deputi Manajemen Risiko & Kepatuhan KBUMN) & Bangkit Kuncoro Risk & Compliance Management Deputy Assistant in Ministry of SOEs (Partner KAP EY)

Tabel Pengembangan Kompetensi Unit Manajemen Risiko
Table of the Risk Management Unit Competency Development

Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu Pelaksanaan Implementation Date	Penyelenggara Organizer
Doddy Lombardo	Risk Management Specialist	Bimtek dan *Workshop* Keterbukaan Informasi Publik (KIP) Jasa Marga Technical Guidance and Workshop on Public Information Disclosure (KIP) for Jasa Marga	04 Juli 2024 July 4, 2024	Jasa Marga Learning Institute
		Forum Commander AKHLAK 2024 #3 "Transformasi Budaya Perusahaan Melalui ESG *Awareness*" (*Online*) Commander AKHLAK Forum 2024 #3: "Transforming Corporate Culture Through ESG Awareness" (Online)	02 Juli 2024 July 2, 2024	PT Surveyor Indonesia
		Workshop Penyusunan Profil Risiko Perusahaan Tahun 2025 Workshop on the Preparation of the Company Risk Profile for 2025	20 Juni 2024 June 20, 2024	PT Jasa Marga (Persero) Tbk
		Pelatihan Audit Internal Sistem Manajemen Anti-Penyuapan (SMAP) Tahun 2024 Internal Audit Training for Anti-Bribery Management System (ABMS) 2024	28 Mei 2024 May 28, 2024	PT.TUV SUD Indonesia
		JM TALK Business Support: Boost Productivity with Employee Well-being Program	16 Mei 2024 May 16, 2024	PT Jasa Marga (Persero) Tbk
		Pelatihan *Quality Excellence Activity (QEA) National Assessment* Quality Excellence Activity (QEA) National Assessment Training	14 Mei 2024 May 14, 2024	Wahana Kendali Mutu
		Workshop Contingency Plan - Pengisian Kertas Kerja *Resolution Plan* Contingency Plan Workshop - Completion of the Resolution Plan Working Paper	03 Mei 2024 May 3, 2024	EY
		Pelatihan Penilai *Risk Maturity Index* (RMI) *Batch* II Risk Maturity Index (RMI) Assessor Training Batch II	08 Maret 2024 March 8, 2024	PT Jasa Marga (Persero) Tbk
		Seminar Keselamatan Konstruksi Dalam Seremoni Bulan K3 Nasional Tahun 2024 Construction Safety Seminar at the 2024 National Occupational Safety and Health Month Ceremony	30 Januari 2024 January 30, 2024	PT Jasa Marga (Persero) Tbk

Evaluasi Pelaksanaan Pengembangan Kompetensi

Perseroan melakukan evaluasi atas pelaksanaan pengembangan kompetensi karyawan secara berkala. Proses evaluasi hasil pengembangan kompetensi 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 namun 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 conducts periodic evaluations of employee competency development implementation. 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).

This approach enables the Company to assess the outcomes and impact of training on human resource performance, not only evaluating employees' work results but also their behavior and capacity. Furthermore, the Company utilizes the evaluation results as feedback to design future training programs.

Biaya Pengembangan Kompetensi

Pada tahun 2024, Perseroan telah merealisasikan alokasi dana sebesar Rp18,9 miliar untuk pengembangan kompetensi karyawan. Investasi ini mencerminkan komitmen Perseroan dalam menciptakan sumber daya manusia yang unggul melalui pendekatan pembelajaran terpadu, baik secara *online* maupun *offline*. Fokus utama mencakup peningkatan kompetensi digital dan sertifikasi kompetensi karyawan. Langkah ini dilakukan guna mendukung kebutuhan bisnis yang terus berkembang dan memastikan daya saing yang berkelanjutan.

Competency Development Costs

In 2024, the Company allocated a total of Rp18.9 billion for employee competency development. This investment reflects the Company's commitment to developing highly skilled human resources through an integrated learning approach, both online and offline. The primary focus includes enhancing digital competencies and employee competency certifications. This initiative aims to support the evolving business needs and ensure sustainable competitiveness.

Komposisi Pemegang Saham
Shareholders Composition

Komposisi Pemegang Saham Perseroan pada akhir tahun buku 2024 adalah sebagai berikut:

The composition of the Company's shareholders at the end of the 2024 fiscal year is as follows:



Kelompok pemegang saham publik Perseroan tidak ada yang memiliki saham di atas 5%.

The group of the Company's public shareholders does not have any shareholder owning more than 5% of the shares.

Pemegang Saham Jasa Marga per 31 Desember 2024
Jasa Marga Shareholders as of December 31, 2024

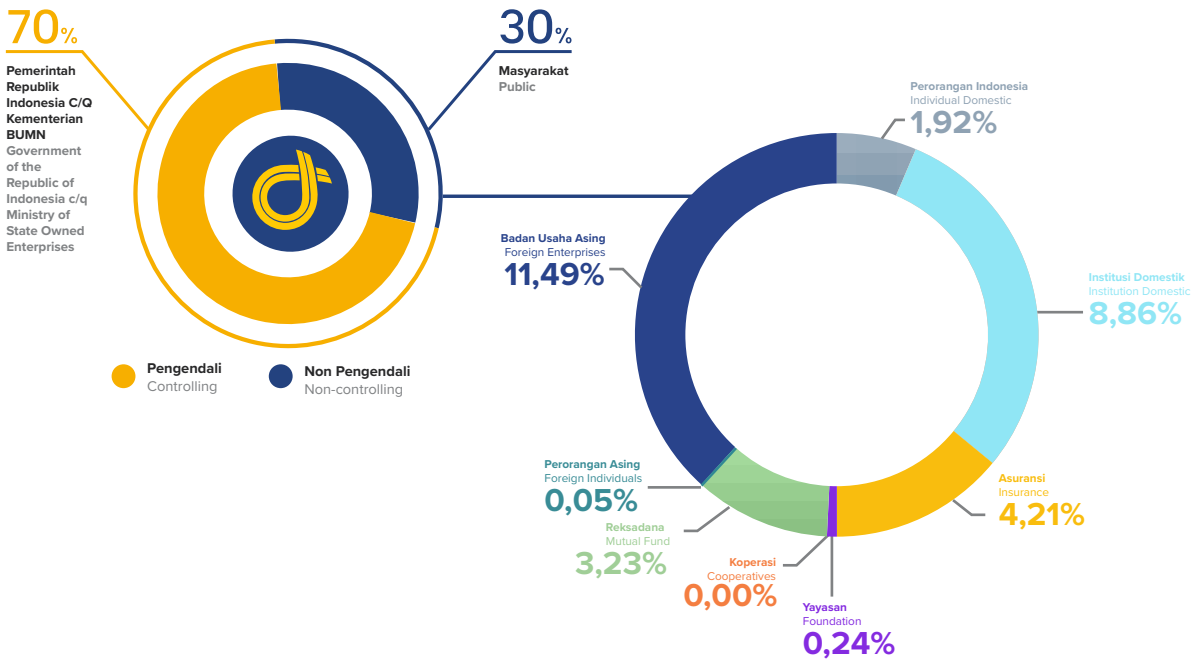
Tabel Pemegang Saham Jasa Marga per 31 Desember 2024
Table of Jasa Marga Shareholders as of December 31, 2024

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 Dwi Warna Shares		1	
Saham Seri B Series B Share	1	5.080.509.839	70,00%
Total	**1**	**5.080.509.840**	**70,00%**
Pemodal Nasional **National Investors**			
Perorangan Indonesia Individual Domestic	16.430	139.661.673	1,92%
Lembaga/Badan Usaha Indonesia Indonesian Business Institutes/Entities	166	643.206.582	8,86%
Asuransi Insurance	123	305.466.711	4,21%

Tabel Pemegang Saham Jasa Marga per 31 Desember 2024
Table of Jasa Marga Shareholders as of December 31, 2024

Pemegang Saham Shareholders	Jumlah Pemegang Saham Number of Shareholders	Jumlah Saham Number of Shares	Persentase Percentage (%)
Yayasan Foundations	17	17.197.266	0,24%
Koperasi Cooperatives	2	53.081	0,00%
Reksadana Mutual Funds	158	234.380.426	3,23%
Sub Total	**16.896**	**1.339.965.739**	**18,46%**
Pemodal Asing **Foreign Investors**			
Perorangan Asing Foreign Individuals	175	3.467.688	0,05%
Badan Usaha Asing Foreign Enterprises	282	833.927.933	11,49%
Sub Total	**457**	**837.395.621**	**11,54%**
Total	**17.354**	**7.257.871.200**	**100%**

Grafik Komposisi Pemegang Saham Jasa Marga per 31 Desember 2024
Graph of Jasa Marga Shareholder Composition as of December 31, 2024



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
Pemerintah Republik Indonesia State of Republic of Indonesia	5.080.509.839	70%	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 2024 dan 31 Desember 2024
Table of Public Shareholder Groups with Share Ownership Each Less Than 5% as of January 1, 2024, and December 31, 2024

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* Number of 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	15.434	16.430	147.490.051	139.661.673	2,03%	1,92%
Lembaga/Badan Usaha Indonesia Indonesian Institutions/Business Entities	159	166	645.282.536	643.206.582	8,89%	8,86%
Asuransi Insurance	123	123	212.919.376	305.466.711	2,93%	4,21%
Yayasan Foundations	13	17	11.986.966	17.197.266	0,17%	0,24%
Koperasi Cooperatives	3	2	61.081	53.081	0,00%	0,00%
Reksadana Mutual Funds	175	158	258.845.396	234.380.426	3,57%	3,23%
Pemegang Saham Asing **Foreign Investors Shareholders**						
Perorangan Asing Foreign Individuals	188	175	6.151.364	3.467.688	0,08%	0,05%
Badan Usaha Asing Foreign Enterprises	295	282	894.624.590	833.395.621	12,33%	11,49%
Total	**16.391**	**17.354**	**2.177.361.360**	**2.177.361.360**	**100%**	**30%**

Keterangan/Notes:
*) Data jumlah pemegang saham pada awal tahun buku merupakan data pemegang saham Perseroan per tanggal penutupan bursa di tahun 2023.
**) Akhir tahun buku Perseroan adalah 31 Desember 2024.
*) The data provided on the number of shareholders at the beginning of the financial year is based on the company's shareholder information as of the stock exchange closing date in 2023.
**) The end of the Company's Fiscal Year is December 31, 2024.

20 Pemegang Saham Terbesar
Top 20 Shareholders

Tabel 20 Pemegang Saham Terbesar per 31 Desember 2024
Table of Top 20 Shareholders as of December 31, 2024

No	Pemegang Saham Shareholders	Jumlah Saham Number of Shares	Persentase Percentage (%)	Status Condition
1	NEGARA REPUBLIK INDONESIA	5.080.509.840	70,00000000	Negara Republik Indonesia State of Republic of Indonesia
2	DJS KETENAGAKERJAAN PROGRAM JHT	247.524.233	3,41042470	Dana Pensiun Pension Fund
3	PT. TASPEN	159.509.900	2,19775050	Dana Pensiun Pension Fund
4	HSBC BK PLC S/A THE PRUDENTIAL ASSURANCE	113.401.600	1,56246370	Badan Usaha Asing Foreign Enterprises
5	BNYM RE BNYMLB RE EMPLOYEES PROVIDENTFD	108.256.592	1,49157500	Badan Usaha Asing Foreign Enterprises
6	CITIBANK NEW YORK S/A GOVERNMENT OF NORW	74.494.800	1,02640010	Badan Usaha Asing Foreign Enterprises
7	DJS KETENAGAKERJAAN PROGRAM JP	72.410.615	0,99768390	Dana Pensiun Pension Fund
8	PT. PRUDENTIAL LIFE ASSURANCE - REF	49.902.900	0,68756940	Asuransi Insurance
9	PT TASPEN (ASURANSI) - AFS	45.689.120	0,62951130	Dana Pensiun Pension Fund
10	CITIBANK NEW YORK S/A GOVERNMENT OF NORW	42.803.100	0,58974730	Badan Usaha Asing Foreign Enterprises
11	RD SCHRODER D PRESTASI PLUS-908294000	31.140.900	0,42906380	Reksadana Mutual Funds
12	JPMCB NA RE-VANGUARD TOTAL INTERNATIONAL	30.778.259	0,42406730	Badan Usaha Asing Foreign Enterprises
13	CITIBANK HONG KONG S/A 4D GLOBAL INFRAST	30.552.118	0,42095150	Badan Usaha Asing Foreign Enterprises
14	JPMCB NA RE - VANGUARD EMERGING MARKETS	28.954.904	0,39894490	Badan Usaha Asing Foreign Enterprises
15	SSB 2Q27 ISHARES CORE MSCI EMERGING MARK	23.515.780	0,32400380	Badan Usaha Asing Foreign Enterprises
16	CITIBANK HONG KONG S/A 4D GLOBAL INFRAST	23.080.682	0,31800900	Badan Usaha Asing Foreign Enterprises
17	PT PRUDENTIAL LIFE ASSURANCE - REF III	21.954.400	0,30249090	Asuransi Insurance
18	PT. AXA MANDIRI FINANCIAL SERVICES S/A M	21.342.000	0,29405320	Asuransi Insurance
19	JPMCB NA RE - BLACKROCK INST TR CO N A I	20.051.500	0,27627250	Badan Usaha Asing Foreign Enterprises
20	ALLIANZ LIFE IND - SMARTLINK RUPIAH EQUI	19.981.800	0,27531210	Asuransi Insurance
Total		**6.245.855.043**	**86,06**	

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 (%)			
		2024		2023	2022	2024		2023	2022
		Awal Tahun Buku* Beginning of Fiscal Year*	31 Desember 2024** December 31, 2024**			Awal Tahun Buku* Beginning of Fiscal Year*	31 Desember 2024** December 31, 2024**		
Dewan Komisaris/ Board of Commissioners									
1	Mohammad Zainal Fatah	-	128.200	-	-	-	0,0017664	-	-
2	M. Roskanedi	139.300	268.000	139.300	-	0,0019193	0,0036925	0,0019193	-
3	Raja Erizman	139.400	267.800	139.400	-	0,0019207	0,0036898	0,0019207	-
4	Chandra Wijaya	-	-	-	-	-	-	-	-
5	Seppalga Ahmad	-	-	-	-	-	-	-	-
6	Marsetio	-	-	-	-	-	-	-	-
7	Abdul Rachman	-	-	-	-	-	-	-	-
Direksi/ Board of Directors									
1	Subakti Syukur	477.700	793.100	477.700	154.000	0,0065818	0,0109274	0,0065818	0,0021218
2	Reza Febriano	289.600	560.200	289.600	5.400	0,0039902	0,0077185	0,0039902	0,0000744
3	Bagus Cahya Arinta B.	289.200	560.000	289.200	9.600	0,0039846	0,0077158	0,0039846	0,0000744
4	Fitri Wiyanti	316.600	587.800	316.600	35.500	0,0043622	0,0080988	0,0043622	0,0001323
5	Mohamad Agus Setiawan	282.000	549.600	282.000	-	0,0038854	0,0075725	0,0038854	-
6	Pramitha Wulanjani	50.000	289.200	50.000	-	0,0006889	0,0039846	0,0006889	-

Keterangan/Notes:
*) Awal Tahun Buku Perseroan adalah 1 Januari 2024, namun demikian dikarenakan tanggal 1 Januari 2024 masih merupakan hari libur Bursa, maka data yang digunakan adalah data per 2 Januari 2024.
**) Akhir Tahun Buku Perseroan adalah 31 Desember 2024.
*) The beginning of the Company's fiscal year is January 1, 2024. However, because January 1, 2024 is still a Stock Exchange holiday, the data used is data as of January 2, 2024.
**) The end of the Company's fiscal year is December 31, 2024.

Kepemilikan Tidak Langsung Dewan Komisaris dan Direksi terhadap Saham Perseroan

Hingga akhir tahun 2024, Dewan Komisaris dan Direksi tidak memiliki kepemilikan tidak langsung atas saham Perseroan.

Indirect Ownership of the Board of Commissioners and Directors in the Company's Shares

By the end of 2023, the Board of Commissioners and the Board of Directors do not have indirect ownership of the Company's shares.

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.

Purchase/Sale of Shares of the Board of Commissioners and Board of Directors

Pursuant to Financial Services Authority Regulation No. 11/POJK.04/2017 concerning Ownership Report or Any Change in Share Ownership of Public Companies, each of the Board of Commissioners and Board of Directors members is required to submit information to the Company regarding ownership and any changes in ownership of the Company's shares.

Informasi Tentang Pemegang Saham Utama dan/atau Pemegang Saham Pengendali

Pemegang saham Utama Perseroan adalah Negara Republik Indonesia, yang diwakili oleh Pemerintah Republik Indonesia/Kementerian Badan Usaha Milik Negara (BUMN) dengan kepemilikan sebesar 70% yang terdiri dari 1 (satu) lembar Saham Seri A Dwiwarna dan 5.080.509.839 lembar Saham Seri B Biasa. 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.

Bagan mengenai Pemegang Saham Utama dan Pengendali dapat dilihat di Bab Profil Perusahaan dalam Buku Laporan Tahunan ini.

Information About Major Shareholders and/or Controlling Shareholders

Major shareholder of the Company is the Republic of Indonesia Government, represented by the Republic of Indonesia/the Ministry of State-Owned Enterprises (SOEs) with 70% ownership consisting of 1 (one) Dwiwarna Series A Share and 5,080,509,839 Series B Ordinary Shares. There are no individual owners who are the major and controlling shareholders of the Company.

The Series A Dwiwarna Share Policy (Preferent Shares) was adopted by the Government as the ultimate owner as a strategic initiative related to Jasa Marga's status as a SOE entity which requires the Government's role to encourage SOE to contribute the national economy development, generally, and state revenues, particularly, under the Law No. 19 of 2003 on SOEs.

A chart of Major and Controlling Shareholders can be seen in the Company Profile Chapter in 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) Total Assets Before Elimination (in Rp million)	
				31 Desember 2024 December 31, 2024	31 Desember 2023 December 31, 2023			2024	2023
1	**PT Jalantol Lingkarluar Jakarta (JLJ),** berdiri tanggal 22 Desember 2000 Established on December 22, 2000	Jasa Pengoperasian Jalan Tol Toll Road Operation Service	Bekasi	99,99	99,96	1 Oktober 2001 October 1, 2001	-	19.235	34.486
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	3.338.289	3.307.265
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	3.857.433	4.091.923
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	78,53	11 November 2021 November 11, 2021	35	5.074.118	5.434.832
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	-	2.336.182	2.633.087

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) Total Assets Before Elimination (in Rp million)	
				31 Desember 2024 December 31, 2024	31 Desember 2023 December 31, 2023			2024	2023
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	1.893.223	1.940.424
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) Business Development In Property/ Toll Corridor Development (TCD)	Jakarta	99,94	99,94	15 Januari 2013 January 15, 2013	-	2.411.058	2.280.121
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	4.085.376	4.072.786
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 South Tangerang	55,00	55,00	2 Juni 2021 June 2, 2021	35	3.410.460	3.453.921
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	-	1.497.552	1.434.178
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	4.439.742	4.551.816

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) Total Assets Before Elimination (in Rp million)	
				31 Desember 2024 December 31, 2024	31 Desember 2023 December 31, 2023			2024	2023
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	9.613.546	9.727.442
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	99,00	2 Juni 2017 June 2, 2017	40	62.613.070	60.972.577
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 Section Toll Road Concession Holder	Jakarta	90,97	90,97	Tahap konstruksi Under construction	35	11.861.448	8.544.948
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	Jakarta	97,70	94,93	Tahap konstruksi Under construction	50	6.416.386	2.253.691
16	**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	Jakarta	74,09	63,15	Tahap konstruksi Under construction	40	5.386.707	3.181.299
17	**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	Jakarta	62,04	57,17	Tahap pengembangan Under development	50	1.764.844	986.255

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, 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 (BORR) toll road, commonly known as the Bogor Outer Ring Road. It stretches from Sentul Selatan to Salabenda, covering an operational toll road length of 11.3 km. This toll road facilitates the mobility of the community, particularly for Jagorawi toll road users who wish to continue their journey to the northern part of Bogor without having to pass through the city center first.

Kepengurusan
Management

Dewan Komisaris | Board of Commissioners

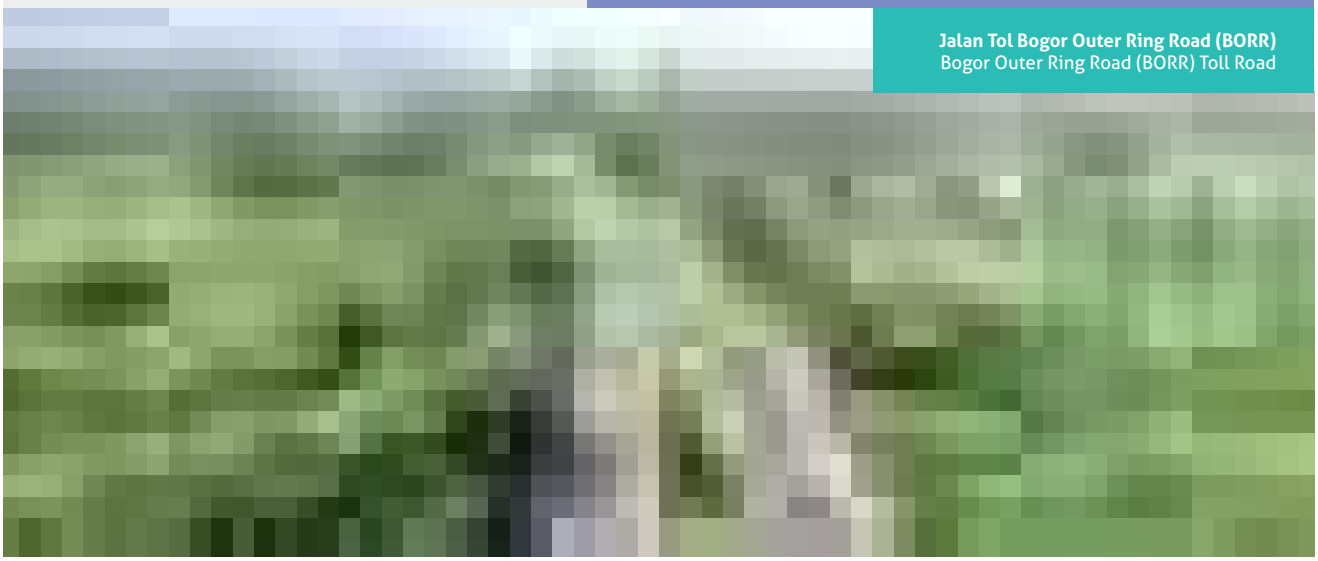
Arief Budhy Hardono Komisaris Utama President Commissioner	**Hasyim** Komisaris Commissioner	**Oscar Soebandi** Komisaris Commissioner

Direksi | Board of Directors

Florysco Partogi Siahaan Direktur Utama President Director	**Rudi H. Sabungan Pardede** Direktur Teknik Director of Engineering	**Muhammad Jusuf Hamka** Direktur Keuangan dan Administrasi Director of Finance and Administration

Kepemilikan Saham
Shares Ownership

- PT Jasa Marga (Persero) Tbk : 55,00%
- PT Citra Marga Nusaphala Persada Tbk : 45,00%



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 2 sections, namely Section I (Serpong – Pamulang) with a length of 6.5 km, which has been in operation 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 network, expected to enhance the flexibility of goods distribution and economic movement from Jakarta to its surrounding areas.

Kepengurusan
Management

Dewan Komisaris | Board of Commissioners

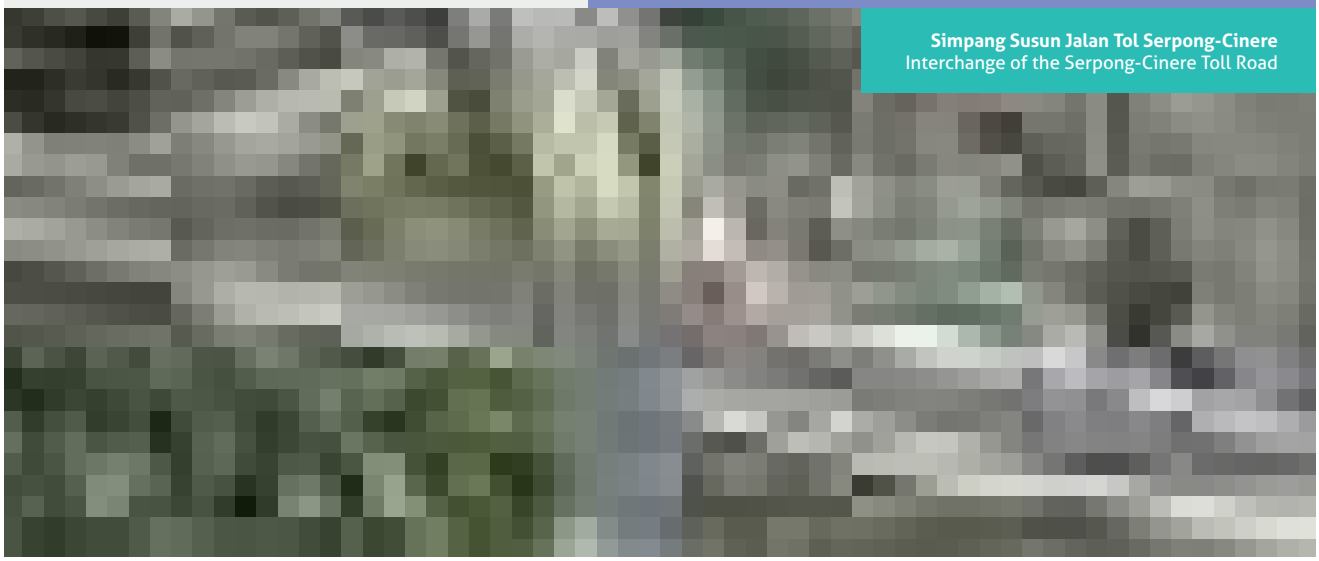
Adityawarman Komisaris Utama President Commissioner	**Stevanus Adrianto Passat** Komisaris Commissioner	**Rintis Sitaresmi** Komisaris Commissioner

Direksi | Board of Directors

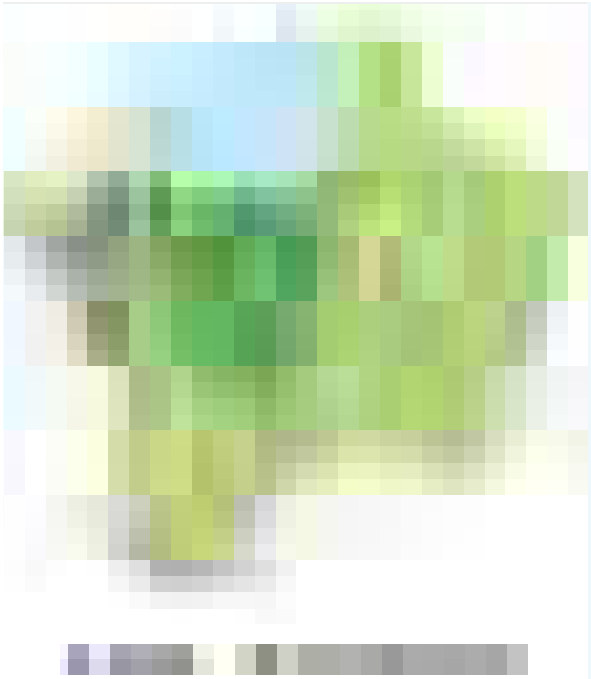
Mirza Nurul Handayani Direktur Utama President Director	**Victor Edward Sasiyarto** Direktur Teknik Director of Engineering	**Asteria** Direktur Keuangan Director of Finance

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 : 0,000001%



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 Kunciran-Serpong toll road with the total length of 11.14 km which has been operating since December 20, 2019. This toll road was inaugurated by President Joko Widodo on December 6, 2019 which also being a part of Jakarta Outer Ring Road II (JORR II) toll road network along with Kunciran-Serpong and CinereSerpong toll road. It is hoped that this toll road operation promotes more commodities distribution capacity and economic dynamic from Jakarta towards Its surroundings.

Kepengurusan
Management

Dewan Komisaris | Board of Commissioners

Firman Yosafat Siregar Presiden Komisaris President Commissioner	**Fabian Buddy Pacoal** Wakil Presiden Komisaris Vice President Commissioner	**Billy Perkasa** Komisaris Commissioner

Direksi | Board of Directors

Oemi Vierta Moerdika Presiden Direktur President Director	**Matthew Tirta Pralada** Wakil Presiden Direktur Vice President Director	**Dony Ikhwan Kinaly** Direktur Director

Kepemilikan Saham
Shares Ownership

- PT Jasa Marga (Persero) Tbk : 60,00%
- PT Astra Tol Nusantara : 30,00%
- PT Transutama Arya Sejahtera : 10,00%



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 Cengkareng-Batuceper-Kunciran toll road with a length of 13.9 km, which has been in operation since November 11, 2021. This toll road is part of the Jakarta Outer Ring Road II (JORR II) toll network, along with the Kunciran-Serpong and Cinere-Serpong sections, aimed at enhancing the flexibility of goods distribution and economic movement from Jakarta to its surrounding areas.

Kepengurusan
Management

Dewan Komisaris | Board of Commissioners

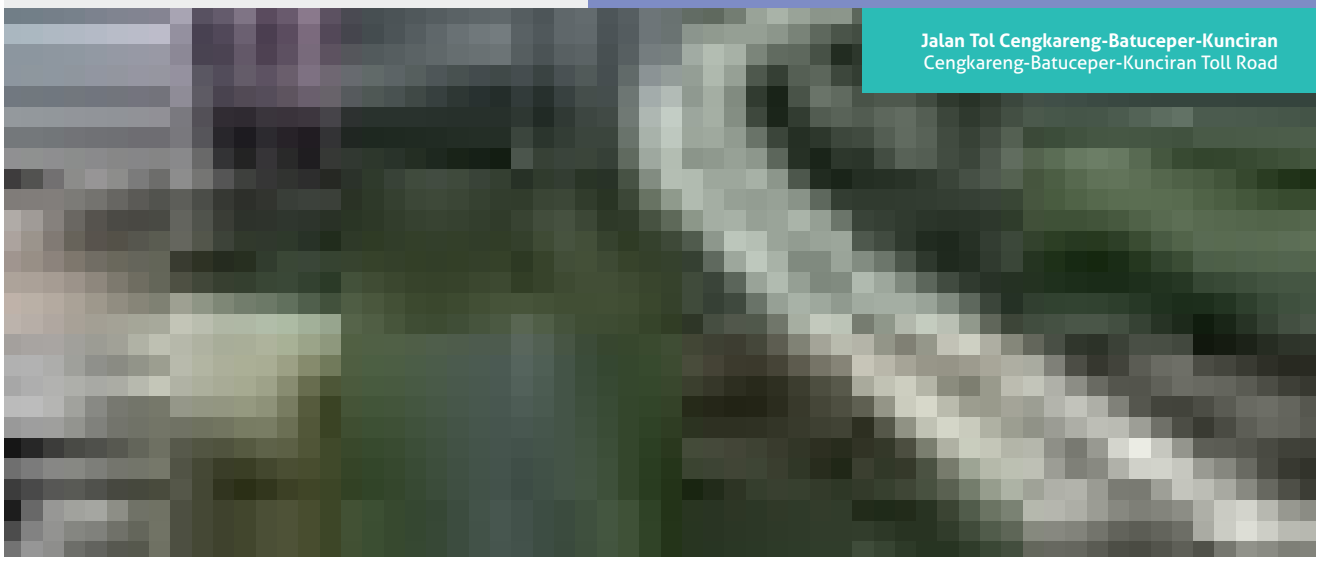
Agung Prabowo Komisaris Utama President Commissioner	**Irvanus Ellyus** Komisaris Commissioner

Direksi | Board of Directors

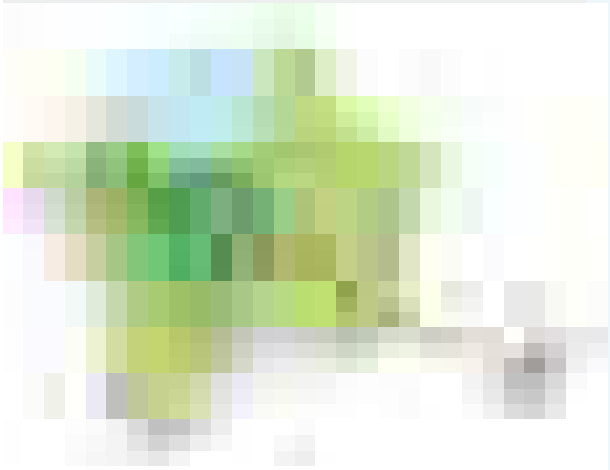
Rini Irawaty Direktur Utama President Director	**Eldy Ellyus** Direktur Keuangan Director of Finance

Kepemilikan Saham
Shares Ownership

- PT Jasa Marga (Persero) Tbk : 88,67%
- PT Nindya Karya (Persero) : 0,32%
- PT Triputra Utama Selaras : 11,01%



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 2024, 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. As of December 31, 2023, the Jakarta-Cikampek II South Toll Road is in the land acquisition and construction phase, thus not yet operational. The construction of this toll road aims to alleviate congestion on the Jakarta-Cikampek route by providing an alternative toll road route to Cipularang Toll Road, connecting the Jabodetabek region and the Bandung region through various industrial and commercial areas.

Kepengurusan
Management

Dewan Komisaris | Board of Commissioners

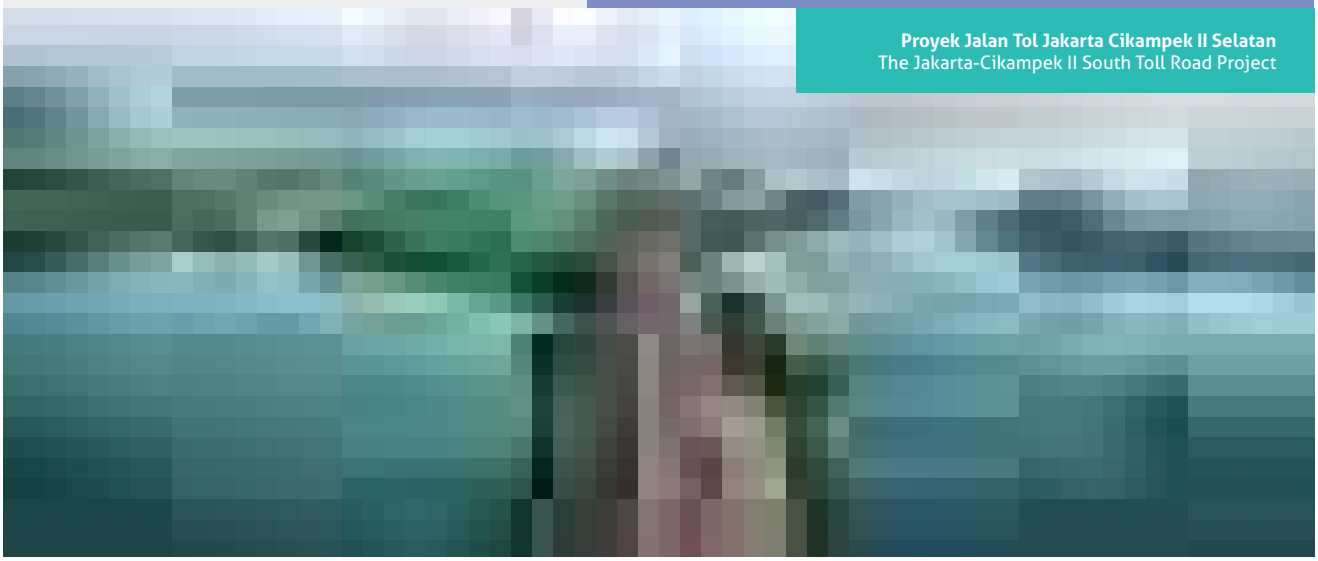
Widiyatmiko Nursejati Komisaris Utama President Commissioner	**Biswanto** Komisaris Commissioner

Direksi | Board of Directors

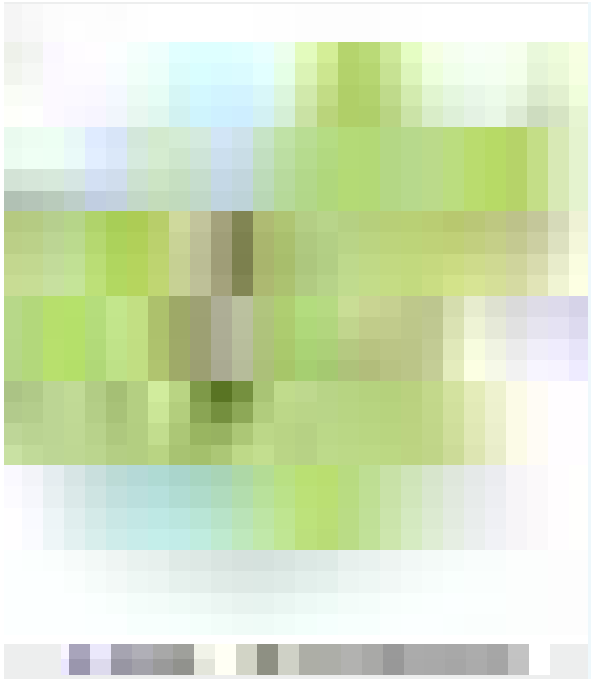
Charles Lendra Direktur Utama President Director	**Iman Sulaiman** Direktur Teknik Director of Engineering	**Deni Suherman** Direktur Keuangan Director of Finance

Kepemilikan Saham
Shares Ownership

- PT Jasa Marga (Persero) Tbk : 90,97%
- PT Wiranusantara Bumi : 9,03%



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 2024, 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. As of December 31, 2023, the Yogyakarta-Bawen toll road is still in the land acquisition and construction phase, and therefore not yet operational. This toll road is part of the Joglosemar Golden Triangle (Jogjakarta, Solo, Semarang) that passes through the tourism area of Borobudur Temple. The existence of this toll road is expected to enhance logistics efficiency, promote industrial and tourism development, and improve connectivity in the DIY (Special Region of Yogyakarta) and Central Java regions.

Kepengurusan
Management

Dewan Komisaris | Board of Commissioners

Aldrin Maulana Komisaris Utama President Commissioner	**Dimas Ricky Wahyu A.** Komisaris Commissioner	**Handoko Yudianto** 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

Kepemilikan Saham
Shares Ownership

- PT Jasa Marga (Persero) Tbk : 74,09%
- PT Adhi Karya (Persero) Tbk : 15,44%
- PT Pembangunan Perumahan (Persero) Tbk : 6,03%
- PT Waskita Karya (Persero) Tbk : 2,68%
- PT Brantas Abipraya (Persero) : 1,76%



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 2024, 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. As of December 31, 2023, the Probolinggo-Banyuwangi toll road is in the land acquisition and construction phase and is therefore 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.

Kepengurusan
Management

Dewan Komisaris | Board of Commissioners

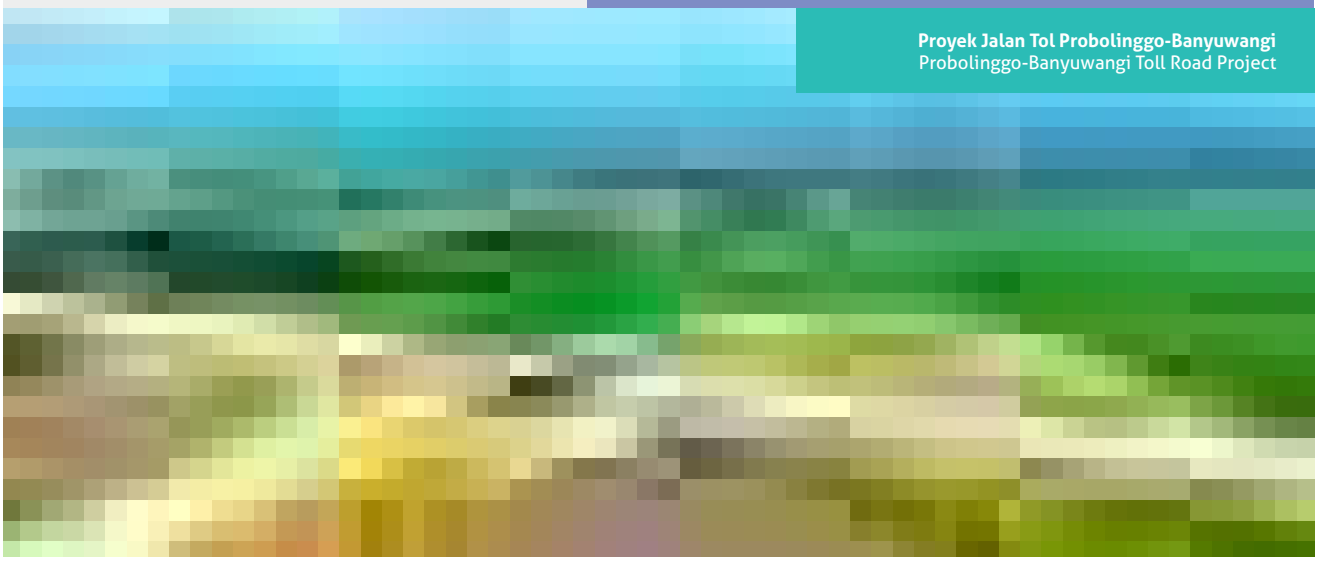
Abram Elsajaya Barus Komisaris Utama President Commissioner	**Ince Suil Febryan Maula** Komisaris Commissioner

Direksi | Board of Directors

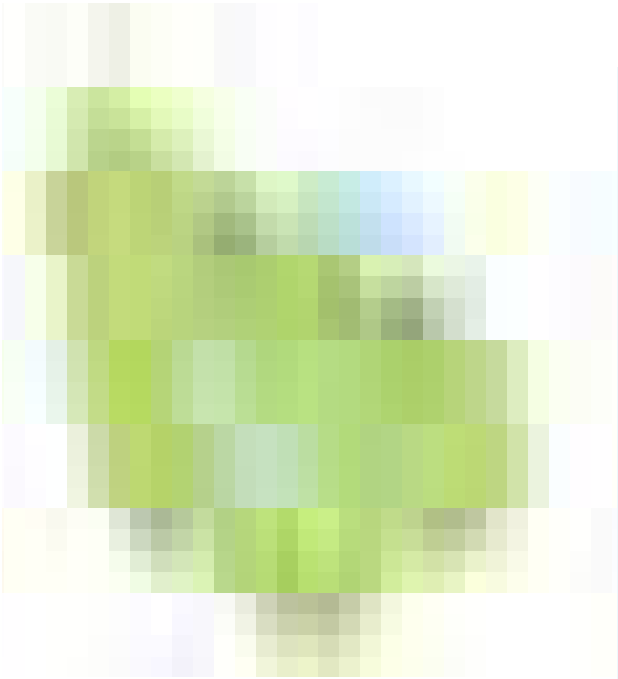
Adi Prasetyanto Direktur Utama President Director	**Eric Januar Siahaan** Direktur Teknik I Director of Engineering I	**Iwan Rosa** Direktur Teknik II Director of Engineering II	**Zulfan Pribudi** Direktur Keuangan Director of Finance

Kepemilikan Saham
Shares Ownership

- - PT Jasa Marga (Persero) Tbk : 97,70%
- - PT Brantas Abipraya : 2,29%
- - PT Waskita Toll Road : 0,01%



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 Medan-Kualanamu-Tebing Tinggi toll road spanning 61.7 km, which has been operational since October 13, 2017. This toll road is the second toll road in North Sumatra after the BelawanMedan-Tanjung Morawa (Belmera) toll road connecting Belmera. The presence of this toll road is expected to broaden economic activities across the entire North Sumatra region, not solely centered in the city of Medan.

Kepengurusan
Management

Dewan Komisaris | Board of Commissioners

Tyas Pramoda Wardhani
Komisaris Utama
President Commissioner

Andi Irianto Siahaan
Komisaris
Commissioner

Choi Hung Fat
Komisaris
Commissioner

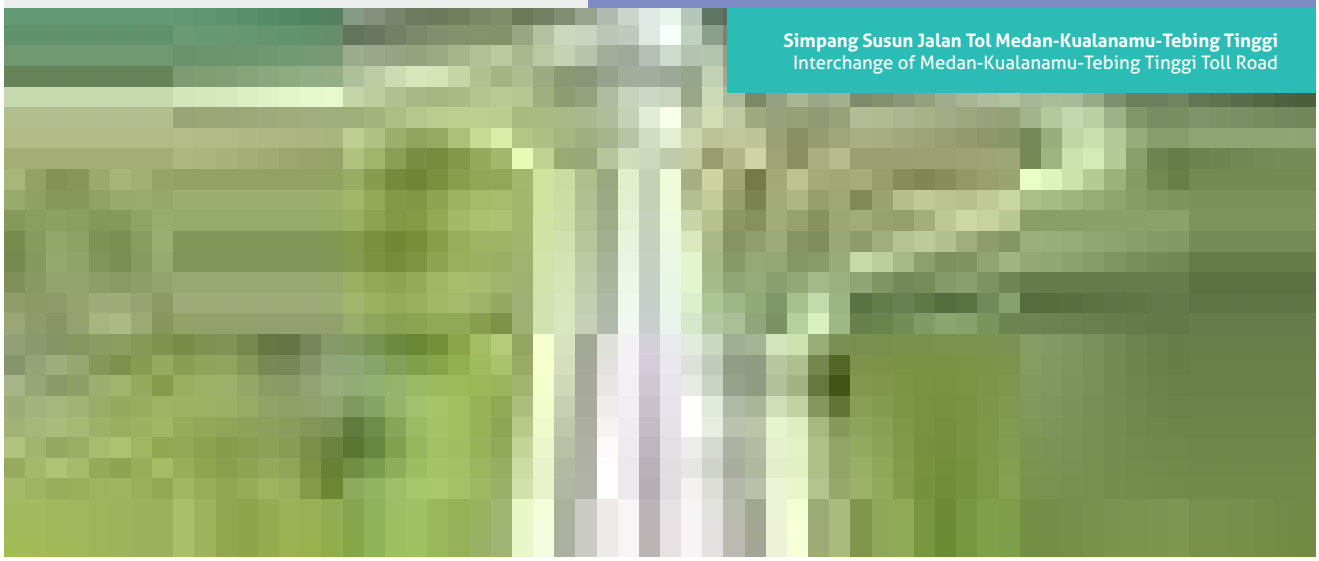
Direksi | Board of Directors

Thomas Dwiatmanto
Direktur Utama
President Director

Rianto Mirin
Direktur Keuangan
Director of Finance

Kepemilikan Saham
Shares Ownership

- PT Jasa Marga (Persero) Tbk : 55,00%
- Kings Ring Limited : 45,00%



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 dengan 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. The operation of phase 1 includes Sections 2, 3, and 4 of the Samboja-Samarinda stretch, totaling 64.87 km, which has been operational since December 17, 2019. Full operation was marked by the operation of Sections 1 and 5 of the Bandara Sepinggan-Samboja stretch, spanning 32.4 km, on August 25, 2021. This toll road is expected to enhance connectivity between two major cities in Kalimantan, reducing travel time and promoting industrial development in East Kalimantan.

Kepengurusan
Management

Dewan Komisaris | Board of Commissioners

Eko Sujianto Komisaris Utama President Commissioner	**Yuyun Pirngadi** Komisaris Commissioner	**M. Fauzin** Komisaris Commissioner

Direksi | Board of Directors

Muhammad Taufiq Direktur Utama President Director	**Nanang Siswanto** Direktur Teknik Director of Engineering	**Andree Iskandar** Direktur Keuangan Director of Finance

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%



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. The operation of phase 1 includes Sections 1 to 2A of the Manado-SS Danowudu stretch, spanning 26.35 km, which has been operational since September 30, 2020. Full operation was marked by the operation of Section 2B of the Danowudu-Bitung stretch, totaling 13.42 km, on March 12, 2022. This toll road connects the capital of North Sulawesi to Bitung, which is a Special Economic Zone (SEZ) where the Bitung Port, developed by the government, serves as the main access gate for Indonesia's logistics in the northern region.

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
Act. President Director

Tamjianto
Direktur Teknik dan Operasi
Director of Engineering and Operations

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 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 Nusa Dua-Ngurah Rai-Benoa (Bali Mandara) toll road that spans 12.7 km which has been operating since October 01, 2013. This toll road is the first toll road in Bali island which took approximately 1.5 years to construct. This toll road was inaugurated by President Susilo Bambang Yudhoyono on September 24, 2013. As one of the world's tourism destinations, the Nusa Dua-Ngurah Rai-Benoa toll road project becomes the answer towards sufficient infrastructures in Bali Island.

Kepengurusan
Management

Dewan Komisaris | Board of Commissioners

Lisye Octaviana
Komisaris Utama
President Commissioner

Edi Priyanto
Komisaris
Commissioner

Kompyang Raka Swandika
Komisaris
Commissioner

Handy Heryudhitiawan
Komisaris
Commissioner

Anak Agung Ngurah Maha Diptha
Komisaris
Commissioner

Direksi | Board of Directors

I Ketut Adiputra Karang
Direktur Utama
President Director

I Wayan Eka Saputra
Direktur Keuangan
Director of Finance

Kepemilikan Saham
Shares Ownership

- PT Jasa Marga (Persero) Tbk : 64,44%
- PT Angkasa Pura (Persero) : 6,31%
- PT Pelabuhan Indonesia III (Persero) : 13,86%
- PT Pengembangan Pariwisata Bali : 0,79%
- PT Adhi Karya (Persero) Tbk : 0,79%
- PT Hutama Karya (Persero) : 0,79%
- Pemerintah Provinsi Bali : 6,32%
- Pemerintah Kabupaten Badung : 6,32%
- PT Wijaya Karya (Persero) Tbk : 0,40%



Jalan Tol Bali Mandara
Bali Mandara 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 2024, 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 development of the Patimban Access toll road section. As of the end of 2023, PT JAP is still in the land acquisition phase. The construction of this toll road is expected to enhance connectivity in West Java Province, connecting Patimban Port to the Cikopo-Palimanan toll road section, which is part of the Trans Java toll road network.

Kepengurusan
Management

Dewan Komisaris | Board of Commissioners

Truly Nawangsasi Komisaris Utama President Commissioner	**Hudaya Arryanto Sumadhija** Komisaris Commissioner	**Aziz Muslih** Komisaris Commissioner	**Lasarus Bambang** Komisaris Commissioner

Direksi | Board of Directors

Viktor Nazarenko Mahandre Direktur Utama President Director	**Dyah Indra Arianti** Direktur Teknik Director of Engineering	**Antonius Chandra Satya** Direktur Keuangan Director of Finance

Kepemilikan Saham
Shares Ownership

- PT Jasa Marga (Persero) Tbk : 62,04%
- PT Nusa Raya Cipta : 22,00%
- PT Adhi Karya (Persero) Tbl : 6,77%
- PT PP (Persero) Tbk : 6,31%
- PT Wijaya Karya (Persero) Tbk : 0,88%
- PT Subang Sejahtera : 2,00%



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-Ngawi; 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 (originally as Regional Transjawa) and serves as the coordinator for the management and supervision of 13 Jasa Marga toll road sections along the 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; and the MBZ Elevated Toll Road.

On September 27, 2024, there was a transfer of shares owned by PT Jasa Marga (Persero) Tbk, an increase in issued and paid-up capital, subscription of new shares, and changes in PT JTT's management.

Kepengurusan
Management

Dewan Komisaris | Board of Commissioners

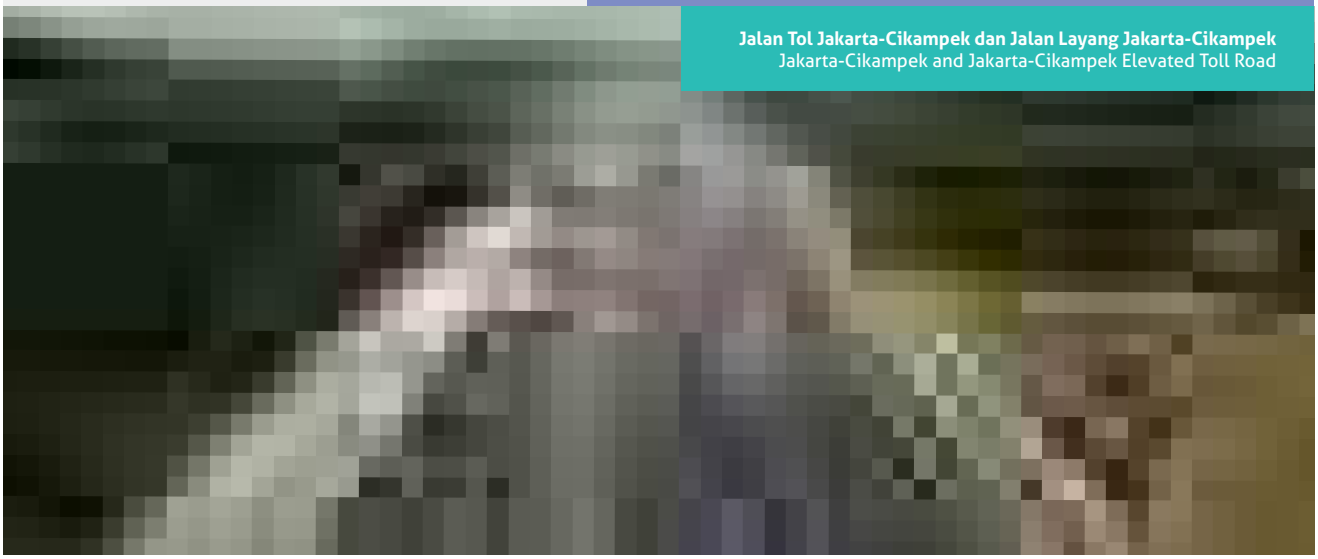
Gandes Aisyaharum Komisaris Utama President Commissioner	**Reza Febriano** Komisaris Commissioner	**Francis Emmanuel Dalupan Rojas** Komisaris Commissioner

Direksi | Board of Directors

Rudi Kurniadi Direktur Utama President Director	**Siti Sarah** Direktur Keuangan Director of Finance	**Pratomo Bimawan Putra** Direktur Operasi Director of Operations
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	

Kepemilikan Saham
Shares Ownership

- PT Jasa Marga (Persero) Tbk : 65,000%
- PT Metro Pacific Tollways Indonesia Services : 20,300%
- Warrington Investment Pte. Ltd : 10,465%
- PT Marga Utama Nusantara : 4,235%



Jalan Tol Jakarta-Cikampek dan Jalan Layang Jakarta-Cikampek
Jakarta-Cikampek and Jakarta-Cikampek Elevated Toll Road

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, diantaranya, 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 focusing on toll road operations, specifically toll collection transaction services. JMTO, which was originally named PT Jasa Layanan Operasi (JLO), was established on August 21, 2015. As a market leader in toll road operations, JMTO has a main focus on satisfaction and trust of toll road users/customers by improving quality of transaction services by developing human resource competencies, implementing Minimum Service Standards (MSS) with a maximum target of 3-4 seconds for each transaction per vehicle, implementing a secure and reliable data integration system as well as centralized online monitoring system.

JMTO will expand its business covering traffic and other services, such as development of Electronic Toll Collection (ETC) and management of equipment and technology equipment to support the toll road operations to solve operational issues and obstacles. With sufficient experience and competencies, JMTO is a reliable and trusted partner for Toll Road Enterprises (BUJT), not only on Jasa Marga toll roads, but also on other toll roads company.

Kepengurusan
Management

Dewan Komisaris | Board of Commissioners

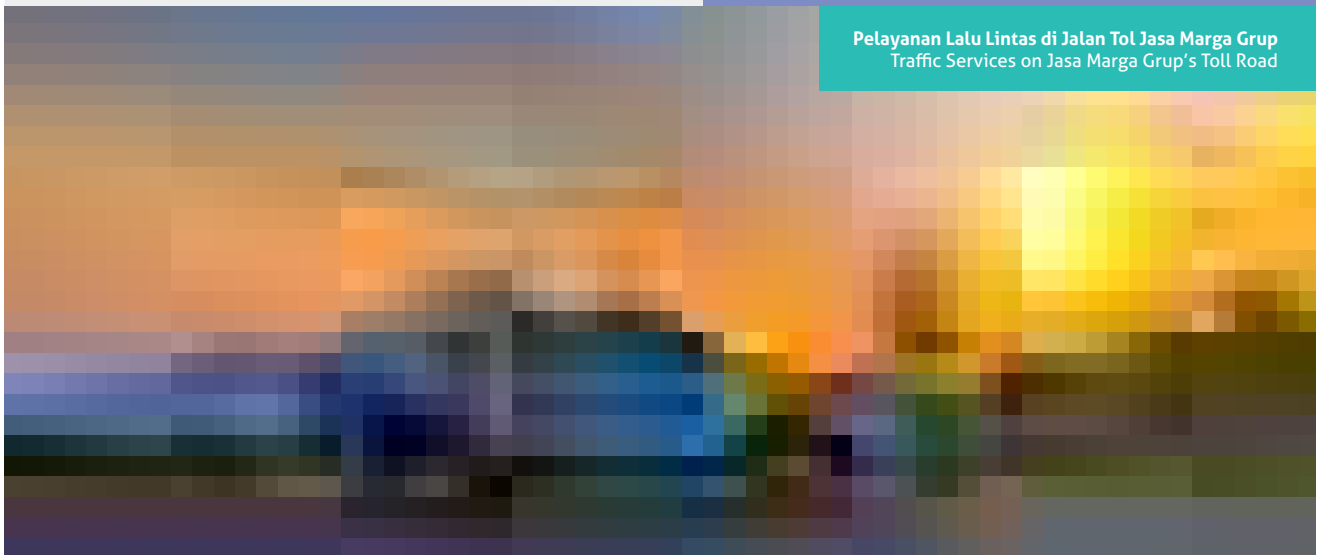
Atika Dara Prahita Plt. Komisaris Utama Act. President Commissioner	**Yuliana** Plt. Komisaris Act. Commissioner	**Aprilizayanti Putri** Plt. Komisaris Commissioner	**Mashudi** Komisaris Independen Independent Commissioner

Direksi | Board of Directors

Yoga Tri Anggoro 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 Director of Human Capital	**Tri Wahyu Subekti** Direktur Operasi Director of Operations	

Kepemilikan Saham
Shares Ownership

- PT Jasa Marga (Persero) Tbk : 99,98%
- Inkopkar Jasa Marga : 0,02%



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 include toll road preservation planning and implementation, toll road capacity upgrade and heavy equipment lease in order to fulfi l the toll roads Minimum Standard of Services (MSS) in every toll road sections, which are operated by PT Jasa Marga (Persero) Tbk and its business groups.

Kepengurusan
Management

Dewan Komisaris | Board of Commissioners

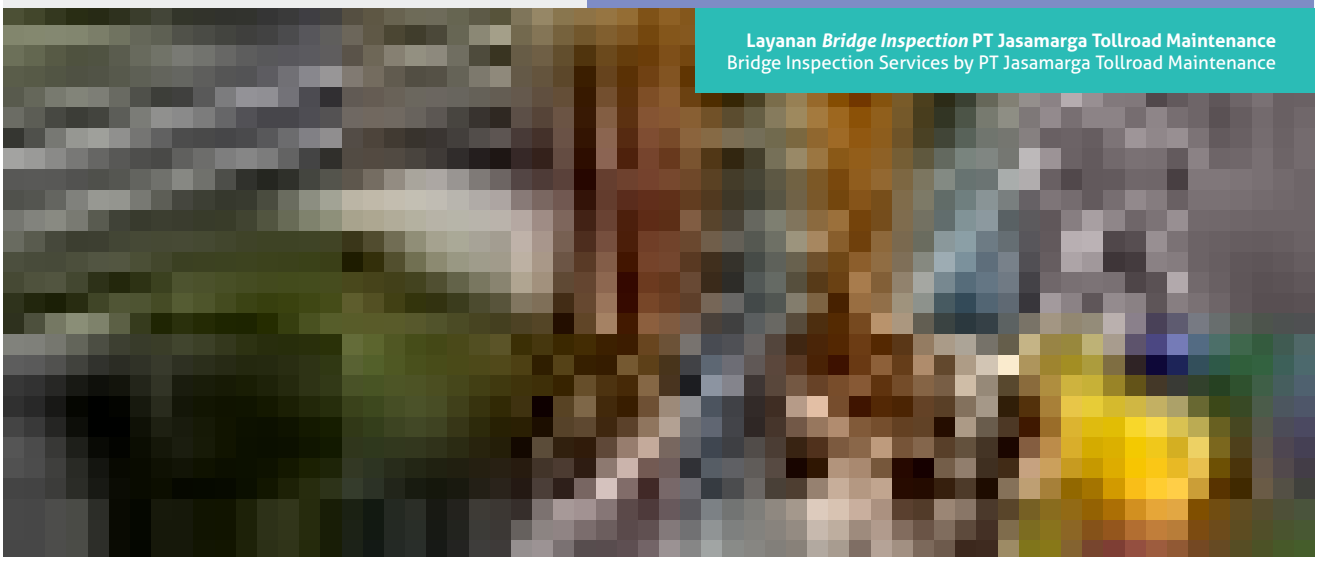
George IMP Manurung Komisaris Utama President Commissioner	**Zulhamedy** Komisaris Independen Independent Commissioner	**Hariyono Utomo** Komisaris Commissioner

Direksi | Board of Directors

Suchandra Paganda Hutabarat Direktur Utama President Director	**Linda Pakpahan** Direktur Proyek Konstruksi dan Pengembangan Bisnis Director of Construction Project and Business Development	**Dadan Waradia** Direktur Manajemen Risiko, QHSE & Penunjang Bisnis Director of Risk Management, QHSE & Support Business	**Adhi Kristiawan** Direktur Operasi Director of Operations

Kepemilikan Saham
Shares Ownership

- PT Jasa Marga (Persero) Tbk : 99,82%
- Inkopkar Jasa Marga : 0,18%



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 toll roads owned by the Jasa Marga Group to support the development of PT Jasa Marga (Persero) Tbk's business. Based on the results of the Annual General Meeting of Shareholders for the 2019 fiscal year, PT Jasa Marga (Persero) Tbk determined that PT JMRB is one of the "Core Businesses" of PT Jasa Marga (Persero) Tbk. PT JMRB's business areas include property development/Toll Corridor Development (TCD), Rest Areas and Services (TIP), advertising and utilities, building management, as well as commercial business.

Kepengurusan
Management

Dewan Komisaris | Board of Commissioners

Yohanes Baptista Satya Sananugraha
Komisaris Utama
President Commissioner

Ratiyan Abdurachman
Komisaris
Commissioner

M. Hafiz Tinerizza
Komisaris
Commissioner

Direksi | Board of Directors

Hendra Gunawan
Pgs. Direktur Utama
Act. President Director

Bimo Esmunantyo
Direktur Bisnis Fasilitas Jalan Tol
Director of Toll Road Corridor Business

Hendra Gunawan
Direktur Keuangan dan Human Capital
Director of Finance and Human Capital

Bayu Nurbaya
Direktur Bisnis Koridor Jalan Tol
Director of Toll Road Corridor Business

Kepemilikan Saham
Shares Ownership

- PT Jasa Marga (Persero) Tbk : 99,94%
- Inkopkar Jasa Marga : 0,06%



Tempat Istirahat dan Pelayanan KM 88B
Rest Area KM 88B

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 diatas PT Hutama Karya melakukan kerjasama 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.

JLJ was established on December 22, 2000 operated in Toll Road Transaction, Traffic Services Management and Preservation Services and Assets Security for Jakarta Outer Ring Road (JORR) Toll Road covering W2 (Pondok Pinang – Ulujami), S (Ruas Pondok Pinang – TMII IC), E1 (Ruas TMII IC – Cikunir IC) and E2 & E3 (Ruas Cikunir IC – Rorotan) as well as Ulujami – Pondok Aren - Serpong and Pondok Ranji sections. In 2016, concession rights of Jakarta Outer Ring Road toll road for Pondok Pinang – Jagorawi (S Section) was transferred to PT Hutama Karya (Persero) from previously held by Jasa Marga. Following the transfer, PT Hutama Karya continues the partnership in operations, security and preservation services for JORR toll road S Section (Pondok Pinang – Jagorawi) with JLJ.

As of January 1, 2020, PT Jasa Marga (Persero) Tbk. stipulates the transfer of preservation work for the JORR Non S section to PT Jasa Marga Tollroad Maintenance (PT JMTM). Since April 1, 2020, PT Jasa Marga (Persero) Tbk. stipulates the transfer of the operation of the JORR Non S section to PT Jasa Marga Tollroad Operator (PT JMTO). Starting April 1, 2020 until now, PT JLJ only has operated the JORR Section S toll road, namely from the Pondok Pinang-Jagorawi Section. On May 8, 2024, an Extraordinary General Meeting of Shareholders (EGM) was held by PT JLJ, with the decision to close PT Jalantol Lingkarluar Jakarta and appoint a liquidator for the liquidation process.

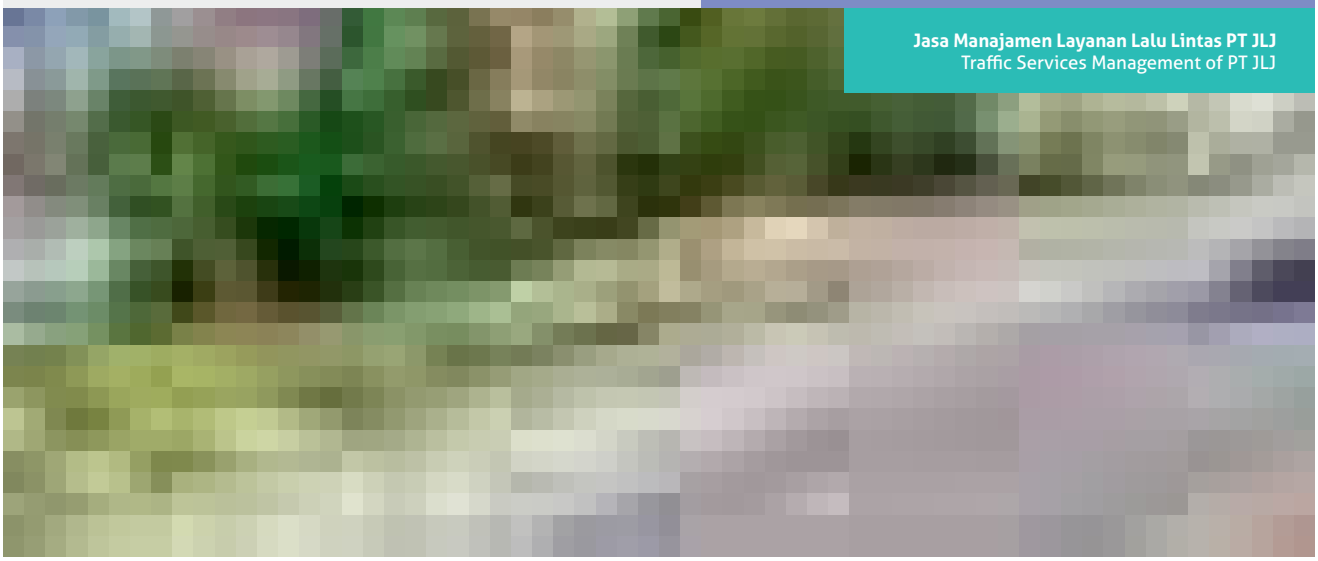
Kepengurusan
Management

Direksi | Board of Directors

Moch. Alfi Muzakki
Direktur Utama
President Director

Kepemilikan Saham
Shares Ownership

- PT Jasa Marga (Persero) Tbk : 99,99%
- Inkopkar Jasa Marga : 0,01%



Jasa Manajamen Layanan Lalu Lintas PT JLJ
Traffic Services Management of PT JLJ

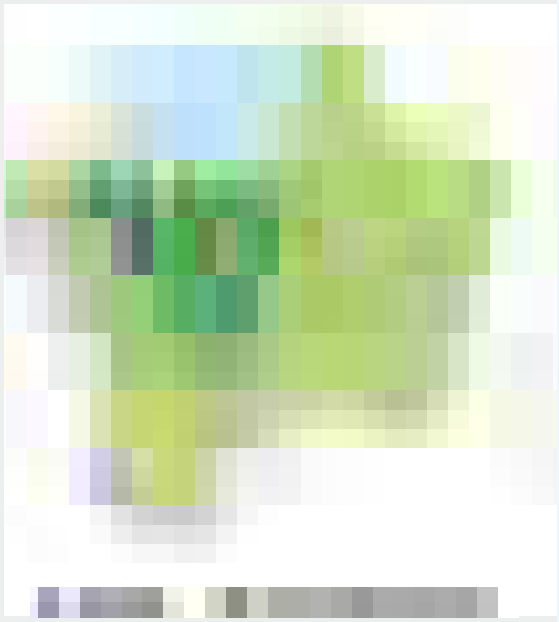
Ventura Bersama
Joint Venture

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 Rp juta) Total Assets (in millions of rupiah)	
			2024	2023		2024	2023
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	1.639.713	1.876.298
PT Jasamarga Jogja Solo (JMJ)	Pengusahaan Ruas Jalan Tol Solo-Yogyakarta-NYIA Kulonprogo Solo-Yogyakarta-NYIA Kulonprogro Toll Road Concession Holder	Sleman	52,82	52,82	Tahap Konstruksi, Beroperasi Sebagian & Fungsional Under Construction & Partially Operated	9.446.367	6.311.283



Gerbang Tol Banyudono di Jalan Tol Solo-Yogyakarta-NYIA Kulonprogo
Bayudono Toll Gate in Solo-Yogyakarta-NYIA Kulonprogo Toll Road



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 subsidiary established on August 29, 2009. It operates the 7.87 km North JORR W2 toll road (Ulujami-Kebon Jeruk), which is part of the Jakarta Outer Ring Road (JORR) toll road, which was inaugurated on December 27, 2013, and has been fully operating since July 22, 2014.

Kepengurusan
Management

Dewan Komisaris | Board of Commissioners

Firman Yosafat Siregar Komisaris Utama President Commissioner	**Oktavianus Achiruddin** Komisaris Commissioner	**Ratna Indrasari** Komisaris Independen Independent Commissioner

Direksi | Board of Directors

Widiyatmiko Nursejati Direktur Utama President Director	**Daisy Setiawan** Direktur Keuangan Director of Finance

Kepemilikan Saham
Shares Ownership

- PT Jasa Marga (Persero) Tbk : 51,00%
- PT Jakarta Marga Jaya : 49,00%



Jalan Tol Ulujami-Kebon Jeruk
Ulujami-Kebon Jeruk 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 arus orang, barang, dan jasa serta meningkatkan perekonomian di wilayah selatan Jawa Tengah.

PT JMJ is a subsidiary of the Company, established on September 9, 2020, to develop and operate the Solo-Yogyakarta-NYIA Kulon Progo toll road. As of December 31, 2024, the toll road is in the construction phase, with certain sections already operating and functioning. The development of this toll road is expected to facilitate the movement of people, goods, and services while boosting the economy in the southern region of Central Java.

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

Hedrianus Bambang NW
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

Kepemilikan Saham
Shares Ownership

- - PT Jasa Marga (Persero) Tbk : 52,82%
- - PT Adhi Karya (Persero) Tbk : 47,18%



Proyek Jalan Tol Jogja-Solo
Jogja-Solo Toll Road Project

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 Rp juta) Total Assets (in millions of rupiah)	
			2024	2023		2024	2023
PT Translingkar Kita Jaya (TLKJ)	Pengusahaan Jalan Tol Cinere-Jagorawi Cinere-Jagorawi Toll Road Concession Holder	Jakarta	21,24%	21,24%	Operasi Operate	4.395.314	3.248.835
PT Bogor Serpong Infra Selaras (BSIS)	Pengusahaan Jalan Tol Bogor-Serpong Bogor-Serpong Toll Road Concession Holder	Jakarta	26,00%	-	Pengembangan Development	4.394.000	-

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 Jasa Marga that was established for the Cinere-Jagorawi toll road concession. This toll road is a part of the Jakarta Outer Ring Road II (JORR II) toll road network along with Kunciran-Cengkareng toll road, Kunciran-Serpong toll road, and Cinere-Serpong toll road which is hoped to facilitate the commodities and goods distribution flow and economic dynamic from Jakarta towards its surrounding.

Kepengurusan
Management

Dewan Komisaris | Board of Commissioners

Sudiro Roi Santoso Komisaris Utama President Commissioner	**Antonious 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 Operasi Director of Operations	**Cherly Piktiyani Santoso** Direktur Director

Kepemilikan Saham
Shares Ownership

- PT Transindo Karya Investama : 78,00%
- PT Jasa Marga (Persero) Tbk : 21,24%
- PT Kopnatel Jaya : 0,76%

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 associate of the Company established to develop and operate the Bogor-Serpong toll road. This toll road is part of the Jakarta Outer Ring Road III (JORR III) network, which connects to the Bogor Ring Road toll section and is expected to enhance accessibility.

Kepengurusan
Management

Dewan Komisaris | Board of Commissioners

Aldrin Maulana Komisaris Utama President Commissioner	**Muhammad Rozi Rinjayadi** Komisaris Commissioner	**Aditya Ellyus** Komisaris Commissioner	**Irvanus Ellyus** 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 Director

Kepemilikan Saham
Shares Ownership

- PT Persada Utama Infra : 52,00%
- PT Jasa Marga (Persero) Tbk : 26,00%
- PT Adhi Karya (Persero) Tbk : 12,00%
- PT Hutama Karya Infrastruktur : 10,00%

Entitas Anak dan Ventura Bersama PT JTT

Sehubungan telah dilakukannya pengalihan *spin off* atas 13 ruas jalan tol yang dimiliki Perseroan ke PT JTT per 1 Juli 2022, berikut profil 6 (enam) entitas anak jalan tol dan 3 (tiga) ventura bersama PT JTT:

Subsidiaries and Joint Venture of PT JTT

In relation to the spin-off transfer of 13 toll road sections owned by the Company to PT JTT as of July 1, 2022, below is the profile of 6 (six) subsidiaries and 3 (three) joint ventures under PT JTT:

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 dimana 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, and operates the Batang-Semarang toll road, which spans 74.90 km. This toll road is part of the Trans Java toll road network, with construction starting in August 2016 and full operation commencing on December 20, 2018. The toll road stretches from Batang Regency to Semarang City, connecting with two other toll sections, namely Pemalang-Batang and Semarang ABC. The purpose of this toll road is to enhance connectivity between vital cities in Central Java.

Kepengurusan
Management

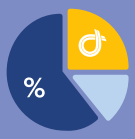
Dewan Komisaris | Board of Commissioners

Sutomo Komisaris Utama President Commissioner	**Fung Tat Sun Patrick** Komisaris Commissioner	**Budi Sultan** Komisaris Commissioner

Direksi | Board of Directors

Nasrullah Direktur Utama President Director	**Sofyan Abdu Syech** Direktur Keuangan Director of Finance	**Daru Satrio** Direktur Teknik & Operasional Director of Engineering and Operations

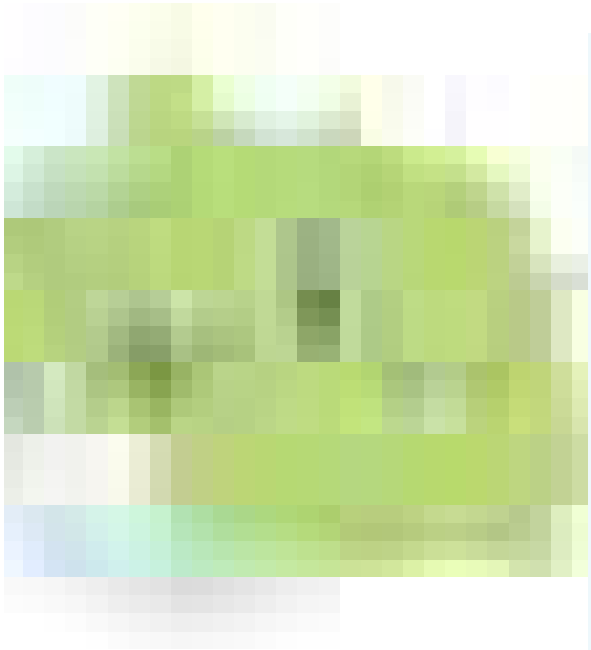
Kepemilikan Saham
Shares Ownership



- PT Jasamarga Transjawa Tol : 44,18%
- PT King Bless Limited : 39,77%
- PT Lintas Marga Jawa : 16,05%

Jalan Tol Semarang-Batang
Semarang-Batang 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, operating the Solo-Ngawi toll road spanning 91.1 km. This toll road is part of the Trans Java toll road network and has been in full operation since 2018. The existence of this toll road is expected to serve as a positive catalyst for improving the mobility of people, goods, and services, as well as boosting the economy, especially in the Central Java region.

Kepengurusan
Management

Dewan Komisaris | Board of Commissioners

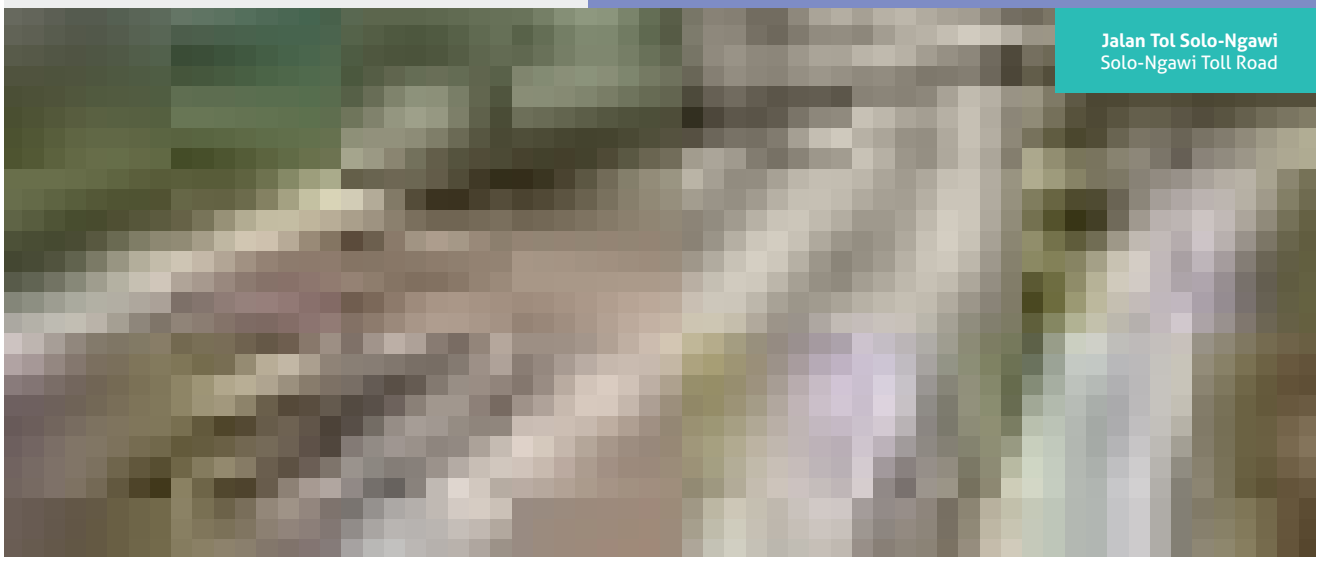
Devy Lusyana Komisaris Utama President Commissioner	**Fung Sat Sun Patrick** Komisaris Commissioner	**Iwan Agung Prasetyo** Komisaris Commissioner

Direksi | Board of Directors

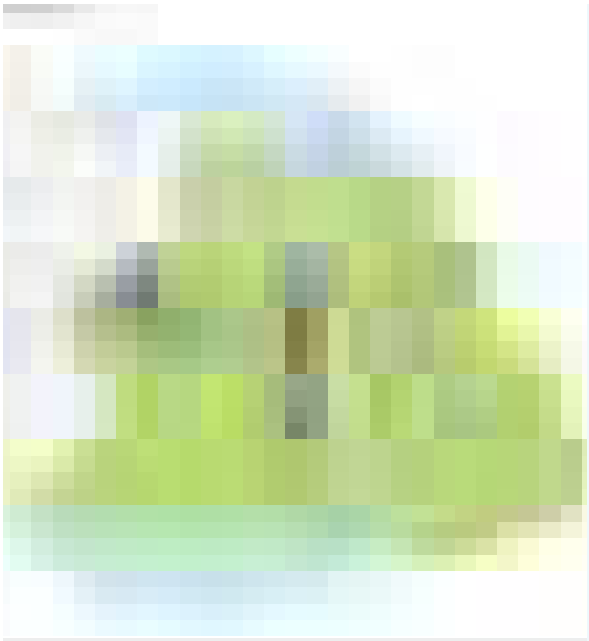
Mery Natacha Panjaitan Direktur Utama President Director	**Surya Panyuluh** Direktur Keuangan Director of Finance	**M. Historya Ayanda** Direktur Teknik Director of Engineering

Kepemilikan Saham
Shares Ownership

- PT Jasamarga Transjawa Tol : 42,62%
- Kings Key Limited : 40,00%
- PT Lintas Marga Jawa : 17,38%



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 diakusisi 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, operating the Ngawi-Kertosono-Kediri toll road. This toll road was acquired by the Company in 2015 and is part of the Trans Java toll road network, stretching across the regions of Ngawi Regency, Madiun Regency, Magetan Regency, Nganjuk Regency, Kertosono Regency, Jombang Regency, and Kediri Regency in East Java Province. The toll road is divided into 5 sections, where Sections 1 to 4 have been in operation since December 20, 2018. Meanwhile, Section 5, which covers the Kertosono-Kediri segment and was granted its concession in 2018, is still in the land acquisition process.

Kepengurusan
Management

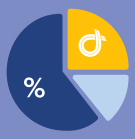
Dewan Komisaris | Board of Commissioners

Haning Pangastuty Komisaris Utama President Commissioner	**Setia Pria Husada** Komisaris Commissioner	**Fung Sat Sun Patrick** Komisaris Commissioner

Direksi | Board of Directors

Arie Irianto Direktur Utama President Director	**M. Historya Ayanda** Direktur Teknis dan Operasional Director of Engineering and Operations	**Surya Panyuluh** Direktur Keuangan dan Administrasi Director of Finance and Administration

Kepemilikan Saham
Shares Ownership



- PT Jasamarga Transjawa Tol : 45,03%
- Kings Key Limited : 40,00%
- PT Lintas Marga Jawa : 14,97%



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 Surabaya-Mojokerto toll road spanning 36.27 km. This toll road is part of the Trans Java toll road network, aiming to further support the economic potential of East Java Province and its surrounding areas. This toll road is connected to the Surabaya-Gempol toll road, Kertosono-Mojokerto toll road, and Waru-Juanda toll road, which have already been in operation, as well as being connected to the Krian Legundi Bunder Manyar (KLBM).

Kepengurusan
Management

Dewan Komisaris | Board of Commissioners

Firman Yosafat Siregar
Komisaris Utama
President Commissioner

Abul Chair
Komisaris
Commissioner

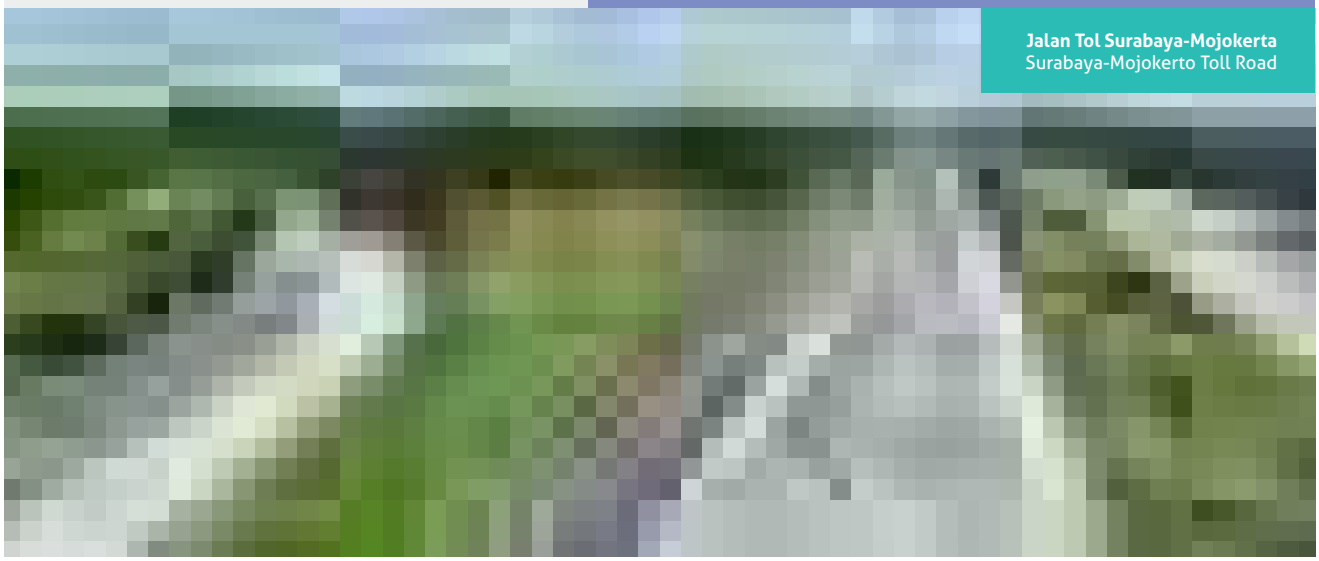
Direksi | Board of Directors

D. Hari Pratama
Direktur Utama
President Director

Fajar Andi SP
Direktur Keuangan
Director of Finance

Kepemilikan Saham
Shares Ownership

- PT Jasamarga Transjawa Tol : 55,51%
- PT Astra Tol Nusantara : 44,49%



Jalan Tol Surabaya-Mojokerta
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 Gempol-Pasuruan toll road spanning 34.15 km, and it has been in full operation since 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 the industrial zones on Java Island, the Gempol-Pasuruan toll road is expected to provide a positive contribution to enhancing traffic flow to and from Pasuruan City.

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

Kepemilikan Saham
Shares Ownership

- PT Jasamarga Transjawa Tol : 99,35%
- PT Jatim Prasarana Utama : 0,65%



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, and operates the 13.61 km Gempol-Pandaan toll road. Construction of the toll road began in 2012, with 12.65 km becoming operational on June 12, 2015, inaugurated by the President of the Republic of Indonesia, Joko Widodo, on June 18, 2015. The toll road became fully operational in 2019 and is expected to serve as a solution to alleviate congestion on existing national roads and enhance the efficiency of logistics activities in East Java.

Kepengurusan
Management

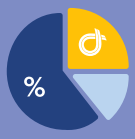
Dewan Komisaris | Board of Commissioners

Yudi Tria Wahyu Pamungkas Komisaris Utama President Commissioner	**Bahrul Alam** Komisaris Commissioner	**Erwin Hidayatullah Al Jakartaty** Komisaris Independen Independent Commissioner

Direksi | Board of Directors

Netty Renova Direktur Utama President Director	**Indarani** Direktur Director

Kepemilikan Saham
Shares Ownership



- PT Jasamarga Transjawa Tol : 40,00%
- PT Trans Optima Luhur : 53,81%
- PT Jalan Tol Kabupaten Pasuruan : 6,19%

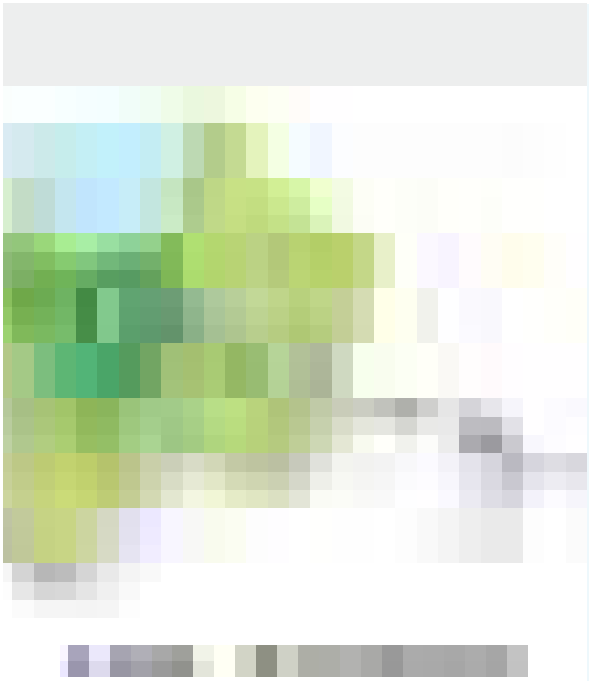


Jalan Tol Gempol-Pandaan
Gempol-Pandaan Toll Road

Selain, 6 entitas anak jalan tol di atas, PT JTT juga memiliki 2 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 the 6 toll road subsidiary entities above, PT JTT also has 2 other subsidiary entities formed on the initiative of alternative equity-based funding, namely RDPT and Dinfra on several Transjawa 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 Layang MBZ toll road, spanning 38 km. This toll road connects Cikunir to Karawang Barat and has been in operation since December 2019. The toll road was built as an alternative route from Jakarta to Karawang, Cikampek, and Bandung, and it is part of the Trans Java toll road network. The existence of this toll road is expected to alleviate congestion as the JakartaCikampek toll road has reached its optimal capacity. It is anticipated that this toll road will facilitate the smooth flow of people, goods, and services from the Jakarta region towards the eastern part of Java Island.

Kepengurusan
Management

Dewan Komisaris | Board of Commissioners

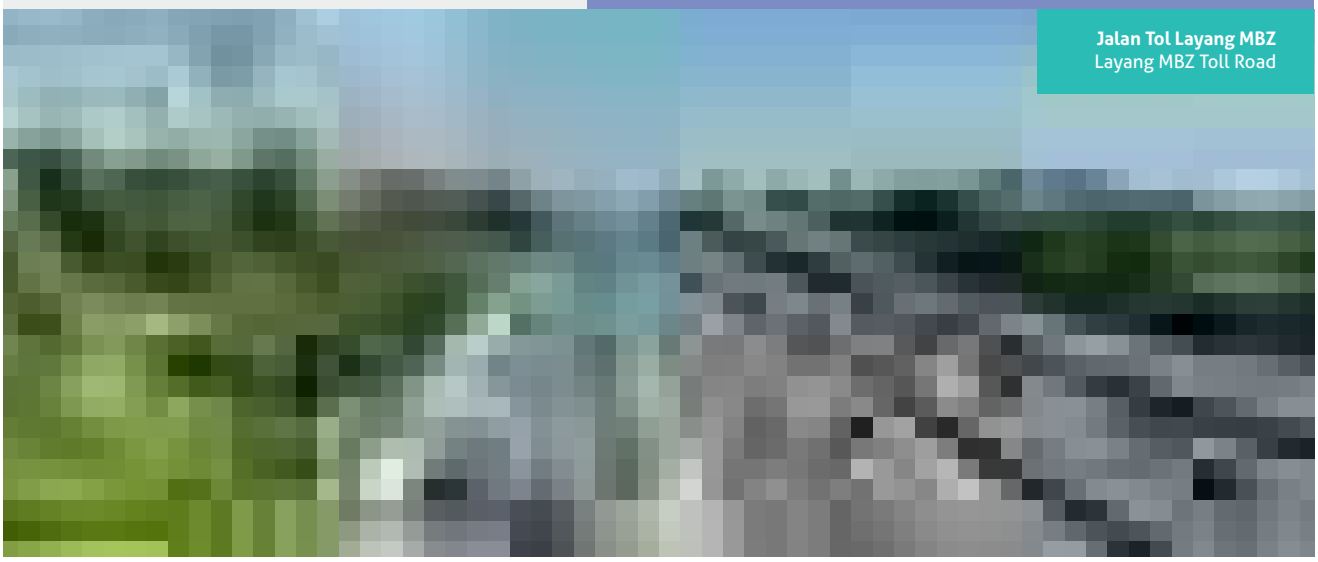
Muhammad Ramdani Basri Komisaris Utama President Commissioner	**Budi Harimawan Semihardjo** Komisaris Commissioner	**Labuan Nababan** Komisaris Commissioner

Direksi | Board of Directors

Hendri Taufik Direktur Utama President Director	**Harris Prayudi** Direktur Teknik Director of Engineering	**Anton Sujarwo** Direktur Keuangan Director of Finance

Kepemilikan Saham
Shares Ownership

- PT Jasamarga Transjawa Tol : 40,00%
- PT Margautama Nusantara : 40,00%
- PT Ranggi Sugiron Perkasa : 20,00%



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, and operates the Semarang-Solo toll road spanning 72.64 km. This toll road is part of the Trans Java toll road network and has been in full operation since 2019. The toll road connects several areas in Central Java, including Semarang, Ungaran, Bawen, Salatiga, and Boyolali. The operation of Section I Semarang-Ungaran, spanning 10.85 km, Section II Semarang-Bawen, spanning 11.99 km, Section III Bawen-Salatiga, spanning 17.99 km, as well as the operation of Section IV and Section V of the Salatiga-Kartasura section, spanning 32.21 km, which is the final part of the entire sections of the Semarang-Solo toll road, has been in operation since January 14, 2019.

Kepengurusan
Management

Dewan Komisaris | Board of Commissioners

Firman Yosafat Siregar
Komisaris Utama
President Commissioner

Ir. Sunaryo, MURP, Ph.D
Komisaris
Commissioner

Beni
Komisaris
Commissioner

Direksi | Board of Directors

Prajudi
Direktur Utama
President Director

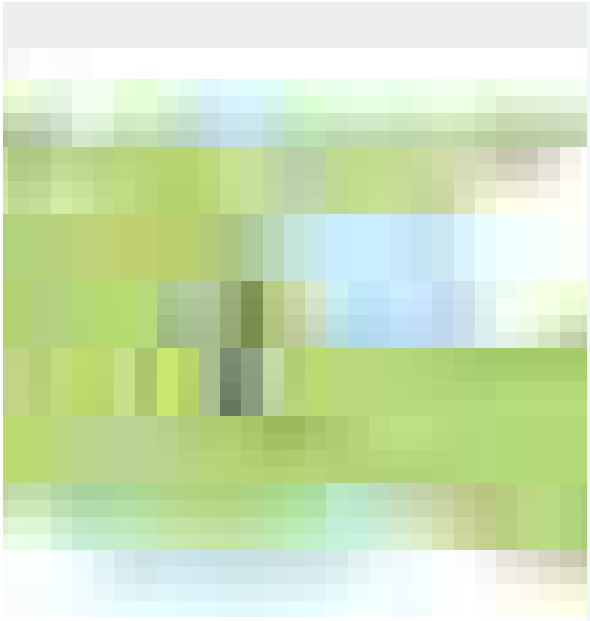
Sutomo
Direktur Keuangan
Director of Finance

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%



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, and operates the Pandaan-Malang toll road spanning 38.49 km. This toll road was built as an alternative route connecting cities and regencies in East Java to Malang City. Malang is one of the tourist destinations on Java Island, so it is expected that the Pandaan-Malang toll road will provide benefits to enhance traffic flow to and from Malang City and stimulate the economy in the surrounding areas.

Kepengurusan
Management

Dewan Komisaris | Board of Commissioners

Firman Yosafat Siregar
Komisaris Utama
President Commissioner

Syailendra Wisnu Wardhana
Komisaris
Commissioner

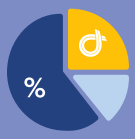
Direksi | Board of Directors

Netty Renova
Direktur Utama
President Director

Fajar Andi SP
Direktur Administrasi dan Keuangan
Director of Administration and Finance

Anton Sujarwo
Direktur Keuangan
Director of Finance

Kepemilikan Saham
Shares Ownership



- PT Jasamarga Transjawa Tol : 51%
- PT Astra Tol Nusantara : 49%



Jalan Tol Pandaan-Malang
Pandaan-Malang Toll Road

Struktur Grup Perseroan
Company's Group Structure

JASAMARGA
Indonesia Highway Corp.

Entitas Anak
Subsidiaries

Konsesi Jalan Tol
Toll Road Concession

- PT JASAMARGA SEMARANG BATANG — 59,80%
- PT JASAMARGA NGAWI KERTOSONO KEDIRI — 59,60%
- PT JASAMARGA SOLO NGAWI — 59,53%
- PT JASAMARGA GEMPOL PASURUAN — 99,35%
- PT JASAMARGA PANDAAN TOL — 93,79%
- PT JASAMARGA SURABAYA MOJOKERTO — 55,51%
- PT TRANS OPTIMA LUHUR — 99,99%
- PT LINTAS MARGA JAWA — 99,99%
- PT JASAMARGA JALANLAYANG CIKAMPEK — 40,00%
- PT TRANS MARGA JATENG — 58,91%
- PT JASAMARGA PANDAAN MALANG — 51,00%
- PT JASAMARGA TRANSJAWA TOL — 65,00%
- PT MARGA SARANA JABAR — 55,00%
- PT JASAMARGA MANADO BITUNG — 64,97%
- PT JASAMARGA BALI TOL — 64,44%
- PT JASAMARGA KUNCIRAN CENGKARENG — 88,67%
- PT JASAMARGA BALIKPAPAN SAMARINDA — 67,39%
- PT CINERE SERPONG JAYA — 55,00%
- PT JASAMARGA KUALANAMU TOL — 55,00%
- PT JASAMARGA JOGJA BAWEN — 74,09%
- PT MARGA TRANS NUSANTARA — 60,00%
- PT JASAMARGA PROBOLINGGO BANYUWANGI — 97,70%
- PT JASAMARGA JAPEK SELATAN — 90,97%
- PT JASAMARGA AKSES PATIMBAN — 62,04%

Pengoperasian Jalan Tol
Toll Road Operation

- PT JASAMARGA TOLLROAD OPERATOR — 99,98%
- PT JASAMARGA TOLLROAD MAINTENANCE — 99,82%
- PT JALANTOL LINGKARLUAR JAKARTA — 99,9%

Bisnis Prospektif
Prospective Business

- PT JASAMARGA RELATED BUSINESS — 99,94%

Entitas Anak PT JTT
Subsidiaries of PT JTT

Ventura Bersama PT JTT
Joint Venture of PT JTT

Entitas Asosiasi dan Ventura Bersama
Associates and Joint Ventures

PT TRANSLINGKAR KITA JAYA 21,24%	PT JASAMARGA JOGJA SOLO 52,82%
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 0,14%
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 (Rp) Par Value (Rp)	Harga Penawaran (Rp) 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 (Rp) Total Par Value (Rp)	Total Harga Penawaran (Rp) 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 Reselling of Buyback Shares	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 Pre-emptive 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 2024 Status as of December 31, 2024		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, dan perubahan nilai nominal saham, pelaksanaan efek konversi, 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. Chapter 1 of this Annual Report, Key Performance Overview, contains information related to stock splits, reverse stock, stock dividends, bonus shares, changes in the nominal value of shares, implementation of conversion effects, and implementation of capital additions and subtractions.

Kronologi Penerbitan dan/atau Pencatatan Obligasi

Chronology of the Issuance and/or Listing of Bonds

Tabel Kronologi Penerbitan Obligasi Jasa Marga
Table of the Chronology of the Issuance and/or Listing of Bonds

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
									2024	2023	2022	
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 Lunas	-	-	-	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 February 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)

Tabel Kronologi Penerbitan Obligasi Jasa Marga
Table of the Chronology of the Issuance and/or Listing of Bonds

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
									2024	2023	2022	
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
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)	idAAA (sf)	PT Bank Mega Tbk

Tabel Kronologi Penerbitan Obligasi Jasa Marga
Table of the Chronology of the Issuance and/or Listing of Bonds

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
									2024	2023	2022	
29	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
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%	Belum Lunas Outstanding	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	-	-	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	-	-	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	-	-	PT Bank Mega Tbk

Seluruh obligasi Jasa Marga dicatatkan pada Bursa Efek Indonesia, kecuali Obligasi Komodo 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 Obligasi Komodo, Jasa Marga menunjuk Moody's dan S&P Global sebagai lembaga pemeringkat obligasi.

All Jasa Marga bonds are listed at Indonesia Stock Exchange, except for the Komodo Bonds which are listed on the London Stock Exchange and Singapore Stock Exchange. For bonds issued and listed at Indonesia Stock Exchange, Jasa Marga refers to Pefindo as the bond rating agency. Meanwhile for the Komodo Bonds, Jasa Marga appointed 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 tanggal 31 Oktober 2017, PT Marga Lingkar Jakarta (MLJ) sebagai Ventura Bersama 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. Obligasi ini diterbitkan dengan tenor masing-masing yaitu 3, 5, 7, 10, dan 12 tahun. Pada tanggal 8 November 2020, PT MLJ telah melunasi Obligasi Seri A dengan tenor 3 tahun dengan nilai sebesar Rp200.000.000.000,00, pada tanggal 8 November 2022, PT MLJ juga telah melunasi Obligasi Seri B dengan tenor 5 tahun dengan nilai sebesar Rp217.000.000.000,00 dan juga pada tanggal 8 November 2024, PT MLJ juga telah melunasi Obligasi Seri C dengan tenor 7 Tahun dengan nilai Rp299.000.000.000,00.

PT Marga Lingkar Jakarta (MLJ) Bonds

On October 31, 2017, PT Marga Lingkar Jakarta (MLJ) as a Joint Venture obtained effective approval from the Financial Services Authority (OJK) for the issuance of Marga Lingkar Jakarta 2017 Bonds ("Bonds"). The total funds received by PT MLJ on November 8, 2017, from the issuance of Bonds amounted to Rp1,500,000,000,000.00. These Bonds were issued with respective tenures of 3, 5, 7, 10, and 12 years. On November 8, 2020, PT MLJ redeemed Series A Bonds with a 3-year tenure amounting to Rp200,000,000,000.00, and on November 8, 2022, PT MLJ also redeemed Series B Bonds with a 5-year tenure amounting to Rp217,000,000,000.00 on November 8, 2024, PT MLJ also paid off Series C Bonds with a 7-year tenor valued at Rp299,000,000,000.00.

Tabel Pemegang Obligasi MLJ Seri D
Table of MLJ Series D Bondholders

No	Nama Name	Jumlah Efek (Rp) Total Bonds (Rp)	%
1	PT Taspen	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 Insight Scholarship Fund	11.000.000.000	3,4%
6	Koperasi Kesehatan Pegawai & Pensiunan Bank Mandiri (Mandiri Healtcare)	10.000.000.000	3,1%
7	Reksa Dana BNI-AM Dana Pendapatan Tetap Manggala	10.000.000.000	3,1%
8	Dana Pensiun Jasa Marga	10.000.000.000	3,1%
9	Reksadana Guru	7.100.000.000	2,2%
10	Dana Pensiun BPD NTT - Manfaat Lain	5.000.000.000	1,6%
11	Dana Pensiun Garuda Indonesia	5.000.000.000	1,6%
12	Dana Pensiun Wijaya Karya PPMP	5.000.000.000	1,6%
13	Dana Pensiun BTN	5.000.000.000	1,6%
14	Dana Pensiun Kompas Gramedia	5.000.000.000	1,6%
15	Tony Halim	3.000.000.000	0,9%
16	Reksa Dana Insight Community Development 2	2.600.000.000	0,8%
17	Dana Pensiun GPIB	2.000.000.000	0,6%
18	Reksa Dana Insight Infra Development (I-INFRA)	1.500.000.000	0,5%
19	Reksa Dana Insight Tunas Bangsa (I-NEXT G)	1.450.000.000	0,5%
20	Reksa Dana Insight Benefit Balanced Fund	1.000.000.000	0,3%
21	Reksa Dana Insight Fellowship	250.000.000	0,1%
22	Reksa Dana Insight Plan (I-PLAN)	100.000.000	0,0%

Tabel Pemegang Obligasi MLJ Seri E
Table of MLJ Series E Bondholders

No	Nama Name	Jumlah Efek (Rp) Total Bonds (Rp)	%
1	PT Taspen (Asuransi) - AFS	100.000.000.000	21,6%
2	Reksa Dana Bahana Income Stream	90.000.000.000	19,4%
3	PT Taspen	70.000.000.000	15,1%
4	Dana Pensiun Astra Dua	52.000.000.000	11,2%
5	DPK Indocement T.P	30.000.000.000	6,5%
6	Dana Pensiun Kompas Gramedia	17.000.000.000	3,7%
7	DP Pemb.Jaya	15.000.000.000	3,2%
8	RD Principal Bond	15.000.000.000	3,2%
9	Dana Pensiun PLN	12.000.000.000	2,6%
10	Kontrak Investasi Kolektif Pemupukan Dana TAPERA Bahana Pendapatan Tetap	10.000.000.000	2,2%
11	PT Asuransi Jiwa Generali Indonesia -912494053	10.000.000.000	2,2%
12	Dana Pensiun Bank Mandiri Tiga	7.000.000.000	1,5%
13	Yanti Yulianti Gouw	7.000.000.000	1,5%
14	Reksa Dana Pendapatan Tetap Net Dana Stabil	4.000.000.000	0,9%
15	Dana Pensiun Karyawan Taspen	4.000.000.000	0,9%
16	Reksa Dana BNI-AM Dana Pendapatan Tetap Manggala	4.000.000.000	0,9%
17	Pers. Dana Pensiun PPPK PETRA	3.000.000.000	0,6%
18	Dana Pensiun Garuda Indonesia	3.000.000.000	0,6%
19	Dana Pensiun YAKKUM	3.000.000.000	0,6%
20	Dana Pensiun BTN	3.000.000.000	0,6%
21	DP Danareksa	3.000.000.000	0,6%
22	Reksa Dana Net Dana Gemilang	1.000.000.000	0,2%
23	Reksa Dana Net Dana Flexi	1.000.000.000	0,2%

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. Obligasi ini diterbitkan dalam empat seri dengan tenor masing-masing yaitu 3, 5, 7, dan 10 tahun. Pada tanggal 8 September 2023, Perseroan telah melunasi Obligasi Seri A dengan tenor 3 tahun dengan nilai sebesar Rp1.100.350.000.000,00.

Shelf Registration Bond II Jasa Marga Phase I Year 2020

On August 31, 2020, Jasa Marga obtained an effective statement from the Financial Services Authority (OJK) for the issuance of Shelf Registration Bond Jasa Marga II Phase I Year 2020. The total proceeds earned by Jasa Marga on September 8, 2020 from the Bonds issuance amounted to Rp2,000,000,000,000.00. This bond issued in four series with 3,5,7 and 10 years tenor respectively. On September 8, 2023, the Company fully paid Series A Bonds with 3 years tenor with a value of Rp1,100,350,000,000.00.

Tabel 20 Besar Pemegang Obligasi Berkelanjutan II Jasa Marga Tahap I Tahun 2020 Seri B
Table of the Top 20 Holders of Shelf Registration Bond Jasa Marga II Phase I Year 2020 Series B

No	Nama Name	Jumlah Efek (Rp) Total Bonds (Rp)	%
1	DPLK Bank Rakyat Indonesia - Pendapatan Tetap	50.000.000.000	17,5%
2	Treasury Bank Jatim	33.000.000.000	11,5%
3	PT ASABRI 2	30.000.000.000	10,5%
4	PT ASABRI 3	25.000.000.000	8,7%
5	PT Reasuransi Indonesia Utama (Persero)	24.000.000.000	8,4%
6	PT Asuransi Tugu Pratama Indonesia	20.000.000.000	7,0%
7	Dana Pensiun Pertamina	15.000.000.000	5,2%
8	Dana Pensiun Bank Mandiri	15.000.000.000	5,2%
9	PT Bank Ina Perdana Tbk	15.000.000.000	5,2%
10	DP Pos Indonesia	10.000.000.000	3,5%
11	PT Asuransi Jiwa Central Asia Raya	10.000.000.000	3,5%
12	DP. BPD Jatim	5.000.000.000	1,7%
13	PT Asuransi Jiwa Central Asia Raya - Carlink ProFixed	5.000.000.000	1,7%
14	Yayasan Kesejahteraan Pegawai Otoritas Jasa Keuangan (YKP OJK)	5.000.000.000	1,7%
15	Kontrak Investasi Kolektif Pemupukan Dana TAPERA BNI AM Pasar Uang	5.000.000.000	1,7%
16	Reksa Dana BNI-AM Dana Pendapatan Tetap Manggala	4.000.000.000	1,4%
17	Dana Pensiun Lembaga Keuangan Central Asia Raya	4.000.000.000	1,4%
18	Dana Pensiun Pupuk Kaltim Group	3.000.000.000	1,0%
19	Dana Pensiun Sekolah Kristen	1.000.000.000	0,3%
20	Dapen PPIP Pupuk Sriwijaya	1.000.000.000	0,3%

Tabel 20 Besar Pemegang Obligasi Berkelanjutan II Jasa Marga Tahap I Tahun 2020 Seri C
Table of the Top 20 Holders of Shelf Registration Bond Jasa Marga 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%
6	Dana Pensiun Jasa Marga	8.000.000.000	8,9%
7	Reksa Dana Net Dana Berimbang	5.000.000.000	5,6%
8	PT Asuransi Tugu Pratama Indonesia	5.000.000.000	5,6%
9	Yayasan Kesejahteraan Pegawai Otoritas Jasa Keuangan (YKP OJK)	5.000.000.000	5,6%
10	PT Asuransi Jiwa Central Asia Raya - Carlink ProMixed	3.000.000.000	3,3%
11	Dana Pensiun Bank Maluku	3.000.000.000	3,3%
12	PT Asuransi Jiwa Central Asia Raya	2.000.000.000	2,2%
13	Dana Pensiun YAKKUM	1.000.000.000	1,1%
14	Dana Pensiun Pegawai Perum Peruri - Self	1.000.000.000	1,1%
15	Chandra Wibowo Soetirto	1.000.000.000	1,1%
16	Ardy Wardhika	1.000.000.000	1,1%
17	Lena Setiawati	1.000.000.000	1,1%
18	Dana Pensiun Danareksa	1.000.000.000	1,1%
19	Jimmy Gunardi	800.000.000	0,9%
20	Adi Saptono	250.000.000	0,3%

Tabel 20 Besar Pemegang Obligasi Berkelanjutan II Jasa Marga Tahap I Tahun 2020 Seri D
Table of the Top 20 Holders of Shelf Registration Bond Jasa Marga 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%
6	Dana Pensiun PLN	15.000.000.000	2,9%
7	Dana Pensiun Jasa Marga	15.000.000.000	2,9%
8	Dana Pensiun Pegawai PT Bank Sumut	12.000.000.000	2,3%
9	PT Jasa Raharja (Persero)	11.000.000.000	2,1%
10	DP Pegadaian	10.000.000.000	1,9%
11	DP Otoritas Jasa Keuangan	10.000.000.000	1,9%
12	Dana Pensiun Karyawan BPJS Ketenagakerjaan	10.000.000.000	1,9%
13	Hy Non Par - IDR FI	10.000.000.000	1,9%
14	Dana Pensiun Lembaga Keuangan Central Asia Raya	10.000.000.000	1,9%
15	PT Asuransi Binagriya Upakara	8.000.000.000	1,5%
16	Dana Pensiun Jasa Raharja	6.000.000.000	1,1%
17	Dana Pensiun BTN	5.000.000.000	1,0%
18	Irwan Tanjung	4.000.000.000	0,8%
19	Dana Pensiun Pupuk Kaltim Group	3.000.000.000	0,6%
20	Dana Pensiun BPD NTT	2.500.000.000	0,5%

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. Obligasi ini diterbitkan dalam tiga seri dengan tenor masing-masing yaitu 3, 5, dan 10 tahun.

Shelf Registration Bond III Jasa Marga Phase I Year 2024

On June 26, 2024, Jasa Marga received an effective statement from the Financial Services Authority (OJK) for the issuance of the Shelf Registration Bond III Jasa Marga Phase I Year 2024. The total funds received by Jasa Marga on July 5, 2024, from the bond issuance amounted to Rp932,350,000,000.00. These bonds were issued in three series with tenors of 3, 5, and 10 years, respectively.

Tabel 20 Besar Pemegang Obligasi Berkelanjutan III Jasa Marga Tahap I Tahun 2024 Seri A
Table of the Top 20 Holders of Shelf Registration Bond Jasa Marga 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	5,5%
6	PT ASABRI (PERSERO) - Jaminan Kematian	5.000.000.000	5,5%
7	PT ASABRI (PERSERO) - Jaminan Kecelakaan Kerja	5.000.000.000	5,5%
8	DP. BPD Jatim	5.000.000.000	5,5%
9	Reksa Dana Syailendra Providentia Fixed Income Fund	3.000.000.000	3,3%
10	DANA PENSIUN KIMIA FARMA	3.000.000.000	3,3%
11	ARMANDO DEWI	1.000.000.000	1,1%
12	HELMI IMAM SATRIYONO	750.000.000	0,8%
13	TONYADI HALIM	250.000.000	0,3%
14	AMRIT VIJAY VASWANI	100.000.000	0,1%
15	CHENDRA LENNA	25.000.000	0,0%
16	NOVIANTO	10.000.000	0,0%
17	CHANDRA PERMANA	5.000.000	0,0%
18	KHARIS SATRIADI WIJAYA	5.000.000	0,0%
19	NUR AINI RAKHMAWATI	5.000.000	0,0%
20	ALFYN WENDI PRATAMA	5.000.000	0,0%

Tabel Pemegang Obligasi Berkelanjutan III Jasa Marga Tahap I Tahun 2024 Seri B
Table of the of Shelf Registration Bond Jasa Marga 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	12,4%
4	Dana Pensiun Bank Mandiri Dua	5.000.000.000	2,1%
5	Dana Pensiun Bank Mandiri Empat	3.000.000.000	1,2%
6	PT. P3IEI	3.000.000.000	1,2%
7	BURHAN URAY	30.000.000	0,0%
8	MATTEO BUSSENI	15.000.000	0,0%
9	KADEK DODY LESMANA WIRYA	5.000.000	0,0%
10	SUPRIYANTO SIKUMBANG	5.000.000	0,0%

Tabel Pemegang Obligasi Berkelanjutan III Jasa Marga Tahap I Tahun 2024 Seri C
Table of the Shelf Registration Bond Jasa Marga 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%
6	DP Bank Indonesia	20.000.000.000	3,3%
7	Dana Pensiun Bank Mandiri	10.000.000.000	1,7%
8	PT Aiaf Hy Par - IDR FI	5.000.000.000	0,8%
9	Dana Pensiun Pegawai Perum Peruri - Self	1.000.000.000	0,2%
10	Tunggul Prima Sakti	100.000.000	0,0%
11	Thomas Ari Negara	25.000.000	0,0%
12	I Putu Adi Surya Pramana	10.000.000	0,0%
13	Angga Wijaya	5.000.000	0,0%



Simpang Susun Jalan Tol Kebon Jeruk-Ulujami Milik PT MLJ
Interchange Kebon Jeruk-Ulujami Toll Road Owned by PT MLJ

Kronologi Penerbitan dan/atau Pencatatan Sukuk

Chronology of the Issuance and/or Listing of Sukuk

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 Sukuk (Juta) Total Sukuk (Milions)	Tanggal Jatuh Tempo Maturity Date	Tingkat Suku Bunga Interest Rate	Status Pembayaran Payment Status	Peringkat Rating			Wali Amanat Trustee
									2024	2023	2022	
1	Sukuk Ijarah Jangka Menengah PT Jasamarga Pandaan Tol Tahun 2019 Seri A Medium term Sukuk Ijarah PT Jasamarga Pandaan Tol Year 2019 Series A	17 Juli 2019 July 17th, 2019	3	Rp	100.000	17 Juli 2022 July 17, 2022	8,50%	Lunas Fully paid	-	-	idAA-(sy)	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 17th, 2019	5	Rp	685.000	17 Juli 2024 July 17, 2024	9,00%	Lunas Fully paid	-	idAA-(sy)	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 Medium-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 were utilized for the payment and/or accelerated payment of PT JPT's bank debts and to meet the working capital needs of PT JPT. 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 Issuance and/or Listing of Other Sources of Funding

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) Penyertaan Terbatas 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 (KIK-DINFRA) Toll Road Mandiri 001* Collective 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 28 Hayam Wuruk Street, 2nd Floor, 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 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	Rp108.900.000,00
Kantor Akuntan Publik Public Accountant Firm	**Nama Perusahaan** Company's Name	KAP Amir Abadi Jusuf, Aryanto, Mawar & Rekan (RSM Indonesia)
	Alamat Address	Plaza ASIA lantai 10. Jl. Jenderal Sudirman Kav. 59 Jakarta 12190 Plaza ASIA, 10th Floor, 59 Jenderal Sudirman Street, Jakarta 12190
	Telp/Fax/Email Telp/Fax/Email	Tel : 021-5140-1340 Fax : 021-5140-1350
	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 2024; 2. Adapun lingkup Pekerjaan sebagaimana dimaksud ayat 1 Pasal ini adalah sebagai berikut: a. Audit atas Laporan Keuangan Konsolidasian PT Jasa Marga (Persero) Tbk untuk tahun buku yang berakhir 31 Desember 2024; b. Audit atas Laporan keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) PT Jasa Marga (Persero) Tbk tahun buku yang berakhir 31 Desember 2024; c. Audit atas Kepatuhan PT Jasa Marga (Persero) Tbk terhadap Peraturan Perundang-undangan dan Pengendalian Intern sebagai wujud penerapan Pernyataan Standar Audit (PSA) No. 62 yang dilaksanakan sebagai bagian dari audit atas Laporan Keuangan Tahun Buku yang berakhir 31 Desember 2024 berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia dan Standar Pemeriksaan Keuangan Negara yang diterbitkan oleh Badan Pemeriksa Keuangan; d. *Audit Agreed Upon Procedure* (AUP) dan Jasa Atestasi Laporan Keuangan Tahun Buku 2024 PT Jasa Marga (Persero) Tbk. yang terdiri dari: i. AUP Key Performance Indicators Kolegial dan Individual sebagaimana disebutkan dalam Lampiran 2 dan 3 Kontrak Perseroan dengan KAP ii. AUP Anaplan/*reporting package* Kementerian Badan Usaha Milik Negara (KBUMN) sebagaimana disebutkan dalam Lampiran 1 Kontrak Perseroan dengan KAP e. Jasa Profesional lainnya yang terdiri dari: i. Membantu menyiapkan dokumen-dokumen pendukung yang berhubungan dengan Audit atas Laporan Keuangan Perseroan seperti management representation, apabila diperlukan sesuai ketentuan yang berlaku; ii. 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.

Kantor Akuntan Publik Public Accountant Firm	**Ruang Lingkup Pekerjaan** Scope of Work	1. Audit on PT Jasa Marga (Persero) Tbk Consolidated Financial Statements for year ended on December 31, 2024; 2. The scope of work as referred to in paragraph 1 of this Article is as follows: a. Audit of the Consolidated Financial Statements of PT Jasa Marga (Persero) Tbk for the fiscal year ending December 31, 2024; b. Audit of the financial statements of the Micro and Small Business Funding Program (PUMK) of PT Jasa Marga (Persero) Tbk for the fiscal year ending December 31, 2024; c. Audit of PT Jasa Marga (Persero) Tbk's Compliance with Laws and Regulations and Internal Control as a form of implementation of Statement of Auditing Standards (PSA) No.62 which was carried out as part of the audit of the Financial Statements for the fiscal year ended December 31, 2024 based on Auditing Standards established by the Indonesian Institute of Certified Public Accountants and State Financial Audit Standards issued by the Supreme Audit Agency. d. Audit Agreed Upon Procedure (AUP) and Attestation Services for the Financial Statements for the Financial Year 2024 of PT Jasa Marga (Persero) Tbk. consisting of: i. AUP Collegial and Individual Key Performance Indicators as stated in Attachments 2 and 3 of this Contract. ii. AUP Anaplan/reporting package of the Ministry of State Milk Enterprise (KBUMN) as mentioned in Attachment 1 of this Contract. e. Other Professional Services consisting of: i. Assist in preparing supporting documents related to the Audit of the Company's Financial Statements such as management representation, if required in accordance with applicable regulations; ii. Conducting coordination meetings with parties related to the General Audit Implementation such as meetings with the Audit Team, meetings with the Audit Committee, meetings with the Accounting & Tax Group and the Corporate Communication & Community Development Group Unit to attend the Annual General Meeting of Shareholders; ii. Attending the Annual General Meeting of Shareholders.
	Periode Penugasan Assignment Period	2024
	Biaya Fee	Rp1.980.000.000,00
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	Rp194.250.000,00
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 *Email* : 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
	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

Perseroan memiliki situs *web* yang difungsikan 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) Nomor 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 senantiasa menampilkan informasi yang terkini dan akurat bagi para pemangku kepentingan.

The Company operates a website as a communication platform with external and internal parties to provide 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 the Financial Services Authority Regulation (POJK) No. 8/POJK.04/2015 regarding Websites of Issuers or Public Companies. All information on the Company's website is presented in two languages: Indonesian and English. The Company regularly updates the information to ensure it is current and accurate for 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 provides a variety of relevant information as part of its commitment to information transparency to the public, including: annual financial reports, quarterly and semi-annual financial reports, stock performance, management presentations on the Company's quarterly performance, and other corporate information and activities.

Berikut tabel pemenuhan informasi pada situs Perseroan sesuai dengan POJK Nomor 8/POJK.04/2015:

Below is a table of information compliance on the Company's website in accordance with POJK No. 8/POJK.04/2015:

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 in the channels 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

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

Jalan Tol
Toll Road

- Jalan Tol Jasa Marga
  Jasa Marga Toll Road

Hubungan Investor
Investor Relation

- IR Home
- Info Perseroan
  Corporate Info
- Info Finansial
  Financial Info
- Keterbukaan
  Disclosures
- Info Saham/Obligasi
  Stock/Bond Info
- Permintaan Info
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Karir
Career

- Karir
  Career

04

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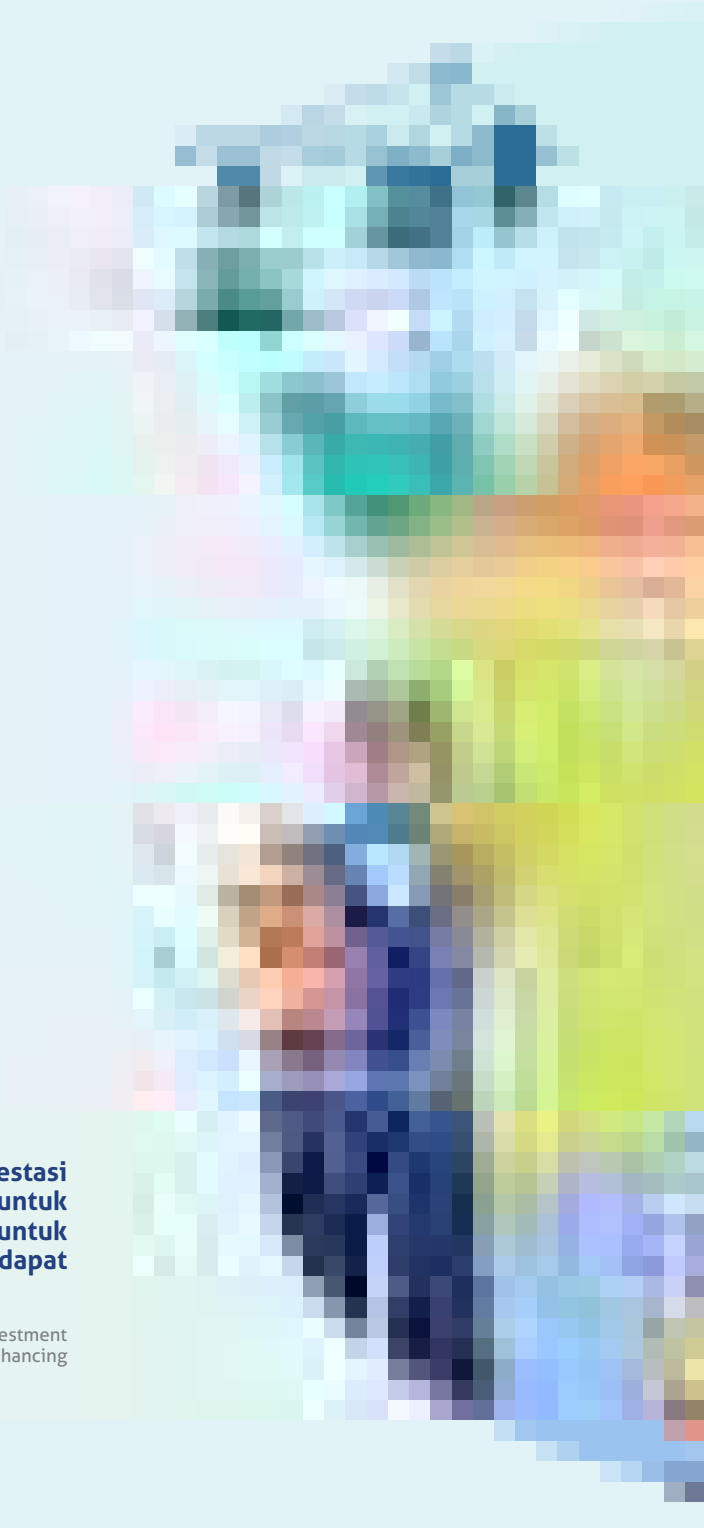
375	Tingkat Kesehatan Perusahaan Company Soundness Level
375	Komitmen dan Kontingensi Commitments and Contingencies



Dengan komitmen penerapan inovasi dan pemilihan investasi yang selektif secara berkelanjutan, Perseroan berupaya untuk memberikan kontribusi dalam pengembangan infrastruktur untuk meningkatkan konektivitas dan mobilitas masyarakat yang dapat mendorong pertumbuhan ekonomi nasional.

With a commitment to the continuous implementation of innovation and selective investment choices, the Company strives to contribute to infrastructure development aimed at enhancing connectivity and mobility for the public, which can drive national economic growth.


GERDAU TOL

Tinjauan Umum
General Overview

Pada tahun 2024, pertumbuhan ekonomi global diperkirakan mencapai sekitar 3,2%, sedikit meningkat dibandingkan dengan 3,0% pada tahun 2023. Negara-negara maju menunjukkan pemulihan bertahap, dengan AS diperkirakan tumbuh 1,6% dan zona Euro 0,9%. Di sisi lain, negara-negara berkembang, terutama di Asia, tetap menjadi pendorong utama pertumbuhan, dengan Tiongkok diproyeksikan tumbuh 4,5% dan India 6,5%. Inflasi global, meskipun mulai menunjukkan tanda-tanda penurunan, masih berada di atas tingkat normal. Rata-rata inflasi global diperkirakan mencapai 2,8% pada tahun 2024, dibandingkan dengan 6,4% pada tahun 2023.

2024 global economic growth is projected to reach approximately 3.2%, slightly higher than the 3.0% recorded in 2023. Advanced economies are gradually recovering, with the U.S. expected to grow by 1.6% and the Eurozone by 0.9%. On the other hand, developing countries, particularly in Asia, remain the fundamental catalysts of growth, with China projected to grow by 4.5% and India by 6.5%. Global inflation, although beginning to show signs of decline, remains above normal levels. The average global inflation rate is expected to reach 2.8% in 2024, compared to 6.4% in 2023.

Perekonomian Indonesia menunjukkan ketahanan yang baik di tengah tantangan global. Proyeksi pertumbuhan ekonomi Indonesia pada tahun 2024 diperkirakan mencapai 5%, dibandingkan dengan 5,0% pada tahun 2023. Konsumsi rumah tangga, yang menyumbang sekitar 53,1% dari Pendapatan Domestik Bruto (PDB), tetap menjadi pendorong utama pertumbuhan. Daya beli masyarakat meningkat berkat stabilitas harga pangan dan program bantuan sosial pemerintah. Pada tahun 2024, konsumsi diperkirakan tumbuh sekitar 7,3% dibandingkan tahun sebelumnya.

Indonesia's economy has demonstrated strong resilience amid global challenges. Economic growth in Indonesia is projected to reach 5%, compared to 5.0% in 2023. Household consumption, which accounts for approximately 53.1% of GDP, remains the primary driver of growth. Purchasing power has improved due to stable food prices and government social assistance programs. In The 2024, consumption is expected to grow by around 7.3% year-on-year.

Investasi mengalami pertumbuhan signifikan, dengan realisasi investasi pada tahun 2024 mencapai Rp1.650 triliun, meningkat Rp150 triliun dibandingkan periode yang sama tahun lalu. Sektor infrastruktur dan industri hijau menjadi fokus utama, dengan pemerintah mengalokasikan Rp100 triliun untuk proyek infrastruktur. Pemerintah Indonesia terus berupaya menciptakan lingkungan investasi yang kondusif melalui reformasi regulasi dan peningkatan infrastruktur. Program transformasi digital dan dukungan untuk sektor Usaha Mikro Kecil dan Menengah (UMKM) juga menjadi prioritas dalam strategi pemulihan ekonomi.

Investment has experienced significant growth, with the realization of investments in 2024 reaching IDR 1,650 trillion, an increase of IDR 150 trillion compared to the same period last year. The infrastructure and green industry sectors are the main focus, with the government allocating IDR 100 trillion for infrastructure projects. The Indonesian government continues to make efforts to create a conducive investment environment through regulatory reforms and infrastructure improvements. The digital transformation program and support for the Micro, Small, and Medium Enterprises (MSME) sector are also priorities in the economic recovery strategy.

Seiring dengan pertumbuhan ekonomi Indonesia, hingga tahun 2024, tingkat pengangguran di Indonesia diperkirakan mencapai 4,9%, sedikit menurun dari 5,5% pada tahun sebelumnya. Penurunan ini didorong oleh pertumbuhan sektor industri dan investasi yang meningkat, terutama di bidang infrastruktur dan digitalisasi.

In line with Indonesia's economic growth, by 2024, the unemployment rate in Indonesia is expected to reach 4.9%, a slight decrease from 5.5% in the previous year. This decline is driven by the growth of the industrial sector and increased investments, particularly in infrastructure and digitalization.

Tinjauan Kinerja Jasa Marga dan Industri Jalan Tol Indonesia

Pemerintah Indonesia telah menempatkan pengembangan infrastruktur sebagai salah satu prioritas utama dalam upaya meningkatkan konektivitas antar wilayah. Salah satu fokus utama dalam strategi ini adalah pembangunan jaringan jalan tol yang berfungsi sebagai penghubung vital antara pusat-pusat ekonomi, kawasan industri, dan daerah-daerah terpencil. Hal ini selaras dengan tujuan pembangunan nasional yang tertuang dalam Rencana Pembangunan Jangka Menengah Nasional (RPJMN) tahun 2020-2024, dengan salah

Performance Overview of Jasa Marga and the Indonesian Toll Road Industry

The Indonesian government has prioritized infrastructure development as one of its main efforts to enhance inter-regional connectivity. A key focus of this strategy is the construction of toll road networks, which serve as vital links between economic centers, industrial zones, and remote areas. This aligns with the national development goals outlined in the 2020-2024 RPJMN, where one of the Ministry of Public Works and Housing's (PUPR) primary infrastructure targets in connectivity is the construction of 2,500 km of toll

satu target pembangunan infrastruktur utama Kementerian PUPR di bidang konektivitas yaitu terwujudnya 2.500 km pembangunan jalan tol. Kementerian PUPR bersama BUJT terus melanjutkan penyelesaian proyek-proyek jalan tol dengan target 11 ruas jalan tol baru sepanjang ±356 km untuk beroperasi hingga akhir 2024.

roads. The Ministry of PUPR, in collaboration with Toll Road Business Entities (BUJT), continues to advance the completion of toll road projects, targeting 11 new toll road segments spanning approximately 356 km to be operational by the end of 2024.

Pengembangan jalan tol diharapkan dapat menjadi motor penggerak ekonomi nasional. Dengan meningkatkan konektivitas, pemerintah berupaya untuk mengurangi waktu tempuh dan biaya transportasi sehingga memfasilitasi distribusi barang dan jasa. Hal ini akan mendorong pertumbuhan ekonomi di berbagai sektor, termasuk perdagangan, industri, dan pariwisata.

The development of toll roads is expected to be a driving force for the national economy. By enhancing connectivity, the government aims to reduce travel time and transportation costs, thereby facilitating the distribution of goods and services. This will stimulate economic growth across various sectors, including trade, industry, and tourism.

Salah satu proyek ambisius dalam pengembangan jalan tol adalah Jalan Tol Trans-Sumatera, yang menghubungkan Aceh hingga Lampung dengan total panjang sekitar 2.000 km. Proyek ini bertujuan untuk meningkatkan aksesibilitas antar provinsi di Pulau Sumatera, serta mendukung pertumbuhan ekonomi lokal dengan membuka peluang baru bagi investasi dan pengembangan bisnis. Hingga saat ini, sekitar 1.500 km dari total panjang yang direncanakan telah beroperasi.

One of the ambitious projects in toll road development is the Trans-Sumatra Toll Road, which connects Aceh to Lampung with a total length of approximately 2,000 km. This project aims to improve accessibility between provinces on Sumatra Island, as well as support local economic growth by creating new opportunities for investment and business development. To date, about 1,500 km of the planned total length has become operational.

Jalan tol tidak hanya menghubungkan kota-kota besar, tetapi juga memberikan akses yang lebih baik ke daerah-daerah terpencil. Proyek jalan tol seperti Cileunyi-Sumedang-Dawuan (Cisumdawu) dan Mojokerto-Kertosono dirancang untuk mengintegrasikan wilayah pedesaan dengan pusat-pusat ekonomi, sehingga masyarakat dapat dengan mudah mengakses layanan dasar, pendidikan, dan kesehatan.

Toll roads not only connect major cities but also provide better access to remote areas. Toll road projects such as Cileunyi-Sumedang-Dawuan (Cisumdawu) and Mojokerto-Kertosono are designed to integrate rural areas with economic centers, enabling communities to easily access basic services, education, and healthcare.

Industri jalan tol di Indonesia menunjukkan kinerja yang positif di tahun 2024. Pertumbuhan lalu lintas kendaraan dan pendapatan dari tol mengalami peningkatan yang signifikan, seiring dengan perbaikan infrastruktur dan peningkatan konektivitas antarwilayah. Kementerian PUPR menargetkan penyelesaian sejumlah proyek jalan tol yang sudah dalam tahap konstruksi. Beberapa proyek jalan tol baru telah mulai beroperasi seperti jalan tol Semarang-Demak, Cileunyi-Sumedang-Dawuan, dan Jogja-Solo Tahap I, sementara yang lainnya masih dalam tahap pembangunan seperti jalan tol di selatan Jawa Tengah dan Trans-Sumatera.

The toll road industry in Indonesia has shown positive performance in 2024. Traffic growth and toll revenue have experienced significant increases, along with improvements in infrastructure and enhanced interregional connectivity. The Ministry of Public Works and Public Housing (PUPR) aims to complete several toll road projects that are already in the construction phase. Some new toll road projects, such as the Semarang-Demak, and Cileunyi-Sumedang-Dawuan and Jogja-Solo Phase I, toll road started operating, while others are still under construction, such as the toll road in southern Central Java and Trans-Sumatra.

Perseroan masih menjadi pemimpin di industri jalan tol di Indonesia hingga tahun 2024 dengan pangsa pasar sebesar 43%. Tidak banyak perusahaan dengan status emiten yang bermain di industri jalan tol. Dapat dibandingkan kinerja PT Jasa Marga (Persero) Tbk (JSMR) dengan PT Waskita Karya (Persero) Tbk (WSKT) dan PT Citra Marga Nusaphala Persada Tbk (CMNP) menggunakan total aset, laba bersih, dan *Return on Equity* (ROE).

The company remains the leader in the toll road industry in Indonesia through 2024, with a market share of 43%. There are not many publicly listed companies operating in the toll road industry. The performance of PT Jasa Marga (Persero) Tbk (JSMR) can be compared to PT Waskita Karya (Persero) Tbk (WSKT) and PT Citra Marga Nusaphala Persada Tbk (CMNP) using total assets, net profit, and Return on Equity (ROE).

Berdasarkan laporan keuangan periode 30 September 2024, total aset JSMR, WSKT, dan CMNP berturut-turut sebesar Rp151,8 triliun, Rp88,7 triliun, dan Rp23 triliun. Laba (rugi) bersih tercatat sebesar laba *in-house* Rp3,9 triliun, -Rp3,0 triliun, dan Rp869,7 miliar. Adapun ROE masing-masing 7,1%, -37,1%, dan 6,3%.

Based on the financial report for the period ending September 30, 2024, the total assets of JSMR, WSKT, and CMNP are IDR 151.8 trillion, IDR 88.7 trillion, and IDR 23 trillion, respectively. The net profit (loss) recorded is as follows: in-house profit of IDR 3.9 trillion, a loss of IDR 3.0 trillion, and a profit of IDR 869.7 billion. The Return on Equity (ROE) for each company is 7.1%, -37.1%, and 6.3%, respectively.

Strategi Jasa Marga

Jasa Marga berorientasi menjaga keberlanjutan bisnisnya dengan berupaya meningkatkan kinerja operasional dan keuangan sehingga dapat mencapai Visi dan Misi Perseroan yang baru. Perseroan telah menetapkan tujuan strategis yang telah dicanangkan dan tertuang dalam Rencana Jangka Panjang Perusahaan (RJPP) Tahun 2025-2029, yakni:

1. Memaksimalkan teknologi sebagai *enabler* dalam memberikan layanan infrastruktur jalan tol yang inovatif serta sesuai dengan kebutuhan pengguna.
2. Meningkatkan performa *portfolio 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 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.

Jasa Marga membagi strategi Perseroan ke dalam sembilan aspek utama. Kesembilan strategi tersebut disusun berdasarkan arah gerak Perseroan selama lima tahun ke depan, yang akan didukung dengan sejumlah inisiatif strategis yang akan diimplementasikan selama periode RJPP 2025-2029.

Tiga strategi utama merupakan strategi yang berkaitan langsung dengan aspek usaha perusahaan, seperti Bisnis Konsesi, Bisnis Pendukung Jalan Tol, dan Bisnis Prospektif. 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 *recyling* aset yang *under performance*.
   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.

Jasa Marga's Strategy

Jasa Marga is focused on maintaining the sustainability of its business by striving to improve both operational and financial performance to achieve the Company's new Vision and Mission. The Company has set strategic objectives outlined in the Company's Long-Term Plan (RJPP) for the years of 2025-2029:

1. Maximizing technology as an enabler to provide innovative toll road infrastructure services that meet the needs of users.
2. Improving the performance of the existing portfolio and beginning to explore expansion opportunities 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 collaboration schemes with strategic partners, technology developers, other toll road operators, or customers.
5. Setting targets and implementing sustainable initiatives that contribute to the national decarbonization targets.

Jasa Marga divides the Company's strategy into nine key aspects. These nine strategies are developed based on the Company's direction for the next five years, which will be supported by a series of strategic initiatives to be implemented during the 2025-2029 RJPP period.

Three main strategies are directly related to the Company's business aspects, such as the Concession Business, Toll Road Supporting Business, and Prospective Business. The remaining six aspects are supporting areas designed to ensure efficient operations.

1. Business Strategy
   a. Bisnis Konsesi
      Optimization of toll road concession portfolio performance through the standardization of operation and maintenance costs and the recycling of underperforming assets.
   b. Toll Road Supporting Business
      Expand the market by leveraging the Unique Selling Point of the Service Provider for Operation & Maintenance.
   c. Prospective Business
      Increase the utilization of non-toll assets to boost non-toll revenue and enhance Jasa Marga's brand image.
2. Functional Strategy
   a. Innovation & Customer Experience
      Develop and commercialize customer-centric products and services through innovation management and collaboration.

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.

Dalam menjalankan bisnisnya, Perseroan menerapkan 4 (empat) 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:
      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*;

b. Business Development
Transition to a brownfield investment business model and explore expansion into international markets.

c. Technology
Develop technology capacity and infrastructure to support data-driven decision-making.

d. Finance
Achieve financial cost efficiency through alternative financing and improve portfolio management through integrated asset management.

e. Organization and Human Resources (HR)
Restructure the organization, enhance skills, and establish shared services to support the achievement of the Company's business plan.

f. Environmental, Social, and Governance (ESG)
Increase the adoption of green initiative use cases in key operational activities and open opportunities for issuing green funding.

In conducting its business, the Company implements 4 (four) policies:

1. Business Development
   a. Main 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. Complete the toll road sections under construction while maintaining feasibility levels by the toll road concession agreement;
      ii. Increase toll road ownership with the best investment schemes based on the Company's financial capacity for sections that are already operational and/or prioritize potential toll road sections with connections to existing toll roads;
      iii. Encourage the increase of value on operational toll road sections; and
      iv. Conduct feasibility studies on potential toll road sections and other business opportunities that can develop the market and improve the Company's performance.
   b. Prospective Policy
      This policy is applied to the prospective business line, PT Jasamarga Related Business (JMRB). JMRB develops areas to support the Company's toll road business, considering the following aspects:
      i. Development of Rest Areas and Services (TIP) along the toll road, including the concept of separating the rest area function from the service area to create added value and increase 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;
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;
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. Menerapkan kontrol *overloading* dan menggunakan teknologi *pavement management system*;

ii. Development of new services and products that utilize new infrastructure and technology available along the toll road corridors, including enhancing retail and entertainment services at rest areas;
iii. Development of environmentally friendly rest areas through the use of renewable energy, waste recycling, and wastewater management;
iv. Development of prospective businesses can be conducted independently or in partnership with other experienced stakeholders, particularly through synergies with State-Owned Enterprises (SOEs) and/or their subsidiaries;
v. Funding proportion for each project should be pursued with the best scheme;
vi. Asset recycling;
vii. In the short term, JMRB must be able to acquire land for land value creation along the toll road corridors;
viii. In the medium and long term, JMRB is expected to develop Transit Corridor Development (TCD) that synergizes with toll road development.

2. Operations
a. Improvement of Toll Road Quality through technology innovations in operations and preservation.
b. Increase operational efficiency through the use of technology, including utilizing intelligent traffic management systems (artificial intelligence) to reduce congestion, using Internet of Things (IoT) sensors to monitor road conditions and infrastructure, and using data analytics to enhance decision-making processes.
c. Promote 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. Meet Minimum Service Standards (MSS);
e. Modernize operational systems and technology to improve service quality and cashless transaction control, while encouraging the implementation of seamless and touchless transactions with the best scheme for both the Company and toll road users;
f. Use green technology or renewable energy and green construction;
g. Implement gradual toll road reconstruction (staging);
h. Implement overloading control and use pavement management system technology;

i. Mengimplementasikan rekayasa teknik bidang jalan, jembatan dan sarana teknologi operasi yang dapat mendukung pengembangan bisnis jalan tol dan berdampak pada efisiensi biaya;
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;
l. Memperhatikan unsur Peningkatan Penggunaan Produksi Dalam Negri (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*;
   e. Mengembangkan bisnis, meningkatkan kapasitas operasional dan meningkatkan kualitas layanan operasional dengan memperhatikan rasio finansial (*Return on Equity*/ROE, pertumbuhan laba bersih, dan lainnya).
4. Organisasi dan Sumber Daya Manusia
   a. Memperbaiki proses bisnis, menata organisasi, dan sistem manajemen *human capital* berbasis *Information and Communications Technology* (ICT) mengacu kepada *best practice* perusahaan kelas dunia;
   b. Memperbaiki proses bisnis, menata organisasi, dan menyusun *manpower planning* yang selalu *update* dengan kebutuhan pengembangan bisnis Perseroan;
   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;*

i. Implement engineering solutions in roads, bridges, and operational technology to support toll road business development and enhance cost efficiency;
j. PT Jasamarga Tollroad Operator (JMTO) operates toll road sections owned by the Jasa Marga Group and actively seeks external business opportunities with optimum 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;
l. Consider the elements of Domestic Product Usage Improvement (P3DN) in the Company's operational activities.

3. Finance
   a. Business development is carried out with attention to 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. Operational capacity and service quality improvement investments are funded using the Company's internal funds;
   c. Investments in business development, operational capacity enhancement, and service quality improvement should consider financial ratios;
   d. Apply amortization calculation for toll roads based on units of usage;
   e. Develop business, increase operational capacity, and improve service quality while considering financial ratios (Return on Equity/ROE, net profit growth, and others).
4. Organization and Human Resources
   a. Improve business processes, organize the structure, and manage the human capital system based on Information and Communications Technology (ICT), referring to world-class company best practices;
   b. Improving business processes, organizing the structure, and developing a manpower planning system that is consistently updated to meet the company's business development needs;
   c. Conducting recruitment for leadership candidates, which is done through external and internal sources as well as professional hires, in accordance with the manpower planning, while considering a reasonable employee-to-ratio and the long-term financial impact;
   d. Developing an integrated human capital development plan for preparing future leadership candidates of the company with global personal qualities;

e. Mengembangkan *human capital* untuk membentuk kader pemimpin yang berkarakter dan bertalenta;
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;
   g. Implementasi TI mengacu kepada KPTS Kebijakan Tata Kelola TI dan Data yang berlaku di Jasa Marga.

e. Developing human capital to shape leaders who are characterized and talented;
f. Develop initiatives for improving human resource competencies that are necessary to enhance key skills required for the Company's future development.

5. Technology
   a. Emphasize the acceleration of digital transformation to improve business performance, focusing on strengthening Information Technology (IT) infrastructure, accelerating technology adoption through wider use of technology in the Company's business processes, and enhancing digital talent;
   b. IT modernization must result in work process efficiency and cost efficiency for the Company;
   c. The Company's IT development follows the adjusted IT Master Plan;
   d. Integrate back-office systems with toll road operations;
   e. Centralized IT procurement;
   f. Standardize IT specifications;
   g. IT implementation based on the IT Governance and Data Governance Policy (KPTS) applicable at Jasa Marga.



Simpang Susun Teluk Mengkudu, Jalan Tol Medan-Kualanamu-Tebing Tinggi
Teluk Mengkudu Interchange, Medan-Kualanamu-Tebing Tinggi Toll Road

Tinjauan Operasi per Segmen Usaha
Operations Review per Business Segment

Sesuai dengan Pasal 3 Anggaran Dasar Perseroan, maksud dan tujuan usaha Perseroan 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.

Jasa Marga berinvestasi 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.

Pursuant to Article 3 of the Company's Articles of Association, the purpose and objectives of the Company are to participate in and support the Government's policies and programs in the sectors of economy and national development in general, particularly in the development of toll road operations and its supporting facilities, while applying the principles of a Limited Liability Company.

To achieve these objectives and purposes, the Company conducts the following business activities:
1. Conduct technical planning, construction implementation, operation, and/or preservation of toll roads;
2. Utilize land in the toll road right of way (Rumija Toll) and land adjacent to the Rumija Toll for rest areas and services, along with other facilities and businesses;
3. Conduct area development activities integrated with the toll road network development;
4. Provide services in the sectors of toll road operation and preservation;
5. Toll road activities, including vehicle traffic services through toll roads or toll bridges;
6. Make investments, including capital participation in other companies, in line with and to achieve the Company's objectives and purposes.

Jasa Marga invests selectively by considering the optimization of its business portfolio, with the expectation that the development of business lines in toll road concessions, toll road supporting businesses, and prospective businesses will add value to the Company in both commercial and operational aspects, while also providing positive contributions to all stakeholders in the long term.

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. Hingga akhir tahun 2024, 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. Lebih lanjut rincian dari masing-masing konsesi jalan tol Perseroan adalah sebagai berikut:

Toll Road Business Segment

Under the Company's Articles of Association, Jasa Marga operates in the toll road sector. In this business segment, the Company manages concessions obtained from the Government, from start to finish, including acquiring the concessions, and constructing, and operating the toll roads. By the end of 2024, the Company will have 1,736 km of toll road concessions, including those in operation, partially operational, and under construction. All of these toll road concessions are managed by the parent company, subsidiaries, and joint ventures. Further details of each of the Company's toll road concessions are as follows:

Entitas Induk
Parent Company

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	148
Volume Capacity (V/C) Rasio Rata-Rata Volume Capacity (V/C) Average Ratio	0,57 (A) - 0,57 (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	0,80 (A) dan 0,89 (B) (Prof. Dr. Ir. Sedyatmo & Cawang-Tomang-Pluit) dan/ and 0,91 (A) - 0,92(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 Roads

Ruas Toll Road	JORR Seksi E1, E2, E3, W2S dan 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	0,60 (A) - 0,54 (B) (JORR E1-E3) dan/ and 0,43(A) - 0,46 (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	153
Volume Capacity (V/C) Rasio Rata-Rata Volume Capacity (V/C) Average Ratio	0,73 (A) - 0,74 (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	66
Volume Capacity (V/C) Rasio Rata-Rata Volume Capacity (V/C) Average Ratio	0,43 (A) - 0,43 (B)
Sistem Pengoperasian Operating System	Tertutup Closed
Lokasi Jalan Tol Toll Road Location	Sumatera Utara North Sumatera

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	46
Volume Capacity (V/C) Rasio Rata-Rata Volume Capacity (V/C) Average Ratio	0,51 (A) - 0,51 (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	Beroperasi sebagian sejak 2009 Partially operated since 2009
Jumlah Gardu Total Booths	19
Volume Capacity (V/C) Rasio Rata-Rata Volume Capacity (V/C) Average Ratio	0,38 (A) - 0,36 (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	25
Volume Capacity (V/C) Rasio Rata-Rata Volume Capacity (V/C) Average Ratio	0,33 (A) - 0,31 (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	41
Volume Capacity (V/C) Rasio Rata-Rata Volume Capacity (V/C) Average Ratio	0,30 (A) - 0,30 (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	37
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 Sumatera

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	22
Volume Capacity (V/C) Rasio Rata-Rata Volume Capacity (V/C) Average Ratio	0,24 (A) - 0,24 (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	0,06 (A) - 0,06 (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) - 0,05 (B)
Sistem Pengoperasian Operating System	Tertutup Closed
Lokasi Jalan Tol Toll Road Location	Sulawesi Utara North Sulawesi

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 West 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 (%)	
			2024	2023	2024	2023
Seksi 1 Section 1	Jatiasih-Setu	9,7	8,44	4,16	0,00	0,00
Seksi 2A Section 2A	Setu-Sukaragam	9,65	82,28	75,02	50,86	8,36
Seksi 2B Section 2B	Sukaragam-Sukabungah	15,6	95,92	95,40	48,97	12,15
Seksi 3 Section 3	Sukabungah-Sadang	29,05	98,03	97,65	89,01	86,08

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 (%)	
			2024	2023	2024	2023
Paket 1 Section 1	Suko - Kraksaan	6,53	99,30	94,33	85,54	40,15
Paket 2 Section 2	Kraksaan - Paiton	15,75	99,58	96,30	72,35	25,77
Paket 3.1 Section 3.1	Paiton - Banyuglugur (Seksi 1)	21,89	99,96	97,34	60,29	11,02
Paket 3.2 Section 3.2	Banyuglugur - Besuki (Seksi 2)		98,92	96,12		0
Paket 4 Section 4	Besuki - Situbondo	43,48	0	0	0	0
Paket 5 Section 5	Situbondo - Asembagus	17,65	0	0	0	0
Paket 6 Section 6	Asembagus - Bajulmati	43,61	0	0	0	0
Paket 7 Section 7	Bajulmati - Ketapang	24,00	0	0	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 (%)	
			2024	2023	2024	2023
Paket 1 Section 1	Sleman - Banyurejo	8,25	96,04	80,41	75,40	50,75
Paket 2 Section 2	Banyurejo-Borobudur	15,26	91,92	83,48	0	0
Paket 3 Section 3	Borobudur-Magelang	8,08	58,86	15,93	0	0
Paket 4 Section 4	Magelang-Temanggung	16,46	5,67	0,66	0	0
Seksi 5 Section 5	Temanggung-Ambarawa	22,56	5,19	1,03	0	0
Paket 6 Section 6	Ambarawa-Bawen	5,21	95,51	64,48	50,90	2,65

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 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 Patimban Access Toll Road Progress

Ruas Toll Road		Panjang (km) Length (km)	Pengadaan Tanah % Land Procurement		Konstruksi Construction (%)	
			2024	2023	2024	2023
Paket 1 Section 1	STA 00+000 - 07+100 (BUJT)	7,10	63,34	17,24	0	0
Paket 2 Section 2	STA 07+100 - 14+110 (BUJT)	7,01	84,21	68,90	0	0
Paket 1 Section 1	STA 14+110 - 21+800 (*Viability Gap Funding* Pemerintah/ Government)	7,69	89,94	60,81	0	0
Paket 2 Section 2	STA 21+800 - 28+000 (*Viability Gap Funding* Pemerintah/ Government)	6,20	91,78	69,19	0	0
Seksi 3 Section 3	STA 28+000 - 33+500 a (*Viability Gap Funding* Pemerintah/ Government)	5,50	81,20	23,06	0	0
Paket 4 Section 4	STA 33+500 - 37+050 (*Viability Gap Funding* Pemerintah/ Government)	3,55	83,28	75,13	0	0

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

After the spin-off of the Regional Transjawa Tollroad to PT Jasamarga Transjawa Tol (JTT) on July 1, 2022, and the buyback of the Limited Participation Mutual Fund (RDPT) on July 5, 2023, as well as the buyback of the Infrastructure Investment Fund (Dinfra) in September 2024, PT Jasamarga Transjawa Tol (JTT), as a subsidiary of the Company, now holds 13 toll road concession sections.

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	202
Volume Capacity (V/C) Rasio Rata-Rata Volume Capacity (V/C) Average Ratio	0,56 (A) – 0,55 (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 km
Konsesi sampai dengan Tahun Concession Maturity Year	2044
Tahun Beroperasi Year of Operations	1998
Jumlah Gardu Total Booths	32
Volume Capacity (V/C) Rasio Rata-Rata Volume Capacity (V/C) Average Ratio	0,64(A)-0,61(B)
Sistem Pengoperasian Operating System	Tertutup Closed
Lokasi Jalan Tol Toll Road Location	Jawa Barat West Java

Ruas Semarang Seksi A,B,C
Semarang Section A,B,C Toll Road

Ruas Toll Road	Semarang A,B,C
Panjang Jalan Road Length	24,74 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	0,62(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	49 km
Konsesi sampai dengan Tahun Concession Maturity Year	2044
Tahun Beroperasi Year of Operations	1986
Jumlah Gardu Total Booths	121
Volume Capacity (V/C) Rasio Rata-Rata Volume Capacity (V/C) Average Ratio	0,58 (A)-0,62(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	66
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	0,24(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	0,32(A)-0,32(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	90,1 km
Konsesi sampai dengan Tahun Concession Maturity Year	2066
Tahun Beroperasi Year of Operations	2018
Jumlah Gardu Total Booths	44
Volume Capacity (V/C) Rasio Rata-Rata Volume Capacity (V/C) Average Ratio	0,26(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	114,92 km
Konsesi sampai dengan Tahun Concession Maturity Year	2066
Tahun Beroperasi Year of Operations	Beroperasi sebagian sejak 2018 Partially operated since 2018
Jumlah Gardu Total Booths	16
Volume Capacity (V/C) Rasio Rata-Rata Volume Capacity (V/C) Average Ratio	0,20(A)-0,20(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	0
Volume Capacity (V/C) Rasio Rata-Rata Volume Capacity (V/C) Average Ratio	057(A)-0,59(B)
Sistem Pengoperasian Operating System	Terintegrasi Integrated
Lokasi Jalan Tol Toll Road Location	Jabodetabek

PT Trans Marga Jateng (TMJ)

Ruas Toll Road	Semarang-Solo
Panjang Jalan Road Length	72,6 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	0,38(A)-0,36(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	13
Volume Capacity (V/C) Rasio Rata-Rata Volume Capacity (V/C) Average Ratio	0,42(A)-0,41(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 Venture

PT Marga Lingkar Jakarta (MLJ)

Ruas Toll Road	Ulujami-Kebon Jeruk (JORR W2 Utara))
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	0,42 (A) - 0,45 (B)
Sistem Pengoperasian Operating System	Terbuka Open
Lokasi Jalan Tol Toll Road Location	Jakarta

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	2024
Jumlah Gardu Total Booths	18
Volume Capacity (V/C) Rasio Rata-Rata Volume Capacity (V/C) Average Ratio	-
Sistem Pengoperasian Operating System	Tertutup Closed
Lokasi Jalan Tol Toll Road Location	Daerah Istimewa Yogyakarta dan/and Jawa Tengah

Tabel Kemajuan Jalan Tol Solo - Yogyakarta - NYIA Kulon Progo
Tabel Kemajuan Jalan Tol Solo - Yogyakarta - NYIA Kulon Progo

Ruas Toll Road		Panjang (km) Length (km)	Pengadaan Tanah % Land Procurement		Konstruksi Construction (%)	
			2024	2023	2024	2023
Paket 1.1 Section 1.1	Solo - Klaten	22,30	99,09	95,68	100,00	80,64
Paket 1.2 Section 1.2	Klaten - Purwomantani	20,08	98,84	94,81	78,51	35,20
Paket 2.1A Section 2.1A	Purwomantani - Maguwoharjo	3,63	96,00	41,25	2,08	0
Paket 2.2B Section 2.2B	Trihanggo - Junction Sleman	3,25	98,39	91,68	44,64	26,21
Paket 2 Section 2	Maguwoharjo - Trihanggo	8,75	0	0	0	0
Paket 3 Section 3	Sleman - Purworejo	38,59	7,62	0	0	0

Kinerja Segmen Usaha Jalan Tol

Volume lalu lintas transaksi di tahun 2024 mengalami peningkatan dibandingkan dengan tahun sebelumnya dipengaruhi oleh peningkatan konektivitas dengan adanya jaringan jalan tol baru. Realisasi volume lalu lintas masing-masing ruas jalan tol pada Entitas Induk dan Entitas Anak Perseroan, adalah sebagai berikut:

Performance of the Toll Road Business Segment

The transaction traffic volume in 2024 experienced an increase compared to the previous year, driven by the growing mobility of the population. The realized traffic volume for each toll road section managed by the Parent Company and Subsidiarie is as follows:

Tabel Volume Lalu Lintas Transaksi
Table of Transaction Traffic Volume

(dalam juta transaksi kendaraan)
(in million vehicle transactions)

No	Ruas Toll Roads	2024		2023		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	154,8	12,4%	151,5	12,2%	3,4	2,2%
2	JORR Seksi non S	54,8	4,4%	64,1	5,2%	(9,4)	-14,6%
3	Cikampek - Padalarang	18,8	1,5%	18,9	1,5%	(0,1)	-0,7%
4	Jakarta - Tangerang	144,7	11,6%	142,9	11,5%	1,8	1,3%
5	Cawang - Tomang - Pluit	200,2	16,0%	199,1	16,0%	1,0	0,5%
6	Prof. Dr. Ir. Sedyatmo	80,3	6,4%	79,3	6,4%	1,0	1,3%
7	Padalarang - Cileunyi	62,3	5,0%	62,5	5,0%	(0,2)	-0,3%
8	Pondok Aren - Bintaro Viaduct - Ulujami	34,0	2,7%	26,0	2,1%	8,0	31,0%
9	Belawan - Medan - Tanjung Morawa	28,8	2,3%	28,8	2,3%	0,1	0,2%
Subtotal		**778,7**	**62,2%**	**773,0**	**62,2%**	**5,6**	**0,7%**
Entitas Anak Subsidiaries							
1	Jakarta - Cikampek	164,3	13,1%	166,0	13,4%	(1,7)	-1,0%
2	Surabaya - Gempol	102,0	8,1%	103,2	8,3%	(1,3)	-1,2%
3	Palimanan - Kanci	10,5	0,8%	10,2	0,8%	0,3	2,6%
4	Semarang Seksi A,B,C	37,1	3,0%	38,7	3,1%	(1,7)	-4,3%
5	Semarang-Batang (PT JSB)	10,1	0,8%	10,9	0,9%	(0,9)	-7,8%
6	Solo-Ngawi (PT JSN)	11,8	0,9%	12,1	1,0%	(0,3)	-2,3%
7	Ngawi-Kertosono-Kediri (PT JNK)	3,2	0,3%	3,2	0,3%	0,0	0,4%
8	Surabaya-Mojokerto (PT JSM)	31,0	2,5%	31,0	2,5%	0,1	0,3%
9	Medan-Kualanamu-Tebing Tinggi (PT JKT)	6,2	0,5%	8,9	0,7%	(2,7)	-30,2%
10	Cengkareng-Batuceper-Kunciran (PT JKC)	24,5	2,0%	21,6	1,7%	2,9	13,4%
11	Kunciran-Serpong (PT MTN)	15,3	1,2%	13,6	1,1%	1,7	12,5%
12	Balikpapan-Samarinda (PT JBS)	4,2	0,3%	3,9	0,3%	0,3	8,1%
13	Serpong-Cinere (PT CSJ)	7,9	0,6%	4,3	0,3%	3,5	82,1%
14	Gempol-Pasuruan (PT JGP)	2,9	0,2%	3,1	0,3%	(0,2)	-5,9%
15	Bogor Ring Road (PT MSJ)	18,5	1,5%	19,1	1,5%	(0,6)	-3,4%
16	Nusa Dua-Ngurah Rai-Benoa (PT JBT)	18,3	1,5%	14,2	1,1%	4,1	29,1%
17	Manado-Bitung (PT JMB)	2,1	0,2%	2,0	0,2%	0,0	2,5%
18	Gempol-Pandaan (PT JPT) *	3,4	0,3%	3,6	0,3%	(0,1)	-3,5%
Subtotal		**473,2**	**37,8%**	**469,6**	**37,8%**	**3,7**	**0,8%**
Total		**1.251,9**	**100,0%**	**1.242,6**	**100,0%**	**9,3**	**0,7%**

Ketarangan/Notes:
*) PT JPT pada tahun 2023 dikaterogikan pada ventura bersama PT JTT, tetapi berubah menjadi entitas anak PT JTT karena pembelian kembali Dana Investasi Infrastruktur (Dinfra) pada tahun 2024.
*) PT JPT in 2023 was categorized as a joint venture with PT JTT, but it changed to a subsidiary of PT JTT due to the buyback of the Infrastructure Investment Fund (Dinfra) in 2024.

Adapun pada ventura bersama Perseroan terdapat penambahan ruas jalan tol baru yakni ruas Jogja-Solo Seksi Solo-Klaten yang telah beroperasi secara komersil sejak November 2024.

For the Company's joint venture, there is an addition of a new toll road section, namely the Solo-Klaten Section which is part of the Jogja-Solo toll road and has been operating commercially since November 2024.

Berikut volume lalu lintas pada ruas jalan tol ventura bersama yang telah beroperasi:

Below is the traffic volume for operational toll road sections under the joint venture:

Tabel Volume Lalu Lintas Transaksi Ventura Bersama
Table of Joint Venture Transaction Traffic Volume

(dalam juta transaksi kendaraan)
(in million vehicle transactions)

No	Ruas Toll Roads	2024		2023		Pertumbuhan Growth	
		Jumlah (Transaksi Kendaraan) Number (Vehicle Transaction)	Proporsi Proportion (%)	Jumlah (Transaksi Kendaraan) Number (Vehicle Transaction)	Proporsi Proportion (%)	Jumlah (Transaksi Kendaraan) Number (Vehicle Transaction)	(%)
1	Ulujami-Kebon Jeruk (PT MLJ)	21,6	94,9%	21,3	100,0%	0,3	1,4%
2	Jogja-Solo (PT JMJ)	1,3	5,6%	-	-	1,3	100,0%
Total		**22,9**	**100,0%**	**21,3**	**100,0%**	**1,6**	**7,5%**

Berikut adalah volume lalu lintas transaksi ventura bersama PT JTT:

Below is the transaction traffic volume of PT JTT joint venture:

Tabel Volume Lalu Lintas Transaksi Ventura Bersama PT JTT
Table of Joint Venture Transaction Traffic Volume PT JTT

(dalam juta transaksi kendaraan)
(in million vehicle transactions)

No	Ruas Toll Roads	2024		2023		Pertumbuhan Growth	
		Jumlah (Transaksi Kendaraan) Number (Vehicle Transaction)	Proporsi Proportion (%)	Jumlah (Transaksi Kendaraan) Number (Vehicle Transaction)	Proporsi Proportion (%)	Jumlah (Transaksi Kendaraan) Number (Vehicle Transaction)	(%)
1	Semarang-Solo (PT TMJ)	16,7	61,9%	17,8	64,2%	(1,1)	-5,9%
2	Pandaan-Malang (PT JPM)	10,3	38,1%	9,9	35,8%	0,4	3,7%
3	Jalanlayang Cikampek (PT JJC)	-	-	-	-	-	-
Total		**27,0**	**100,0%**	**27,7**	**100,0%**	**(0,7)**	**-2,5%**

Penyesuaian tarif normal sesuai inflasi dan implementasi penyesuaian tarif spesial pada beberapa ruas jalan tol di Trans-Jawa menjadi faktor pendorong pertumbuhan pendapatan tol Perseroan di tahun 2024. Berikut ini perbandingan kinerja pendapatan tol pada masing-masing ruas tersebut adalah:

The adjustment of normal tariffs in line with inflation and the implementation of special tariff adjustments on several toll road sections in Trans Java were key drivers of the Company's toll revenue growth in 2024. The comparison of toll revenue performance across these sections is as follows:

Tabel Pendapatan Tol
Table of Toll Revenues

(dalam juta Rupiah)
(in milion Rupiah)

No	Ruas Toll Roads	2024		2023		Pertumbuhan Growth	
		Jumlah Number (Rp)	Proporsi Proportion (%)	Jumlah Number (Rp)	Proporsi Proportion (%)	(Rp)	(%)
Perseroan Company							
1	Jakarta - Bogor - Ciawi	1.215.853	7,1%	1.142.588	8,2%	73.264	6,4%
2	JORR Seksi non S	1.190.437	6,9%	1.139.550	8,2%	50.886	4,5%
3	Cikampek - Padalarang	1.184.986	6,9%	1.202.685	8,6%	(17.699)	-1,5%
4	Jakarta - Tangerang	1.023.563	6,0%	997.036	7,1%	26.527	2,7%
5	Cawang - Tomang - Pluit	990.049	5,8%	971.096	7,0%	18.952	2,0%
6	Prof. Dr. Ir. Sedyatmo	697.901	4,1%	664.599	4,8%	33.302	5,0%
7	Padalarang - Cileunyi	470.745	2,7%	463.176	3,3%	7.568.7	1,6%
8	Pondok Aren - Bintaro Viaduct - Ulujami	183.900	1,1%	176.039	1,3%	7.861	4,5%
9	Belawan - Medan - Tanjung Morawa	181.150	1,1%	172.532	1,2%	8.618	5,0%
Sub Total		**7.138.584**	**41,5%**	**6.929.301**	**49,7%**	**209.283**	**3,0%**
Entitas Anak Subsidiaries							
1	Jakarta - Cikampek	1.785.627	10,4%	1.360.970	9,8%	424.657	31,2%
2	Surabaya - Gempol	919.201	5,3%	851.150	6,1%	68.050	8,0%
3	Palimanan - Kanci	281.352	1,6%	268.879	1,7%	12.473	4,6%
4	Semarang Seksi A,B,C	226.048	1,3%	234.557	1,9%	8.509	-3,6%
5	Semarang-Batang (PT JSB) *	1.212.123	7,1%	485.914	3,5%	726.209	149,5%
6	Solo-Ngawi (PT JSN) *	1.023.186	6,0%	286.048	2,1%	737.138	257,7%
7	Ngawi-Kertosono-Kediri (PT JNK) *	690.771	4,0%	419.483	3,0%	271.287	64,7%
8	Surabaya-Mojokerto (PT JSM)	610.232	3,6%	579.874	4,2%	30.358	5,2%
9	Medan-Kualanamu-Tebing Tinggi (PT JKT)	568.325	3,3%	523.284	3,8%	45.041	8,6%
10	Cengkareng-Batuceper-Kunciran (PT JKC)	541.957	3,2%	435.302	3,1%	106.654	24,5%
11	Kunciran-Serpong (PT MTN)	451.409	2,6%	287.206	2,1%	164.203	57,2%
12	Balikpapan-Samarinda (PT JBS)	414.639	2,4%	363.817	2,6%	50.822	14,0%
13	Serpong-Cinere (PT CSJ)	387.134	2,3%	76.776	0,6%	310.357	404,2%
14	Gempol-Pasuruan (PT JGP)	384.132	2,2%	357.872	2,6%	26.260	7,3%
15	Bogor Ring Road (PT MSJ)	282.047	1,6%	287.774	2,1%	(5.727)	-2,0%
16	Nusa Dua-Ngurah Rai-Benoa (PT JBT)	194.479	1,1%	145.784	1,0%	48.694	33,4%
17	Manado-Bitung (PT JMB)	55.074	0,3%	54.038	0,4%	1.036	1,9%
18	Gempol-Pandaan (PT JPT) **	19.400	0,1%	-	0,0%	19.400	100,0%
Sub Total		**10.047.136**	**58,5%**	**7.018.728**	**50,3%**	**3.028.407**	**43,2%**
Total		**17.185.720**	**100,0%**	**13.948.029**	**100,0%**	**3.237.690**	**23,2%**

Keterangan/Notes:
*) Perseroan telah melakukan aksi korporasi pembelian kembali *(buyback)* Unit Reksadana Penyertaan Terbatas pada Juli 2023 atas ruas jalan tol Batang-Semarang, Solo-Ngawi, dan Ngawi-Kertosono-Kediri melalui PT JTT, sehingga ketiga ruas tersebut dialihkan sebagai entitas anak PT JTT dan secara tidak langsung pengendaliannya berada di bawah PT JTT.
**) PT JPT pada tahun 2023 dikaterogikan pada ventura bersama PT JTT, tetapi berubah menjadi entitas anak PT JTT karena pembelian kembali Dana Investasi Infrastruktur (Dinfra) pada tahun 2024.
*) The Company has carried out a corporate action to buy back Limited Participation Mutual Fund Units in July 2023 for the Batang-Semarang, Solo-Ngawi, and Ngawi-Kertosono-Kediri toll roadS through PT JTT, thus the three toll roads were transferred as subsidiaries of PT JTT and placing their control under PT JTT.
**) In 2023, PT JPT was classified as a Joint Venture of PT JTT, but following the implementation of the Mutual Infrastructure Investment buyback in 2024, it has transitioned into one of PT JTT's subsidiaries.

Sedangkan untuk ventura bersama, berikut pendapatan tol pada ruas yang dioperasikan.

As for the joint ventures, the toll revenue for the operated sections is as follows.

Tabel Pendapatan Tol Ventura Bersama
Table of Joint Venture Entity Toll Revenues

(dalam juta Rupiah)
(in milion Rupiah)

No	Ruas Toll Roads	2024 Jumlah Number (Rp)	2024 Proporsi Proportion (%)	2023 Jumlah Number (Rp)	2023 Proporsi Proportion (%)	Pertumbuhan Growth (Rp)	Pertumbuhan Growth (%)
1	Ulujami-Kebon Jeruk (PT MLJ)	349.197	90,5%	333.877	100%	15.320	4,6%
2	Jogja-Solo (PT JMJ)	36.614	9,5%	-	-	36.614	100,0%
Total		**385.811**	**100,0%**	**333.877**	**100,0%**	**51.934**	**15,6%**

Berikut adalah pendapatan tol ventura bersama PT JTT:

The toll revenue for the joint venture PT JTT is as follows:

Tabel Pendapatan Tol Ventura Bersama PT JTT
Table of Joint Venture Entity Toll Revenues PT JTT

(dalam juta Rupiah)
(in milion Rupiah)

No	Ruas Toll Roads	2024 Jumlah Number (Rp)	2024 Proporsi Proportion (%)	2023 Jumlah Number (Rp)	2023 Proporsi Proportion (%)	Pertumbuhan Growth (Rp)	Pertumbuhan Growth (%)
1	Semarang-Solo (PT TMJ)	1.091.188	42,7%	968.309	43,6%	122.879	12,7%
2	Pandaan-Malang (PT JPM)	372.765	14,6%	359.986	16,2%	12.779	3,5%
3	Jalanlayang Cikampek (PT JJC)	1.091.494	42,7%	893.421	40,2%	198.073	22,2%
Total		**2.555.447**	**100,0%**	**2.221.716**	**100,0%**	**333.731**	**15,0%**

Profitabilitas Segmen Usaha Jalan Tol

Pada tahun 2024, laba usaha yang dibukukan segmen usaha jalan tol mengalami peningkatan dibandingkan tahun sebelumnya. Kenaikan tersebut utamanya disebabkan oleh peningkatan pendapatan tol dan efisiensi beban usaha kas.

Perseroan melaksanakan beberapa aksi korporasi di tahun 2024 untuk mengoptimalkan portofolio bisnis dan mendorong pertumbuhan kinerja, antara lain yaitu pendanaan berbasis ekuitas pada PT JTT, pembelian saham Synergy Quest International Limited pada PT JKC, penerbitan penawaran umum berkelanjutan (PUB) obligasi berkelanjutan III PT Jasa Marga (Persero) Tbk dan *buyback* dana investasi infrastruktur (Dinfra) PT TMJ dan PT JPT.

Toll Road Business Segment Profitability

In 2024, the operating profit secured by the toll road business segment increased compared to the previous year. This increase was primarily driven by higher toll revenue and operational cost efficiencies.

The Company conducted several corporate actions in 2024 to optimize its business portfolio and drive performance growth, including Equity Financing for PT JTT's toll road segments, the purchase of shares in Synergy Quest International Limited at PT Jasamarga Kunciran Cengkareng, the issuance of a a shelf registration bonds (PUB) III of PT Jasa Marga (Persero) Tbk and the buyback of the Mutual Infrastructure Investment PT TMJ and PT JPT.

Tabel Profitabilitas Segmen Usaha Jalan Tol*
Table of Toll Road Business Segment Profitability

(dalam juta Rupiah)
(in milion Rupiah)

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Pendapatan Usaha Revenues	17.285.173	14.051.440	3.233.733	23,0%
Pendapatan Konstruksi Construction Revenues	9.974.974	5.752.623	4.222.351	73,4%
Beban Usaha Operating Expenses	(6.645.406)	(5.726.792)	(918.614)	16,0%
Beban Konstruksi Construction Expenses	(9.903.014)	(5.716.823)	(4.186.191)	73,2%
Laba Bruto Gross Profit	10.711.727	8.360.448	2.351.279	28,1%
Beban Umum dan Administrasi General and Administration Expenses	(2.053.204)	(1.758.636)	(294.568)	16,7%
Penghasilan (Beban) Lain-Lain Other Income (Expenses)	99.966	17.919	82.047	457,9%
Laba Usaha Operating Profit	9.410.946	11.039.840	(1.628.894)	-14,8%
Aset Segmen Segment Assets	173.557.134	166.381.957	7.175.177	4,3%
Liabilitas Segmen Segment Liabilities	85.611.280	92.465.026	(6.853.746)	-7,4%

Keterangan/Notes:
*) Angka yang tersaji pada tabel di atas merupakan angka sebelum eliminasi.
*) The numbers represented in the table above are the numbers before elimination.

Prospek Usaha Segmen Jalan Tol

Prospek usaha segmen jalan tol masih sangat baik sejalan dengan pertumbuhan perekonomian dan 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.

Toll Road Segment Business Prospects

The business prospects for the toll road segment remain very positive in line with economic growth and infrastructure development in Indonesia. The continued development of inter-regional connectivity and the development of areas around toll road areas can drive an increase in traffic volume on Jasa Marga Group toll roads, which will contribute to the growth of the Company's revenue performance.

Analisa Kinerja dan Prospek Usaha Jalan Tol Beroperasi

Entitas Induk

Jagorawi

- **Analisis Kinerja**
  Volume lalu lintas dan pendapatan tol ruas Jakarta-Bogor-Ciawi menurun dibandingkan tahun sebelumnya dikarenakan adanya peralihan moda transportasi di sekitar ruas jalan tol Jagorawi.

  Laba usaha mengalami peningkatan dikarenakan adanya efisiensi beban usaha pada ruas segmen Jakarta-Bogor-Ciawi.

Performance Analysis and Business Prospect of Operational Toll Roads

Parent Company

Jagorawi

- **Performance Analysis**
  Traffic volume and revenue from the Jakarta-Bogor-Ciawi toll road decreased compared to the previous year due to a shift in transportation modes around the Jagorawi toll road section.

  Operating profit increased due to cost-efficiency measures in the Jakarta-Bogor-Ciawi segment.

- **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. Selain itu, Pemerintah Kabupaten Bogor akan mewujudkan Kota Cibinong Raya, seperti wilayah Sentul dan Sukaraja menjadi Kawasan *Central Business District* (CBD).

Jakarta-Tangerang-Cengkareng

- **Analisis Kinerja**
  Volume lalu lintas dan pendapatan tol ruas Jakarta Tangerang-Cengkareng meningkat dibandingkan tahun sebelumnya yang didorong oleh mobilitas masyarakat yang tinggi dan peningkatan aktivitas logistik yang menuju Pelabuhan Merak.

  Disisi 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 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 penurunan dibandingkan tahun sebelumnya. Hal ini, dikarenakan adanya konektivitas jalan tol baru yang terhubung dengan ruas jalan tol JORR.

  Dari sisi profitabilitas, laba usaha tetap dapat terjaga dimana laba usaha JORR Non S dan Pondok Aren-Bintaro Viaduct-Ulujami mengalami peningkatan seiring dengan penyesuaian tarif tol yang dilaksanakan pada bulan Desember 2023 dan efisiensi beban usaha kas yang dilakukan.

- **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.

- **Business Prospect**
  In the future, the performance growth of the Jagorawi toll road section will be supported by several areas around the exit points of the Jagorawi toll road, which have been developed by developers into residential areas or new shopping centers for the local communities. Additionally, the Bogor Regency Government plans to develop the Cibinong Raya area, including Sentul and Sukaraja, into a Central Business District (CBD).

Jakarta-Tangerang-Cengkareng

- **Performance Analysis**
  Traffic volume and revenue from the Jakarta Tangerang-Cengkareng toll road increased compared to the previous year, driven by high community mobility and increased logistics activities heading to the Merak Port.

  On the other hand, operating profit increased due to efforts by Jasa Marga to optimize expenses.

- **Business Prospect**
  The performance growth of the Jakarta-Tangerang-Cengkareng toll road will continue to be supported by the economic activities in Jakarta, air travel activities, the expansion of terminal capacity at Soekarno-Hatta Airport, and the development of areas in Tangerang, North Jakarta, and surrounding regions.

Jakarta Outer Ring Road (JORR) Non S and Pondok Aren-Bintaro Viaduct-Ulujami

- **Performance Analysis**
  Traffic volume and revenue from the JORR sections E1, E2, E3, W2S, and Pondok Aren-Bintaro Viaduct-Ulujami decreased compared to the previous year. This is due to the new toll road connectivity that links to the JORR toll road sections.

  From a profitability perspective, operating income has remained stable, with operating profits for JORR Non-S and Pondok Aren-Bintaro Viaduct-Ulujami increasing due to the toll rate adjustment implemented in December 2023 and cash operating expense efficiencies.

- **Business Prospect**
  In the future, the performance growth of the JORR sections will be supported by connectivity with the Depok-Antasari toll road, which will generate new traffic demand and increase the traffic volume on the JORR.

Purbaleunyi

- **Analisis Kinerja**
  Volume lalu lintas dan pendapatan tol ruas Cipularang dan Padaleunyi (Purbaleunyi) menurun dibandingkan tahun sebelumnya dikarenakan adanya pengoperasian moda transportasi lain pada ruas Purbaleunyi.

  Di sisi profitabilitas, laba usaha mengalami penurunan seiring adanya penurunan pendapatan tol akibat dari penurunan volume lalu lintas.

- **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 juga akan terhubung dengan jalan tol Cisumdawu Cileunyi-Sumedang-Dawuan (Cisumdawu).

Belmera

- **Analisis Kinerja**
  Volume lalu lintas transaksi tercatat meningkat karena peningkatan mobilitas masyarakat serta terintegrasinya dengan ruas jalan tol Medan-Kualanamu-Tebing Tinggi, Medan-Binjai, Kuala Tanjung - Tebing Tinggi - Parapat, dan Indrapura-Kisaran. Seiring dengan peningkatan volume lalu lintas dan pendapatan tol, laba usaha juga semakin meningkat di bandingkan dengan 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.

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.

Purbaleunyi

- **Performance Analysis**
  Traffic volume and revenue from the Cipularang and Padaleunyi (Purbaleunyi) toll roads decreased compared to the previous year due to the operation of alternative transportation modes in the Purbaleunyi section.

  In terms of profitability, operating profit declined due to the reduction in toll revenue resulting from the decrease in traffic volume.

- **Business Prospect**
  In the future, the performance growth of the Purbaleunyi section will be supported by its connectivity with the operational toll road, the Soreang-Pasir Koja toll road, and its connection to the Cisumdawu Cileunyi-Sumedang-Dawuan (Cisumdawu) toll road.

Belmera

- **Performance Analysis**
  Transaction traffic volume increased due to higher community mobility and the integration of the Medan-Kualanamu-Tebing Tinggi toll road, Medan-Binjai, Kuala Tanjung-Tebing Tinggi-Parapat toll road, and Indrapura-Kisaran toll road. As traffic volume and toll revenues grew, operating profits also saw an increase compared to the previous year.

- **Prospek Usaha**
  In the future, the performance of the Belawan-Medan-Tanjung Morawa segment is expected to grow, supported by its integration with the Medan-Kualanamu, Tebing Tinggi, Medan-Binjai, Kuala Tanjung-Tebing Tinggi-Parapat, and Indrapura-Kisaran toll roads. Additionally, the proximity to the Kuala Tanjung Harbor area, the Sei Mangkei Special Economic Zone, and Lake Toba as a priority tourist destination in Indonesia, will present significant opportunities for traffic growth in the Belawan-Medan-Tanjung Morawa toll road.

Subsidiaries

Kunciran-Serpong (PT Marga Trans Nusantara)

- **Performance Analysis**
  Traffic volume increased due to the connection of the West JORR 2 segment to the East section.

- **Business Prospect**
  In the future, the performance growth of the Kunciran-Serpong section will increase the company's revenue with the completion of the entire JORR 2 section. It is expected that the full connection of the JORR 2 will enhance connectivity in the Jabodetabek area.

Bogor Outer Ring Road (PT Marga Sarana Jabar)

- **Analisis Kinerja**

  Volume lalu lintas dan pendapatan tol ruas Bogor Outer Ring Road (BORR) menurun dibandingkan tahun sebelumnya dikarenakan adanya pembangunan Jembatan Otista sehingga Pengguna Jalan memiliki alternatif lain.

  Di sisi profitabilitas, laba usaha mengalami penurunan seiring dengan adanya pengaruh dari kondisi ekonomi dan banyaknya hari libur nasional yang menyebabkan penurunan pendapatan tol. Namun, Jasa Marga tetap berupaya untuk melakukan optimalisasi 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.

Bogor Outer Ring Road (PT Marga Sarana Jabar)

- **Performance Analysis**

  Traffic volume and revenue from the Bogor Outer Ring Road (BORR) toll road decreased compared to the previous year due to the construction of the Otista Bridge, which provided road users with alternative routes.

  In terms of profitability, operating profit declined due to the economic conditions and numerous national holidays, which led to a decrease in toll revenue. However, Jasa Marga continues to make efforts to optimize the control of operating cash expenses.

- **Business Prospect**

  The performance growth of the BORR segment will be supported by the future operation of the entire BORR section, which will then be connected to the Depok-Antasari toll road, thereby generating new traffic volumes on the BORR section.

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.

- **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.

Serpong-Cinere (PT Cinere Serpong Jaya)

- **Performance Analysis**

  Traffic volume and toll revenue increased due to the connection of the JORR 2 West section to the East section.

- **Business Prospect**

  In the future, the performance growth of the Cinere-Serpong section will boost the company's revenue with the completion of the entire JORR 2 network, which is expected to enhance connectivity and smooth traffic flow in the Greater Jakarta area (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 di dukung oleh peningkatan aktivitas di bandara Soekarno-Hatta.

Cengkareng-Batuceper-Kunciran (PT Jasamarga Kunciran Cengkareng)

- **Performance Analysis**

  Traffic volume along the JORR 2 route increased due to the connection of the JORR 2 West section to the East section.

- **Business Prospect**

  In the future, the performance growth of the Kunciran-Cengkareng section is expected to increase the Company's revenue with the completion of the entire JORR 2 network, which is anticipated to improve connectivity and traffic flow in the Jabodetabek area. Additionally, the growth of the Kunciran-Cengkareng section's performance will also be supported by increased activity at Soekarno-Hatta Airport.

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. Pendapatan tol tercatat meningkat dibandingkan dengan tahun sebelumnya yang dipengaruhi oleh karena peningkatan 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.

- **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.

Balikpapan-Samarinda (PT Jasamarga Balikpapan Samarinda)

- **Analisis Kinerja**

  Peningkatan pendapatan tol yang terjadi terutama dipengaruhi oleh peningkatan mobilitas masyarakat di wilayah Balikpapan dan Samarinda, serta pembangunan Ibu Kota Negara (IKN) baru. Hal ini mendorong peningkatan laba usaha.

Medan-Kualanamu-Tebing Tinggi (PT Jasamarga Kualanamu Tol)

- **Performance Analysis**

  Transaction traffic volume decreased compared to the previous year, primarily due to the closure of the Tebing Tinggi toll gate since April 2, 2024, following its integration with the Kuala Tanjung-Tebing Tinggi-Parapat toll road section. However, toll revenues increased compared to the previous year, driven by higher community mobility and the integration of the Medan-Kualanamu-Tebing Tinggi, Medan-Binjai, Kuala Tanjung-Tebing Tinggi-Parapat, and Indrapura-Kisaran toll roads.

- **Business Prospect**

  In the future, the performance of the Medan-Kualanamu-Tebing Tinggi section is expected to grow, supported by increased flight activity at Kualanamu International Airport and the integration of this section with the Medan-Kualanamu-Tebing Tinggi, Medan-Binjai, Kuala Tanjung-Tebing Tinggi-Parapat, and Indrapura-Kisaran toll roads. Additionally, the proximity to the Kuala Tanjung port area, the Sei Mangkei Special Economic Zone, and Lake Toba as one of Indonesia's 10 (ten) priority tourism destinations, will further drive growth in the region.

Nusa Dua-Ngurah Rai-Benoa (PT Jasamarga Bali Tol)

- **Performance Analysis**

  Transaction traffic volume and toll road revenue saw an increase compared to the previous year, driven by a rise in both domestic and foreign tourist visits, as well as increased national and international events.

- **Business Prospect**

  In the future, the performance of the Nusa Dua-Ngurah Rai-Benoa segment is expected to grow, supported by the recovery of the tourism sector and planned infrastructure developments, including the Badung South Ring Road, Gilimanuk-Mengwi toll road, Benoa Harbor expansion, the development of I Gusti Ngurah Rai airport, and the establishment of the Sanur Special Economic Zone (KEK).

Balikpapan-Samarinda (PT Jasamarga Balikpapan Samarinda)

- **Performance Analysis**

  The increase in toll revenue was primarily driven by the rise in community mobility in the Balikpapan and Samarinda regions, as well as the development of the New National Capital (IKN). This has positively impacted business profits.

- **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 Pemerintah yang akan membangun akses jalan tol menuju ke Ibu Kota Negara (IKN) baru.

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 seperti Festival Waterski di Kota Manado, hari ulang tahun GMIM Bersinode 90 tahun dan hari Raya Pengucapan Syukur di Kota Bitung, dan lainnya.

- **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.

PT Jasamarga Transjawa Tol

- **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.

- **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.

- **Business Prospect**
  In the future, the performance growth of the Balikpapan-Samarinda toll road will be supported by the development of regions and industries in the Balikpapan and Samarinda areas, as well as the government's plan to build a toll road access to the new National Capital (IKN).

Manado-Bitung (PT Jasamarga Manado Bitung)

- **Performance Analysis**
  Traffic volumes increased compared to the previous year, driven by various national and international events, such as the Waterski Festival in Manado City, the GMIM Bersinode 90th Anniversary, the Feast of Thanksgiving in Bitung City, and others.

- **Business Prospect**
  In the future, the performance growth of the Manado-Bitung section will increase the Company's revenue with the connection of the Manado-Danowudu section and regional development in Manado and Bitung, including the planned development of the Bitung Special Economic Zone (SEZ) and tourism development on Lembeh Island.

PT Jasamarga Transjawa Tol

- **Performance Analysis**
  Transaction traffic volume along the Transjawa toll road section decreased compared to the previous year, driven by the decreased traffic volume on the segment/APJT sections managed by PT Jasamarga Transjawa Tol.

- **Business Prospect**
  In the future, toll revenue growth of the Jakarta-Cikampek section will be supported by the development of the surrounding areas along the Jakarta-Cikampek corridor, improvements to the toll road network, including Transjawa connectivity, the operation of the Sheikh Mohamed Bin Zayed Elevated Toll Road (MBZ), and the construction of the Jakarta-Cikampek Selatan and Jakarta Outer Ring Road (JORR) 2 sections. With the integration of other sections along the Trans Jawa toll road, from West Java to East Java, and the development of the surrounding regions, traffic volume is expected to continue increasing, supporting the overall performance of PT Jasamarga Transjawa Tol (JTT) in the future.

Ventura Bersama

Ulujami-Kebon Jeruk (PT Marga Lingkar Jakarta)

- **Analisis Kinerja**
  Volume lalu lintas dan pendapatan tol mengalami peningkatan dibandingkan tahun sebelumnya dikarenakan adanya peningkatan mobilitas dan pertumbuhan ekonomi.

  Di sisi profitabilitas, laba usaha mengalami kenaikan seiring dengan adanya kenaikkan volume lalu lintas dan pendapatan tol.

- **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.

Jogja-Solo (PT JMJ)

- **Analisis Kinerja**
  Pada tahun 2024, Jogja-Solo Seksi I mulai beroperasi dan memberikan kontribusi terhadap pendapatan tol seiring dengan mobilitas masyarakat yang menggunakan ruas tol.

- **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, maka dapat mendorong peningkatan pendapatan Perseroan ke depannya.

Joint Venture

Ulujami-Kebon Jeruk (PT Marga Lingkar Jakarta)

- **Performance Analysis**
  Traffic volume and toll revenue increased compared to the previous year due to higher mobility and economic growth.

  Regarding profitability, operating profit rose in line with the increase in traffic volume and toll revenue.

- **Business Prospect**
  In the future, the performance growth of the JORR W2 North section will be supported by connectivity with the Depok-Antasari toll road and the development of the Tangerang area, which will generate new traffic volume for the JORR section.

Jogja-Solo (PT JMJ)

- **Performance Analysis**
  In 2024, the Jogja-Solo Toll Road Section I will begin operations, contributing to toll revenue and enhancing the mobility of users along this section.

- **Business Prospect**
  In the future, the performance of the Jogja-Solo Toll Road is expected to drive smoother traffic flow in the southern region of Central Java, stimulating economic growth in the area. As a result, this will contribute to increased revenue for the Company in the future.

Segmen Usaha Pengoperasian

Perseroan melakukan pengembangan bisnis jasa pengoperasian jalan tol guna mengoptimalkan aset yang dimiliki. Perseroan telah membentuk Entitas Anak yang bergerak dalam bisnis pengoperasian jalan tol, yaitu PT Jasamarga Tollroad Operator (JMTO) dan PT Jalantol Lingkarluar Jakarta (JLJ). 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 39 ruas sudah beroperasi dan 2 ruas belum beroperasi yang dapat dilihat pada bagian penjelasan Produk dan Jasa di Bab Profil Perusahaan dalam Laporan Tahunan ini. Ruas Jogja-Solo Seksi I dimasukkan ke Kontrak manajemen pada ruas tol Jasa Marga Grup.

Sedangkan, 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*, *consumable*, dan lain-lain.

Business Segment of Operations

The company is developing its toll road operations business to optimize the assets it owns. The company has established subsidiaries engaged in toll road operations, PT Jasamarga Tollroad Operator (JMTO) and PT Jalantol Lingkarluar Jakarta (JLJ). PT JMTO has obtained toll road operation contracts managed by Jasa Marga's Regional and Subsidiary entities, as well as other Toll Road Business Entities, covering a total of 41 toll sections. Of these, 39 sections are operational, and 2 segments is under development, as detailed in the Products and Services section in the Company Profile of this Annual Report. The Jogja-Solo Section I is included in the management contract for the toll road section under the Jasa Marga Group.

Meanwhile, PT JMTO has three lines of business:

1. Toll Road Operations which consists of:
   a. Transaction Services
      Transaction services provided by PT JMTO include the planning, management, and implementation of toll road operation transaction services. The 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.

PT JMTO menyediakan layanan tersebut di ruas tol milik Jasa Marga Grup dan badan usaha jalan tol lain.

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* 14080 dan Pusat Informasi Pengendalian Lalu Lintas terpadu.
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), pengembangan layanan teknologi nirsentuh *Single Lane Free Flow* (SLFF) berbasis *Radio-Frequency Identification* (RFID), dan fitur struk *online* pada aplikasi travoy. Selain itu, JMTO juga mengembangkan bisnis baru yang meliputi *payment gateway* (GeToll), ekosistem pembayaran terintegrasi (GetPay), dan pengelolaan parkir (GetPark).

Kinerja Segmen Usaha Pengoperasian

Dengan kapasitas dan keunggulan yang dimilikinya, PT JMTO terus mendapatkan kepercayaan untuk mengoperasikan jalan tol. Terdapat penambahan panjang ruas tol yang dioperasikan oleh PT JMTO pada tahun 2024, antara lain Jogja-Solo Seksi I.

b. Traffic Services
Traffic services provided by PT JMTO include planning, management and implementation of traffic services on toll road. The examples of traffic services include: operational vehicles rental (patrol, crane, rescue, ambulance, security guard, Highway Patrol/PJR), communication radio rental, etc.

c. Maintenance Services
Maintenance services provided by PT JMTO include planning, management and implementation of routine toll road maintenance. The examples of maintenance services include: maintenance service arrangement, office and toll gate maintenance, and other maintenance services.

PT JMTO provides this service on toll roads owned by the Jasa Marga Group and other Toll Road Business Entities.

2. Information Technology-Based Services
The 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), which are matrix display-based information boards that provide real-time updates about toll roads.
d. Provision and maintenance of mobile readers help reduce traffic congestion by enabling transactions through electronic payment devices operated by staff that approach queued vehicles at toll gates.
e. Provision of vehicle weighing equipment.
f. Provision of One Call Center service at 14080 and an integrated Traffic Control Information Center.
g. Provision of Seat Management solutions.

3. Electronic Toll Collection
The Electronic Toll Collection services provided by JMTO include: non-cash management services (e-payment) utilizing settlement monitoring tools, implementation of Automatic Vehicle Classification (AVC), development of contactless technology services such as Single Lane Free Flow (SLFF) based on Radio-Frequency Identification (RFID), online receipt features available on the Travoy application. Additionally, JMTO is expanding into new business areas, including payment gateway services (GeToll), integrated payment ecosystem (GetPay), and parking management (GetPark).

Operational Business Segment Performance

With its capacity and strengths, PT JMTO continues to gain trust in operating toll roads. In 2024, the length of toll roads operated by PT JMTO, including the Jogja-Solo Section I, was increased.

Kontrak manajemen pada ruas tol Jasa Marga Grup, antara lain:

- Ruas Belawan – Medan – Tanjung Morawa;
- Ruas Surabaya – Gempol;
- Ruas Semarang A, B, C;
- Ruas Jakarta – Cikampek;
- Ruas Palimanan – Kanci;
- Ruas Jakarta – Bogor – Ciawi;
- Ruas JORR seksi E, W2S dan Ulujami – Pondok Aren;
- Ruas Purwakarta – Bandung – Cileunyi;
- Ruas Dalam Kota, Sedyatmo dan Jakarta – Tangerang;
- Ruas Semarang – Batang;
- Ruas Ngawi – Kertosono;
- Ruas Kunciran – Serpong;
- Ruas Balikpapan – Samarinda;
- Ruas Jalan Layang MBZ Sheikh Mohamed Bin Zayed;
- Ruas Cengkareng – Batuceper-Kunciran;
- Ruas Bogor Outer Ring Road;
- Ruas Jakarta – Cikampek II Sisi Selatan;
- Ruas Nusa Dua – Tanjung Benoa;
- Ruas JORR W2 Utara;
- Ruas Gempol – Pandaan;
- Ruas Gempol – Pasuruan;
- Ruas Semarang – Solo;
- Ruas Pandaan – Malang;
- Ruas Solo – Ngawi;
- Ruas Medan – Kualanamu – Tebing Tinggi;
- Ruas Surabaya – Mojokerto;
- Ruas Serpong – Cinere;
- Ruas Manado – Bitung;
- Ruas Jogja-Solo Seksi I;
- Ruas Probolinggo - Banyuwangi.

PT JMTO juga berhasil memiliki pengoperasian pada ruas tol NonJasa 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;
- Ruas Semarang – Demak.

Management contracts for toll road segments within the Jasa Marga Group include:

- Belawan – Medan – Tanjung Morawa Toll Road;
- Surabaya – Gempol Toll Road;
- Semarang A, B, C Toll Road;
- Jakarta – Cikampek Toll Road;
- Palimanan – Kanci Toll Road;
- Jakarta – Bogor – Ciawi Toll Road;
- JORR seksi E, W2S dan Ulujami – Pondok Aren Toll Road;
- Purwakarta – Bandung – Cileunyi Toll Road;
- Dalam Kota, Sedyatmo dan Jakarta – Tangerang Toll Road;
- Semarang – Batang Toll Road;
- Ngawi – Kertosono Toll Road;
- Kunciran – Serpong Toll Road;
- Balikpapan – Samarinda Toll Road;
- MBZ Sheikh Mohamed Bin Zayed Elevated Toll Road;
- Cengkareng – Batuceper-Kunciran Toll Road;
- Bogor Outer Ring Road Toll Road;
- Jakarta – Cikampek II Sisi Selatan Toll Road;
- Nusa Dua – Tanjung Benoa Toll Road;
- JORR W2 Utara Toll Road;
- Gempol – Pandaan Toll Road;
- Gempol – Pasuruan Toll Road;
- Semarang – Solo Toll Road;
- Pandaan – Malang Toll Road;
- Solo – Ngawi Toll Road;
- Medan – Kualanamu – Tebing Tinggi Toll Road;
- Surabaya – Mojokerto Toll Road;
- Serpong – Cinere Toll Road;
- Manado – Bitung Toll Road;
- Jogja-Solo Seksi I Toll Road;
- Probolinggo - Banyuwangi Toll Road.

PT JMTO has also successfully taken over operations of non-Jasa Marga Group toll road sections, 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;
- Semarang – Demak Toll Road.

Profitabilitas Segmen Usaha Pengoperasian

Pada tahun 2024, segmen usaha pengoperasian berhasil membukukan laba usaha sebesar Rp334,7 miliar, lebih tinggi 8,1% dari tahun 2023 yaitu sebesar Rp309,6 miliar.

Toll Road Operations Business Segment Profitability

In 2024, the toll road operations business segment successfully secured an operating profit of Rp334,7 billion, an increase of 8.1% compared to 2023, which was Rp309.6 billion.

Tabel Kinerja Segmen Usaha Pengoperasian*
Table of Operations Business Segment Performance

(dalam juta Rupiah)
(in milion Rupiah)

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
Pendapatan Usaha Operating Revenues	2.163.016	2.100.397	62.619	3,0%
Beban Usaha Operating Expenses	(1.691.238)	(1.690.807)	(431)	0,0%
Laba Bruto Gross Profit	471.778	409.590	62.188	15,2%
Beban Umum dan Administrasi General and Administration Expenses	(130.740)	(103.966)	(26.774)	25,8%
Penghasilan (Beban) Lain-Lain Other Income (Expenses)	(6.342)	3.976	(10.318)	-259,5%
Laba Usaha Profit on Operations	334.696	309.600	25.096	8,1%
Aset Asset	1.516.787	1.468.665	48.122	3,3%
Liabilitas Segmen Segment Liabilities	789.234	858.557	(69.323)	-8,1%

Keterangan/Notes:
*) Angka yang tersaji pada tabel di atas merupakan angka sebelum eliminasi.
*) The numbers represented in the table above are the numbers before elimination.

Analisis Kinerja Tahun 2024

Seiring dengan bertambahnya ruas-ruas jalan tol yang baru beroperasi seperti Cimanggis-Cibitung seksi 2A dan 2B, kinerja segmen usaha pengoperasian semakin membaik yang mendorong peningkatan pendapatan usaha dan laba usaha segmen usaha pengoperasian.

Performance Analysis in 2024

As new toll road sections, such as Cimanggis-Cibitung 2A and 2B section, begin operation, the performance of the toll road operations segment continues to improve, driving an increase in both revenue and operating profit for the segment.

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*). 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.

Toll Road Operations Segment Business Prospects

As the number of newly operational toll roads in Indonesia increases, the business prospects for the toll road operations segment will continue to improve, potentially boosting business revenue.

To sustain its leadership in the toll road operations sector in Indonesia, PT JMTO focuses on providing integrated and comprehensive toll road operation services by offering operational services, toll equipment, as well as information and communication systems (ICT) based on information technology, thus providing a one-stop solution for toll road operations. To strengthen and expand its business scale, PT JMTO will continue to participate in or follow open tenders for new toll road sections owned by toll road operators outside of Jasa Marga Group.

Segmen Usaha Preservasi

Upaya lain yang dilakukan Perseroan untuk mengoptimalkan aset yang dimiliki selain pengembangan usaha jasa pengoperasian jalan tol adalah pengembangan 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, yakni 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.

Untuk mencapai tujuan sebagai *service provider* yang handal dan tepercaya, PT JMTM mulai melakukan investasi di bidang teknologi, 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 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.

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 detail 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.

Preservation Business Segment

Another effort made by the Company to optimize its assets, in addition to the development of toll road operation services, is the development of toll road preservation services. This is carried out by establishing a subsidiary engaged in toll road preservation business, namely PT Jasamarga Tollroad Maintenance (JMTM). In addition to performing toll road preservation work within the Jasa Marga Group, PT JMTM also provides construction services both within and outside the Jasa Marga Group.

The establishment of PT JMTM aims to:

1. The capability in managing the fulfillment of the Minimum Service Standards (SPM) for toll roads, which is a key aspect for Toll Road Business Entities (BUJT) in toll road operations. These SPMs are the most important indicators in providing quality service to toll road users and influence tariff adjustments for each toll road segment that has been operational.
2. Provide added value in terms of preservation cost efficiency to BUJT. Preservation costs are expenses that must be carefully managed to avoid eroding the toll revenue of BUJT.
3. Maximize the growing potential of the toll road preservation services business with the increasing length of operational toll roads. BUJTs that have completed toll road construction and entered the operational phase will require third parties to conduct toll road preservation to meet the SPM requirements.

To achieve its goal as a reliable and trusted service provider, PT JMTM has begun investing in technology, including the purchase of the Road Inspection Hawkeye 2000 and Bridge Inspection equipment. The Road Inspection Hawkeye 2000 operates using a system that integrates several specific sensor devices to gather data on the road's condition characteristics. It is equipped with Automatic Crack Detection, enabling it to automatically detect cracks and potholes. This technology assists in the inventory of toll road assets and the assessment of toll road conditions in an accurate, effective, and efficient manner. The data generated can then be used to develop a toll road preservation program, ensuring the optimization of preservation costs.

The Bridge Inspection is operated as a platform or tool to conduct inspections of bridge conditions, both for short and long spans, at heights that are difficult to reach from beneath the bridge. This platform provides detailed assistance in examining the physical condition of bridge elements, such as checking bearing pads, cracks, and defects on girders, and bridge piers. It also supports bridge preservation activities such as cleaning around pierheads, coating, tightening bolts, removing plants, and comprehensive bridge health monitoring. The results of the bridge condition inspection can then be used to develop a bridge preservation program with optimized preservation costs.

Kinerja Segmen Usaha Preservasi

Segmen usaha preservasi mencatatkan pendapatan sebesar Rp1.014,8 miliar di tahun 2024, turun 32,3% dibandingkan pendapatan pada tahun 2023 yaitu Rp1.498,4 miliar.

Daftar pekerjaan yang dikerjakan oleh PT JMTM di tahun 2024 dapat dilihat pada bagian Produk dan Jasa di Bab Profil Perusahaan dalam Laporan Tahunan ini.

Profitabilitas Segmen Usaha Preservasi

Pada tahun 2024, segmen usaha preservasi membukukan laba usaha sebesar Rp244,4 miliar, menurun 42,4% dari tahun 2023 yang tercatat sebesar Rp424,3 miliar. Angka yang disajikan pada tabel dibawah merupakan angka sebelum eliminasi JMTM.

Preservation Business Segment Performance

The preservation business segment recorded a revenue of Rp1,014.8 billion in 2024, a decrease of 32.3% compared to the revenue in 2023, which was Rp1,498.4 billion.

A list of the projects undertaken by PT JMTM in 2024 can be found in the Products and Services section of the Company Profile in this Annual Report.

Preservation Business Segment Profitability

In 2024, the preservation business segment recorded an operating profit of Rp244.4 billion, a decrease of 42,4% from 2023, which was recorded at Rp424.3 billion. The figures presented in the table below are the numbers before elimination.

Tabel Kinerja Segmen Usaha Preservasi*
Table of Preservastion Business Segment Performance

(dalam juta Rupiah)
(in milion Rupiah)

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
Pendapatan Usaha Operating Revenues	1.014.748	1.498.379	(483.630)	-32,3%
Beban Usaha Operating Expenses	(690.377)	(967.359)	276.982	-28,6%
Laba Bruto Gross Profit	324.371	531.020	(206.649)	-38,9%
Beban Umum dan Administrasi General and Administration Expenses	(130.053)	(138.544)	8.491	-6,1%
Penghasilan (Beban) Lain-lain Other Income (Expenses)	50.083	31.808	18.275	57,5%
Laba Usaha Profit on Operations	244.401	424.284	(179.883)	-42,4%
Aset Asset	2.336.180	2.644.486	(308.306)	-11,7%
Liabilitas Liabilities	1.634.297	1.800.827	(166.530)	-9,2%

Keterangan/Notes:
*) Angka yang tersaji pada tabel di atas merupakan angka sebelum eliminasi.
*) The numbers represented in the table above are the numbers before elimination.

Pada tahun 2024, pendapatan segmen usaha preservasi tercatat menurun 32,3% dibandingkan dengan tahun sebelumnya karena:

1. Pendapatan Proyek Infrastruktur menurun karena sesuai dengan cakupan pasar JMTM yang difokuskan pada pekerjaan Preservasi Jalan serta adanya ketentuan Akuntansi terkait *Supply By Owner* yang mana pendapatan dari *Supply By Owner* dieliminasi.
2. Pendapatan Kontrak Manajemen berkurang karena adanya efisiensi Capex Jasa Marga Grup yang sesuai dengan kebutuhan sehingga berpengaruh terhadap pendapatan Kontrak Manajamen PT JMTM serta adanya perubahaan perhitungan *fee management* pada tahun 2024.

In 2024, the preservation business segment revenue was recorded to have decreased by 32.3% compared to the previous year due to:

1. Infrastructure Project Revenue decreased because it was in accordance with JMTM's market coverage which was focused on Road Preservation work and the existence of Accounting provisions related to Supply By Owner where revenue from Supply By Owner was eliminated.
1. Management Contract Revenue declined due to Capex efficiency within Jasa Marga Group, which were aligned with actual needs, impacting PT JMTM's Management Contract Revenue and changes in the management fee calculation in 2024.

Prospek Usaha Segmen Usaha Preservasi

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.

Pada tahun 2024, PT JMTM mencatatkan perolehan kontrak manajemen preservasi untuk 22 ruas tol dan 13 proyek infrastruktur sehingga total preservasi jalan tol sepanjang 1.259,84 km.

Implementasi teknologi *Integrated Tollroad Maintenance System* (ITMS) dengan penilaian kinerja keselamatan jalan menggunakan metode iRAP *STAR Rating* yaitu penilaian kinerja keselamatan jalan melalui *Star Rating* dengan *Hawkeye* 2000.

Penggunaan *Hawkeye* 2000, kendaraan khusus berteknologi pintar untuk mendapatkan nilai kondisi jalan dengan lebih akurat, data geometrik, data aset jalan, maupun kondisi jalan. *Hawkeye* 2000 telah digunakan di seluruh ruas jalan tol milik Jasa Marga yang berada di Pulau Jawa. Beroperasi sejak tahun 2018, *Hawkeye* 2000 tidak hanya digunakan untuk melakukan survei kondisi jalan tol Jasa Marga Grup tetapi juga pada ruas jalan tol non Jasa Marga Grup. Pada tahun 2024, *Hawkeye* 2000 telah mengolah data kondisi sepanjang 5.117,6 kilometer lajur jalan tol yang dikelola oleh Jasa Marga Grup dan 155,4 kilometer lajur jalan tol non Jasa Marga Grup.

Pengembangan sistem manajemen jembatan menggunakan *platform Bridge Inspection* MOOG dengan tipe *gantry*. Teknologi ini membantu dalam mencatat kondisi jembatan, menyediakan data teknis jembatan serta membantu tenaga lapangan untuk dapat mengakses area instalasi pipa serta komponen lainnya yang berada dalam jangkauan sempit secara aman. 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 4 Jembatan terdiri dari 3 milik Jasa Marga Grup yaitu Jembatan Layang Jalan Tol MBZ, Jembatan Cipada, Jembatan Cikubang dan ruas non Jasa Marga Grup yaitu Jembatan Akses Tol Tanjung Priok.

Business Prospects of Preservation Business Segment

In the future, the Company is optimistic that the preservation business segment will continue to grow as the length of operational toll roads in Indonesia increases. This is because toll road operators (BUJT) that have completed the construction of toll roads and entered the operational phase will require third parties to conduct toll road preservation to ensure compliance with the toll roads Service Level Standards (MSS).

In 2024, PT JMTM secured management contracts for the preservation of 22 toll road sections and 13 infrastructure projects, bringing the total toll road preservation coverage to 1,259.84 km.

The implementation of the Integrated Tollroad Maintenance System (ITMS) with road safety performance assessments using the iRAP STAR Rating method, which evaluates road safety performance through Star Rating with the Hawkeye 2000, will further enhance this effort.

The use of the Hawkeye 2000, a specialized smart technology vehicle, allows for more accurate assessment of road conditions, geometric data, road asset data, and overall road conditions. Since its introduction in 2018, the Hawkeye 2000 has been used not only to survey the conditions of toll roads managed by Jasa Marga Group but also for non-Jasa Marga Group toll roads. In 2024, Hawkeye 2000 processed condition data for a total of 5,117.6 kilometers of toll road lanes managed by Jasa Marga Group, and 155.4 kilometers of non-Jasa Marga Group toll road lanes.

In addition, the development of a bridge management system using the Bridge Inspection MOOG platform with a gantry type has been implemented. This technology helps in recording the condition of bridges, providing technical data for the bridges, and assisting field personnel in safely accessing pipe installations and other components located in narrow areas. The bridge inspection tool is especially useful for bridges with tall piers, bridges over rivers where scaffolding or sky workers are not feasible, and bridges with heavy traffic underneath. Currently, Bridge Inspection has been used to inspect 4 bridges, consisting of 3 owned by Jasa Marga Group— the MBZ Toll Road Elevated Bridge, Cipada Bridge, and Cikubang Bridge— as well as the non-Jasa Marga bridge, the Tanjung Priok Toll Access Bridge.

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 kerjasama strategis dengan mitra untuk mengembangkan bisnis prospektif lainnya.

Segmen Usaha Lainnya

Jasa Marga runs other business segments to develop prospective businesses by optimizing the Company's assets in toll road space (Rumijatol) and along toll roads owned by Jasa Marga Group. The development of this segment is carried out by the Company's subsidiary, namely PT Jasamarga Related Business (JMRB). Currently, PT JMRB is developing industrial areas, housing, and Toll Corridor Development (TCD) with the "Travoy" branding, management of Service Rest Areas (TIP), building management, and commercial businesses. PT JMRB also continues to innovate and establish strategic cooperation with partners to develop other prospective businesses.

Kinerja Segmen Usaha Lainnya

Kemajuan pengembangan bisnis properti PT JMRB dapat dilihat dari kemajuan pembangunan dari TCD Taman Mini fase pembangunan rumah sakit atau fase 2 dan penjualan atas unit-unit rumah di proyek perumahan Spring Residence Sidoarjo, Ambawani, dan beberapa proyek pengembangan lainnya.

Other Business Segments Performance

The progress of PT JMRB's property business development can be seen from the advancement of the Toll Corridor Development (TCD) Taman Mini, specifically the hospital construction phase or phase 2, and the sales of housing units in the Spring Residence Sidoarjo project, Ambawani, and some other development projects.

Profitabilitas Segmen Usaha Lainnya

Pada tahun 2024, segmen usaha lainnya membukukan laba usaha sebesar Rp23,6 miliar, meningkat 5,0% dibandingkan tahun sebelumnya sebesar Rp22,5 miliar.

Other Business Segments Profitability

In 2024, the other business segments secured an operating profit of Rp23.6 billion, increased by 5.0% compared to the previous year, which was recorded at Rp22.5 billion.

Analisis Kinerja Segmen Usaha Lainnya
Analysis of Other Business Segments Performance

Tabel Kinerja Segmen Usaha lainnya*
Table of Other Business Segment Performance

(dalam juta Rupiah)
(in milion Rupiah)

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
Pendapatan Usaha Operating Revenues	957.674	617.665	340.009	55,0%
Beban Usaha Operating Expenses	(850.978)	(550.009)	(300.969)	54,7%
Laba Bruto Gross Profit	106.696	67.656	39.040	57,7%
Beban Umum dan Administrasi General and Administration Expenses	(79.357)	(66.221)	(13.136)	19,8%
Penghasilan (Beban) Lain-Lain Other Income (Expenses)	(3.676)	21.091	(24.767)	-117,4%
Laba Usaha Profit on Operations	23.663	22.526	1.137	5,0%
Aset Assets	2.411.061	2.280.120	130.941	5,7%
Liabilitas Liabilities	632.437	514.154	118.283	23,0%

Keterangan/Notes:
*) Angka yang tersaji pada tabel di atas merupakan angka sebelum eliminasi.
*) The numbers represented in the table above are the numbers before elimination.

Prospek 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 kerjasama dengan mitra-mitra strategis untuk menambah daya saing dan memperluas cakupan pasar khususnya dalam bidang utilitas.

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 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 terus berinovasi untuk mendukung pelayanan yang aman dan nyaman bagi pengguna TIP dengan menjajaki kerjasama dengan mitra dalam pembangunan *Executive Lounge* yang beroperasi di akhir tahun 2024 serta Xpress Hotel di yang akan rampung di tahun 2025 mendatang.

Other Business Segments Prospects

The company sees a promising future for its other business segments. Through PT JMRB, the company continues to assess and develop these segments to increase its revenue contributions in the future. This potential revenue growth is supported by the addition of new toll roads in operation.

One of the efforts to expand the other business segment is by optimizing assets along the company's toll roads through the development of Toll Corridor Development (TCD), which involves exploring partnerships with strategic partners, both private property companies and state-owned enterprises (SOEs). Currently, PT JMRB is focusing on the development of the Taman Mini Toll Corridor Development (Travoy Hub). Travoy Hub is the first Transit-Oriented Development (TOD) in Indonesia, combining the Taman Mini LRT station with a business center and a transportation hub.

In addition, PT JMRB is also developing commercial businesses along the toll road corridors of Jasa Marga Group. The company continues to establish partnerships with strategic partners to enhance competitiveness and expand market reach, particularly in utilities and digital business sectors.

PT JMRB continuously develops other business ventures and keeps up with technological advancements by leveraging digital technology to maximize business opportunities and enhance customer service. To improve services for toll road rest area (TIP) users, PT JMRB has implemented predictive measures by installing Smart CCTV at the TIPs to monitor their conditions. Additionally, Travoy Nitro is provided at the rest areas for vehicle nitrogen refilling.

PT JMRB is also committed to developing environmentally friendly businesses, one of which involves utilizing renewable energy through the installation of solar panels at TIPs in collaboration with a potential partner. Additionally, PT JMRB has installed Public Electric Vehicle Charging Stations (SPKLU) at TIPs to support the government's initiative to promote the use of environmentally friendly electric vehicles.

PT JMRB continues to innovate in order to provide safe and comfortable services for rest area users by exploring collaborations with partners. This includes the development of an Executive Lounge, set to operate in late 2024, as well as the completion of the Xpress Hotel, which is scheduled to open in 2025.

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 2024 dan 2023 menjadi dasar dalam melakukan analisis atas kinerja keuangan Perseroan. Laporan Keuangan tahun 2024 telah diaudit oleh Kantor Akuntan Publik (KAP) Amir Abadi Jusuf, Aryanto, Mawar & Rekan, dan memperoleh pendapat/opini wajar, dalam semua hal yang material. Adapun Laporan Keuangan tahun 2023 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 under the generally accepted accounting principles in Indonesia (PSAK) for the years ending December 31, 2024, and 2023, serve as the basis for analyzing the company's financial performance. The 2024 Financial Statements have been audited by the Public Accounting Firm (KAP) Amir Abadi Jusuf, Aryanto, Mawar & Rekan and have received an unqualified opinion in all material respects. Similarly, the 2023 Financial Statements were audited by KAP Amir Abadi Jusuf, Aryanto, Mawar & Rekan and also received an unqualified opinion in all material respects.

The understanding of the presented financial overview should also consider the explanations in the Notes to the Consolidated Financial Statements (CALK) as an integral part of this Annual Report. The analysis of the company's financial performance also refers to the financial performance in the previous year as a comparative data, therefore the analysis provided is more comprehensive.

Laporan Posisi Keuangan Konsolidasian
Consolidated Statement of Financial Position

Tabel Laporan Posisi Keuangan Konsolidasian
Table of Consolidated Statements of Financial Position

(dalam jutaan Rupiah)
(in milion Rupiah)

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
ASET/ ASSETS				
ASET LANCAR **CURRENT ASSETS**				
Kas dan setara kas Cash and cash equivalents	4.810.319	4.438.951	371.368	8,4%
Investasi jangka pendek Short-term investments	22.791	1.360.795	(1.338.004)	-98,3%
Piutang lain-lain Other receivables	1.142.927	1.266.347	(123.420)	-9,7%
Persediaan Inventories	147.978	119.490	28.488	23,8%
Biaya dibayar di muka dan uang muka-neto Prepaid expenses and advances-net	106.727	95.910	10.817	11,3%
Pajak dibayar di muka Prepaid taxes	135.854	134.956	898	0,7%
Dana dibatasi penggunaannya Restricted funds	487.735	558.326	(70.591)	-12,6%
TOTAL ASET LANCAR **TOTAL CURRENT ASSETS**	**6.854.331**	**7.974.775**	**(1.120.444)**	**-14,0%**

Tabel Laporan Posisi Keuangan Konsolidasian
Table of Consolidated Statements of Financial Position

(dalam jutaan Rupiah)
(in milion Rupiah)

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
ASET TIDAK LANCAR **NON-CURRENT ASSETS**				
Piutang lain-lain Other receivables	312.946	275.000	37.946	13,8%
Dana dibatasi penggunaannya Restricted funds	232.739	292.783	(60.044)	-20,5%
Investasi pada entitas asosiasi dan ventura bersama-neto Investment in associates and joint ventures – net	7.097.939	6.155.705	942.234	15,3%
Aset tetap - neto Fixed asset – net	507.465	474.401	33.064	7,0%
Properti investasi – neto Properti investasi – neto	979.181	751.557	227.624	30,3%
Aset tak berwujud – neto Intangible assets – net				
Hak pengusahaan jalan tol Toll road concession rights	122.945.666	111.246.294	11.699.372	10,5%
Lainnya Others	87.074	109.573	(22.499)	-20,5%
Goodwill	41.849	41.849	-	0,0%
Aset keuangan lainnya - neto Other financial assets – net	259.846	246.677	13.169	5,3%
Aset tidak lancar lainnya - neto Other non-current assets – net	1.407.403	1.720.233	(312.830)	-18,2%
Aset derivatif Derivative assets	-	23.142	(23.142)	-100,0%
TOTAL ASET TIDAK LANCAR **TOTAL NON-CURRENT ASSETS**	133.872.108	121.337.214	12.534.894	10,3%
TOTAL ASET **TOTAL ASSETS**	**140.726.439**	**129.311.989**	**11.414.450**	**8,8%**
LIABILITAS/ LIABILITY				
LIABILITAS JANGKA PENDEK **CURRENT LIABILITIES**				
Utang usaha Accounts payable	144.777	179.230	(34.453)	-19,2%
Utang kontraktor Contractors payable	494.361	560.316	(65.955)	-11,8%
Utang pajak Taxes payable	1.806.578	363.898	1.442.680	396,5%
Beban akrual Accrued expenses	10.354.508	8.120.532	2.233.976	27,5%
Utang bank Bank loans	573.213	4.499.415	(3.926.202)	-87,3%
Utang lembaga keuangan bukan bank Non-bank financial institutions loan	-	908.102	(908.102)	-100,0%

Tabel Laporan Posisi Keuangan Konsolidasian
Table of Consolidated Statements of Financial Position

(dalam jutaan Rupiah)
(in milion Rupiah)

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Liabilitas jangka panjang yang jatuh tempo dalam satu tahun: Current maturities of long-term liabilities:				
Utang bank Bank loans	4.882.857	5.072.042	(189.185)	-3,7%
Utang lembaga keuangan bukan bank Non-bank financial institutions loan	-	200.000	(200.000)	-100,0%
Utang obligasi Bonds payable	286.000	-	286.000	100,0%
Liabilitas pembebasan tanah Land acquisition liabilities	-	1.298.844	(1.298.843)	-100,0%
Liabilitas sewa Lease liabilities	64.199	72.631	(8.432)	-11,6%
Provisi pelapisan jalan tol Provision for overlay	728.154	541.854	186.300	34,4%
Pendapatan diterima dimuka Unearned revenues	104.112	46.724	57.388	122,8%
Liabilitas imbalan kerja Employee benefits liabilities	-	1.794	(1.794)	-100,0%
Liabilitas keuangan jangka pendek lainnya Other short-term financial liability	921.785	955.782	(33.997)	-3,6%
TOTAL LIABILITAS JANGKA PENDEK **TOTAL CURRENT LIABILITIES**	**20.360.544**	**22.821.164**	**(2.460.620)**	**-10,8%**
LIABILITAS JANGKA PANJANG **NON-CURRENT LIABILITIES**				
Liabilitas pajak tangguhan Deferred tax liabilities	5.158.436	5.651.292	(492.856)	-8,7%
Utang kontraktor jangka panjang Long-term contractors payable	600.776	488.130	112.646	23,1%
Beban akrual jangka panjang Long-term accrued expenses	700.629	715.029	(14.400)	-2,0%
Liabilitas jangka panjang - setelah dikurangi bagian yang jatuh tempo dalam satu tahun : Long-term liabilities – net of current maturities :				
Utang bank Bank loans	52.078.327	57.046.445	(4.968.118)	-8,7%
Utang Lembaga Keuangan Bukan Bank Non-Bank Financial Institutions Loan	272.000	-	272.000	100,0%
Utang obligasi Bonds payable	1.538.161	897.353	640.808	71,4%
Liabilitas pembebasan tanah Land acquisition liabilities	109.008	251.066	(142.059)	-56,6%
Liabilitas sewa Lease liabilities	59.819	57.385	2.434	4,2%
Provisi pelapisan jalan tol Provision for overlay	683.207	731.649	(48.442)	-6,6%
Pendapatan diterima dimuka Unearned revenues	70.594	73.683	(3.089)	-4,2%
Liabilitas imbalan kerja jangka panjang Long-term employee benefits liabilities	1.307.197	1.316.108	(8.911)	-0,7%

Tabel Laporan Posisi Keuangan Konsolidasian
Table of Consolidated Statements of Financial Position

(dalam jutaan Rupiah)
(in milion Rupiah)

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Liabilitas Derivatif Derivative Liability	-	67.171	(67.171)	-100,0%
Liabilitas Jangka Panjang Lainnya Other Long Term Liabilities	246.588	284.308	(37.720)	-13,3%
TOTAL LIABILITAS JANGKA PANJANG **TOTAL NON-CURRENT LIABILITIES**	**62.824.742**	**67.579.619**	**(4.754.878)**	**-7,0%**
TOTAL LIABILITAS **TOTAL LIABILITIES**	**83.185.286**	**90.400.783**	**7.215.497**	**-8,0%**
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 - Rp500 par value (full amount) per share Authorized - 19,040,000,000 shares Issued and fully paid 1 series A Dwiwarna share and 7,257,871,199 series B shares	3.628.936	3.628.936	0	0,0%
Tambahan modal disetor - neto Additional paid in capital - net	3.997.085	3.997.085	0	0,0%
Selisih atas transaksi entitas non-pengendali Difference from non-controlling interest transaction	1.962.273	(51.064)	2.013.337	-3.942,8%
Saldo laba Retained earnings				
Telah ditentukan penggunaannya Appropriated	8.971.304	8.971.304	0	0,0%
Belum ditentukan penggunaannya Unappropriated	17.958.412	13.697.656	4.260.756	31,1%
Penghasilan komprehensif lain: Other comprehensive income:				
Kerugian yang belum direalisasi dari aset keuangan pada nilai wajar Unrealized loss on financial assets as fair value	(1.344.089)	(1.166.806)	(177.283)	15,2%
Pengukuran nilai wajar derivative lindung nilai arus kas Measurement of fair value derivative for cashflow hedge	-	(50.675)	50.675	-100,0%
Pengukuran kembali liabilitas imbalan kerja jangka panjang Remeasurements of long-term employee benefits liability	(1.130.887)	(1.134.999)	4.112	-0,4%
Ekuitas Neto yang Dapat diatribusikan kepada : Net equity attributable to:				
Pemilik Entitas Induk Owners of The Parent Entity	34.043.034	27.891.437	6.151.597	22,1%
Kepentingan Non Pengendali Non-Controlling Interests	23.498.119	11.019.769	12.478.350	113,2%
TOTAL EKUITAS **TOTAL EQUITY**	**57.541.153**	**38.911.206**	**18.629.947**	**47,9%**
TOTAL LIABILITAS DAN EKUITAS **TOTAL LIABILITIES AND EQUITY**	**140.726.439**	**129.311.989**	**11.414.450**	**8,8%**

Aset

Pada tahun 2024, total aset Perseroan tercatat lebih tinggi dibandingkan tahun 2023 utamanya disebabkan oleh peningkatan hak pengusahaan jalan tol dengan adanya penambahan dari efek kombinasi bisnis dan kemajuan konstruksi pengembangan jalan tol baru.

Assets

In 2024, the Company's total assets were recorded higher than in 2023, primarily due to an increase in toll road concession rights with the addition of the effects of business combinations and progress in the construction of new toll road developments.

Tabel Aset
Table of Asset

(dalam jutaan Rupiah)
(in milion Rupiah)

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
ASET LANCAR **CURRENT ASSETS**				
Kas dan setara kas Cash and cash equivalents	4.810.319	4.438.951	371.368	8,4%
Investasi jangka pendek Short-term investments	22.791	1.360.795	(1.338.004)	-98,3%
Piutang lain-lain Other receivables	1.142.927	1.266.347	(123.420)	-9,7%
Persediaan Inventories	147.978	119.490	28.488	23,8%
Biaya dibayar di muka dan uang muka-neto Prepaid expenses and advances-net	106.727	95.910	10.817	11,3%
Pajak dibayar di muka Prepaid taxes	135.854	134.956	898	0,7%
Dana dibatasi penggunaannya Restricted funds	487.735	558.326	(70.591)	-12,6%
TOTAL ASET LANCAR **TOTAL CURRENT ASSETS**	**6.854.331**	**7.974.775**	**(1.120.444)**	**-14,0%**
ASET TIDAK LANCAR **NON-CURRENT ASSETS**				
Piutang lain-lain Other receivables	312.946	275.000	37.946	13,8%
Dana dibatasi penggunaannya Restricted funds	232.739	292.783	(60.044)	-20,5%
Investasi pada entitas asosiasi dan ventura bersama-neto Investment in associates and joint ventures - net	7.097.939	6.155.705	942.234	15,3%
Aset tetap - neto Fixed asset - net	507.465	474.401	33.064	7,0%
Properti investasi - neto Properti investasi - neto	979.181	751.557	227.624	30,3%
Aset tak berwujud - neto Intangible assets - net				
Hak pengusahaan jalan tol Toll road concessions rights	122.945.666	111.246.294	11.699.372	10,5%
Lainnya Others	87.074	109.573	(22.499)	-20,5%
Goodwill	41.849	41.849	0	0,0%
Aset keuangan lainnya - neto Other financial assets - net	259.846	246.677	13.169	5,3%
Aset tidak lancar lainnya - neto Other non-current assets - net	1.407.403	1.720.233	(312.830)	-18,2%
Aset derivatif Derivative assets	-	23.142	(23.142)	-100,0%
TOTAL ASET TIDAK LANCAR **Other Non-Current Assets - Net**	**133.872.108**	**121.337.214**	**12.534.894**	**10,3%**
TOTAL ASET **TOTAL ASSETS**	**140.726.439**	**129.311.989**	**11.414.450**	**8,8%**

Aset Lancar

Perseroan mencatatkan penurunan aset lancar di tahun 2024 dibandingkan dengan tahun sebelumnya karena penurunan investasi jangka pendek akibat konsolidasi kembali PT JPT.

Current Assets

The Company recorded a decrease in current assets in 2024 compared to the previous year, primarily due to a decline in short-term investments following the reconsolidation of PT JPT.

Tabel Aset Lancar
Table of Current Assets

(dalam jutaan Rupiah)
(in milion Rupiah)

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Kas dan setara kas Cash and cash equivalents	4.810.319	4.438.951	371.368	8,4%
Investasi jangka pendek Short-term investment	22.791	1.360.795	(1.338.004)	-98,3%
Piutang lain-lain Other receivables	1.142.927	1.266.347	(123.420)	-9,7%
Persediaan Inventories	147.978	119.490	28.488	23,8%
Biaya dibayar di muka dan uang muka-neto Prepaid expenses and advances-net	106.727	95.910	10.817	11,3%
Pajak dibayar di muka Prepaid taxes	135.854	134.956	898	0,7%
Dana dibatasi penggunaannya Restricted funds	487.735	558.326	(70.591)	-12,6%
TOTAL ASET LANCAR **TOTAL CURRENT ASSETS**	**6.854.331**	**7.974.775**	**(1.120.444)**	**-14,0%**

Kas dan Setara Kas

Kas dan setara kas Perseroan tercatat mengalami peningkatan di tahun 2024 utamanya dikontribusikan oleh peningkatan cadangan kas di bank dan deposito berjangka.

Cash and Cash Equivalents

The Company's cash and cash equivalents recorded an increased in 2024, mainly contributed by an increase in cash reserves in banks and time deposits.

Tabel Kas dan Setara Kas
Table of Cash and Cash Equivalents

(dalam jutaan Rupiah)
(in milion Rupiah)

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Kas Cash on Hand	7.606	13.229	(5.623)	-42,5%
Bank Bank	1.257.444	1.082.613	174.831	16,1%
Deposito Berjangka Time Deposits	3.545.269	3.343.109	202.160	6,0%
Total	**4.810.319**	**4.438.951**	**371.368**	**8,4%**

Investasi Jangka Pendek

Pada tahun 2024, Perseroan mencatakan penurunan investasi jangka pendek karena telah diterimanya pengalihan hak kepemilikan atas seluruh saham Dana Investasi Infrastruktur (KIK DINFRA) Toll Road Mandiri-001 sebagai bentuk *buyback* Dinfra pada tanggal 2 Desember 2024, sehingga Perseroan tidak lagi mencatatakan KIK DINFRA Toll Road Mandiri-001 sebagai investasi jangka pendek di tahun 2024.

Short-Term investments

In 2024, the Company recorded a decline in short-term investments due to the transfer of ownership rights to all shares of the Mandiri Toll Road Infrastructure Investment Fund (KIK DINFRA)-001 has been received as a form of Dinfra buyback on December 2, 2024, so that the Company no longer records KIK DINFRA Toll Road Mandiri-001 as a short-term investment in 2024.

Tabel Investasi Jangka Pendek
Table of Short-term Investment

(dalam jutaan Rupiah)
(in milion Rupiah)

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			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 Other Comprehensive Income				
Reksadana Mandiri Investasi Dana Obligasi Seri II Mutual Fund Mandiri Investment - Bond II Series	4.530	4.530	0	0,0%
BRI Seruni Sharia Money Market Mutual Fund	2.682	-	2.682	100,0%
Insight Money Sharia Mutual Fund	2.578	-	2.578	100,0%
Insight Money Mutual Fund	2.544	-	2.544	100,0%
STAR-SMM	2.396	-	2.396	100,0%
BRI MELATI	1.000	-	1.000	100,0%
KIK DINFRA Toll Road Mandiri-001	-	1.109.651	(1.109.651)	-100,0%
Kenaikan Nilai Aset Neto Increase in Net Assets Value	7.061	246.614	(239.553)	-97,1%
Total	**22.791**	**1.360.795**	**(1.338.004)**	**-98,3%**

Piutang Lain-lain – Neto

Piutang lain-lain lancar di tahun 2024 mengalami penurunan dibandingkan tahun sebelumnya karena penurunan piutang pihak ketiga.

Other Receivables – Net

Current other receivables in 2024 decreased compared to the previous year due to a decline in third party receivables.

Tabel Piutang Lain-lain - Lancar
Table of Other Receivables - Current

(dalam jutaan Rupiah)
(in milion Rupiah)

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Piutang Lain-lain Lancar Other Receivables - Current				
Pihak Berelasi Related Parties	381.362	350.775	30.587	8,7%
Pihak Ketiga Third Parties	872.104	1.031.821	(159.717)	-15,5%
Dikurangi: Less:				
Cadangan Kerugian Penurunan Piutang Allowance for Impairment Losses	(110.539)	(116.249)	5.710	-4,9%
Sub total	**761.565**	**915.572**	**(154.007)**	**-16,8%**
Total	**1.142.927**	**1.266.347**	**(123.420)**	**-9,7%**

Persediaan

Pada tahun 2024, Perseroan mencatatkan peningkatan persediaan dibandingkan dengan tahun 2023 seiring adanya peningkatan persediaan properti pada anak usaha bisnis prospektif.

Inventories

In 2024, the Company recorded an increase in inventory compared to 2023 due to the increase in property inventory in a prospective business subsidiary.

Tabel Persediaan
Table of Inventories

(dalam jutaan Rupiah)
(in milion Rupiah)

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Persediaan Properti Property Inventory	135.187	107.985	27.202	25,2%
Persediaan Lain-lain Other Inventory	7.072	6.788	284	4,2%
Persediaan Manufaktur Manufacturing Inventory	5.719	4.717	1.002	21,2%
Total	**147.978**	**119.490**	**28.488**	**23,8%**

Biaya Dibayar di Muka dan Uang Muka – Neto

Pada tahun 2024, biaya dibayar di muka dan uang muka tercatat meningkat dibandingkan dengan tahun sebelumnya karena peningkatan pada uang muka pekerjaan.

Prepaid Expenses and Advances – Net

In 2024, prepaid expenses and advances increased compared to the previous year due to a rise in work advances.

Tabel Biaya Dibayar di Muka dan Uang Muka – Neto
Table of Prepaid Expenses and Advances - Net

(dalam jutaan Rupiah)
(in milion Rupiah)

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Uang muka pekerjaan Work advances	60.566	39.764	20.802	52,3%
Biaya dibayar di muka Prepaid expenses	29.200	38.730	(9.530)	-24,6%
Uang muka operasional Operational advances	16.961	17.416	(455)	-2,6%
Total	**106.727**	**95.910**	**10.817**	**11,3%**

Pajak Dibayar di Muka

Pajak dibayar di muka Perseroan di tahun 2024 mengalami peningkatan dibandingkan tahun sebelumnya, seiring dengan perbedaan asumsi perhitungan pajak bulanan menggunakan tarif efektif rata-rata (TER) pada tahun 2024 dengan masa pajak terakhir menggunakan tarif Pasal 17, sehingga terdapat lebih bayar atas Pph 21.

Prepaid Tax

In 2024, the prepaid tax of the Company increased compared to the previous year, in line with the difference in the monthly tax calculation assumptions using the average effective rate (TER) in 2024 with the last tax period using the Article 17 rate, hence there are more payments for Income Tax Article 21.

Tabel Pajak Dibayar di Muka
Table of Prepaid Taxes

(dalam jutaan Rupiah)
(in milion Rupiah)

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Pajak Penghasilan Pasal 21 Income Tax Article 21	64.068	-	64.068	100,0%
Pajak Pertambahan Nilai Value Added Tax	71.786	134.956	(63.170)	-46,8%
Total	**135.854**	**134.956**	**898**	**0,7%**

Dana Dibatasi Penggunaannya – Aset Lancar

Perseroan mencatatkan adanya penurunan dana dibatasi penggunaannya jangka pendek di tahun 2024 dibandingkan dengan tahun sebelumnya karena penurunan rekening amanat pendapatan tol.

Restricted funds – Current Assets

The Company recorded a decrease in short-term restricted funds in 2024 compared to the previous year due to decrease in toll revenue mandate account.

Tabel Dana Dibatasi Penggunaannya – Aset Lancar
Table of Restricted Funds – Current Assets

(dalam jutaan Rupiah)
(in milion Rupiah)

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Bank				
Rekening Pembebasan Tanah Land Acquisition Account	14.070	4.309	9.761	226,5%
Jaminan Sindikasi Bank Syndicated Bank Guarantee	220.701	163.884	56.817	34,7%
Jaminan Pelaksanaan Performance Bond	44.821	-	44.821	100,0%
Rekening Amanat Pendapatan Tol Toll Collection Escrow Account	201.184	381.060	(179.876)	-47,2%
Deposito				
Jaminan Pemeliharaan Maintenance Bond	5.231	-	5.231	100,0%
Jaminan Pembebasan Tanah Land Acquisition Guarantee	1.728	1.728	0	0,0%
Jaminan Pelaksanaan Performance Bond	-	7.345	(7.345)	0,0%
Total	**487.735**	**558.326**	**(70.591)**	**-12,6%**

Aset Tidak Lancar

Pada tahun 2024, Perseroan mencatatkan peningkatan jumlah aset tidak lancar akibat penambahan progres konstruksi di ruas tol baru dan konsolidasi kembali PT JPT.

Non-Current Assets

In 2024, the Company recorded an increase in non-current assets due to the progress of new toll road construction and the reconsolidation of PT JPT.

Tabel Aset Tidak Lancar
Table of Non-current Assets

(dalam jutaan Rupiah)
(in milion Rupiah)

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Piutang lain-lain Other receivables	312.946	275.000	37.946	13,8%
Dana dibatasi penggunaannya Restricted funds	232.739	292.783	(60.044)	-20,5%
Investasi pada entitas asosiasi dan ventura bersama-neto Investment in associates and joint ventures - net	7.097.939	6.155.705	942.234	15,3%
Aset tetap - neto Fixed assets - net	507.465	474.401	33.064	7,0%
Properti investasi - neto Investment properties - net	979.181	751.557	227.624	30,3%
Aset tak berwujud – neto Intangible assets - net				
Hak pengusahaan jalan tol Toll road concession rights	122.945.666	111.246.294	11.699.372	10,5%
Lainnya Others	87.074	109.573	(22.499)	-20,5%
Goodwill	41.849	41.849	0	0,0%
Aset keuangan lainnya - neto Other financial assets - net	259.846	246.677	13.169	5,3%
Aset tidak lancar lainnya - neto Other non-current assets - net	1.407.403	1.720.233	(312.830)	-18,2%
Aset derivatif Derivative assets	-	23.142	(23.142)	-100,0%
TOTAL ASET TIDAK LANCAR **TOTAL NON-CURRENT ASSETS**	**133.872.108**	**121.337.214**	**12.534.894**	**10,3%**

Piutang Lain-Lain – Tidak Lancar

Piutang lain-lain tidak lancar di tahun 2024 tercatat meningkat dibandingkan dengan tahun 2023 karena penambahan piutang pinjaman dari PT JTT pada anak usahanya.

Other Receivables - Non-Current

Non-current other receivables in 2024 increased compared to 2023 due to additional loan receivables from PT JTT to its subsidiary.

Tabel Piutang Lain-lain - Tidak Lancar
Tables of Other Receivables - Non-current

(dalam jutaan Rupiah)
(in milion Rupiah)

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Pihak Berelasi Related Parties	312.946	275.000	37.946	13,8%
Total	**312.946**	**275.000**	**37.946**	**13,8%**

Dana Dibatasi Pengunaannya - Tidak Lancar

Dana dibatasi penggunaannya di tahun 2024 mengalami penurunan dibandingkan tahun sebelumnya yang utamanya disebabkan oleh penurunan pada jaminan pelaksanaan bank dan jaminan sindikasi bank.

Restricted Funds - Non-Current

Restricted funds in 2024 decreased compared to the previous year, primarily due to reduction in bank performance guarantees and bank syndicated guarantees.

Tabel Dana Dibatasi Penggunaannya – Aset Tidak Lancar
Table of Restricted Funds – Non-Current Assets

(dalam jutaan Rupiah)
(in milion Rupiah)

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Bank				
Pembebasan Tanah Performance Bond	20.041	-	20.041	100,0%
Jaminan Sindikasi Bank Syndicated Bank Guarantee	199.934	232.863	(32.929)	-14,1%
Jaminan Pelaksanaan Performance Bond	-	49.270	(49.270)	100,0%
Deposito Deposits				
Jaminan Pelaksanaan Performance Bond	7.345	-	7.345	100,0%
Jaminan Sindikasi Bank Syndicated Bank Guarantee	5.419	5.419	0	0,0%
Jaminan Pemeliharaan Maintenance Bond	-	5.231	(5.231)	-100,0%
Total	**232.739**	**292.783**	**(60.044)**	**-20,5%**

Investasi pada Entitas Asosiasi dan Ventura Bersama – Neto

Peningkatan investasi pada entitas asosiasi dan ventura bersama - neto Perseroan di tahun 2024 dibandingkan tahun sebelumnya terutama disebabkan oleh tambahan setoran modal ke JMJ dan implementasi *buyback* DINFRA.

Investment in Associates and Joint Ventures – Net

The increase in investments in associates and joint ventures – net of the Company in 2024 compared to the previous year is primarily due by additional capital contributions to JMJ and the implementation of DINFRA buyback.

Tabel Investasi pada Entitas Asosiasi dan Ventura Bersama - Neto
Table of Investment in Associates and Joint Ventures - Net

(dalam jutaan Rupiah)
(in milion Rupiah)

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Perusahaan **The Company**				
Entitas Asosiasi **Asociate Entity**				
PT Trans Lingkar Kita Jaya (TLKJ)	272.753	211.271	61.482	29,1%
PT Citra Bhakti Margatama Persada (CBMP)	56.787	56.787	0	0,0%
PT Citra Ganesha Marga Nusantara (CGMN)	16.914	16.914	0	0,0%
PT Bukaka Marga Utama (BMU)	9.436	9.436	0	0,0%
PT Jasamarga Gedebage Cilacap (JGC)	66.318	52.975	13.343	25,2%
PT Bogor Serpong Infra Selaras (BSIS)	4.394	-	4.394	100,0%

Tabel Investasi pada Entitas Asosiasi dan Ventura Bersama - Neto
Table of Investment in Associates and Joint Ventures - Net

(dalam jutaan Rupiah)
(in milion Rupiah)

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Ventura Bersama Joint Venture				
PT Jasamarga Jogja Solo (JMJ) d/h PT Jogjasolo Marga Makmur (JMM)	1.489.110	954.138	534.972	56,1%
PT Marga Lingkar Jakarta (MLJ)	989.800	960.939	28.861	3,0%
Penyertaan tidak langsung melalui JTT Indirect investment through JTT				
Ventura Bersama Joint Venture				
PT Trans Marga Jateng (TMJ)	1.735.439	847.279	888.160	104,8%
PT Jasamarga Pandaan Malang (JPM)	1.024.283	1.057.657	(33.374)	-3,2%
PT Jasamarga Pandaan Tol (JPT)	-	445.602	(445.602)	-100,0%
PT Jasamarga Jalanlayang Cikampek (JJC)	1.582.160	1.669.543	(87.383)	-5,2%
Penyertaan tidak langsung melalui JMRB Indirect Investment through JMRB				
PT PP Sinergi Banjaratma (PPSB)	-	9.276	(9.276)	-100,0%
Total Penyertaan Total Inclusion	**7.247.394**	**6.291.817**	**951.183**	**15,1%**
Dikurangi: Deducted:				
Penurunan Nilai Penyertaan pada CBMP Impairment of Investment in CBMP	(56.787)	(56.787)	0	0,0%
Penurunan Nilai Penyertaan pada CGMN Impairment of Investment in CGMN	(16.914)	(16.914)	0	0,0%
Penurunan Nilai Penyertaan pada BMU Impairment of Investment in BMU	(9.436)	(9.436)	0	0,0%
Penurunan Nilai Penyertaan pada JGC Impairment of Investment in JGC	(66.318)	(52.975)	(13.343)	25,2%
Total	**7.097.939**	**6.155.705**	**942.234**	**15,3%**

Aset Tetap Neto

Perseroan mencatatkan peningkatan aset tetap - neto di tahun 2024 dibandingkan dengan tahun 2023 karena peningkatan aset tetap kepemilikan langsung.

Fixed Assets – Net

The Company recorded an increase in fixed assets - net in 2024 compared to 2023 due to the growth of directly owned fixed assets.

Tabel Aset Tetap Neto
Table of Fixed Assets - Net

(dalam jutaan Rupiah)
(in milion Rupiah)

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Harga Perolehan Acquisition Cost				
Aset Tetap Pemilikan Langsung Direct Acquisition Assets	1.065.909	933.079	132.830	14,2%
Aset Tetap dalam Konstruksi Construction in Progress	25.630	21.435	4.195	19,6%
Aset Hak Guna Right of Use Assets	372.759	361.613	11.146	3,1%
Total Harga Perolehan **Total Acquisition Costs**	**1.464.298**	**1.316.127**	**148.171**	**11,3%**
Akumulasi Penyusutan Accumulated Depreciation				
Aset Tetap Pemilikan Langsung Direct Acquisition Assets	707.416	637.349	70.067	11,0%
Aset Hak Guna Right of Use Assets	249.417	204.377	45.040	22,0%
Total Akumulasi Penyusutan **Total Accumulated Depreciations**	**956.833**	**841.726**	**115.107**	**13,7%**
Total	**507.465**	**474.401**	**33.064**	**7,0%**

Properti Investasi – Neto

Pada tahun 2024, properti investasi Perseroan mengalami peningkatan dibandingkan tahun sebelumnya karena penambahan properti di *Transit Oriented Development* (TOD) Taman Mini.

Investment Property - Net

In 2024, the Company's investment properties increased compared to the previous year due to the addition of properties in the Transit Oriented Development (TOD) Taman Mini.

Tabel Properti Investasi - Neto
Table of Investment Properties - Net

(dalam jutaan Rupiah)
(in milion Rupiah)

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Biaya Perolehan Acquisition fee				
Properti Investasi Investment Properties	1.121.368	858.426	262.942	30,6%
Akumulasi Penyusutan Accumulated Depreciation				
Properti Investasi Investment Properties	142.187	106.869	35.318	33,0%
Total	**979.181**	**751.557**	**227.624**	**30,3%**

Hak Pengusahaan Jalan Tol – Neto

Aset tak berwujud hak pengusahaan jalan tol - neto mengalami peningkatan di tahun 2024 dibandingkan tahun sebelumnya karena penambahan dari progress konstruksi di ruas tol konstruksi dan terkonsolidasinya kembali PT JPT.

Toll Road Concession Rights – Net

The intangible asset of toll road concession rights – net increased in 2024 compared to the previous year due to additions from construction progress in toll road sections under development and the reconsolidation of PT JPT.

Tabel Hak Pengusahaan Jalan Tol – Neto
Table of Toll Road Concession Rights - Net

(dalam jutaan Rupiah)
(in milion Rupiah)

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Biaya Perolehan Acquisition Cost	143.150.742	128.710.997	14.439.745	11,2%
Akumulasi Amortisasi Accumulated Amortization	20.205.076	17.464.703	2.740.373	15,7%
Total	**122.945.666**	**111.246.294**	**11.699.372**	**10,5%**

Aset Tak Berwujud Lainnya – Neto

Pada tahun 2024, aset tak berwujud lainnya - neto mengalami penurunan dibandingkan tahun sebelumnya disebabkan oleh akumulasi penyusutan yang lebih besar dibandingkan peningkatan biaya perolehan perangkat lunak.

Other Intangible Assets - Net

In 2024, other intangible assets - net, decreased compared to the previous year due to the accumulated depreciation is greater than the increase in software acquisition cost.

Tabel Aset Tak Berwujud Lainnya – Neto
Table of Other Intangible Assets – Net

(dalam jutaan Rupiah)
(in milion Rupiah)

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Biaya Perolehan Acquisition Cost				
Perangkat Lunak Software	495.237	485.324	9.913	2,0%
Akumulasi Penyusutan Accumulated Amortization	408.163	375.751	32.412	8,6%
Total	**87.074**	**109.573**	**(22.499)**	**-20,5%**

Goodwill

Goodwill Perseroan tidak mengalami peningkatan maupun penurunan dari tahun 2023 hingga 2024. 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

The Company's goodwill remained unchanged from 2023 to 2024. The goodwill balance represents 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*
Table of Goodwill

(dalam jutaan Rupiah)
(in milion Rupiah)

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			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	0,0%
Akuisisi PT Jasamarga Tollroad Maintenance (JMTM) Acquisition of PT Jasamarga Tollroad Maintenance (JMTM)	2.848	2.848	0	0,0%
Akuisisi PT Jasamarga Kunciran Cengkareng (JKC) Acquisition of PT Jasamarga Kunciran Cengkareng (JKC)	2.121	2.121	0	0,0%
Total	**41.849**	**41.849**	**0**	**0,0%**

Aset Keuangan Lainnya – Neto

Aset keuangan lainnya - neto di tahun 2024 mengalami peningkatan dibandingkan tahun sebelumnya dari pengaruh peningkatan pencatatan nilai wajar atas penyertaan tidak langsung Perseroan pada PT Fintek Karya Nusantara (Finarya) melalui PT JMTO.

Other Financial Assets – Net

Other financial assets - net in 2024 increased compared to the previous year due to the impact of the increase in the fair value recording 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 milion Rupiah)

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
PT Marga Mandala Sakti (MMS)	66.482	93.498	(27.016)	-28,9%
PT Citra Margatama Surabaya (CMS)	23.504	25.585	(2.081)	-8,1%
PT Marga Nurindo Bhakti (MNB)	-	-	0	0,0%
PT Citra Mataram Satriamarga Persada (CMSP)	-	-	0	0,0%
PT Margaraya Jawa Tol (MJT)	-	-	0	0,0%
PT Makassar Metro Network (MMN) d/h PT Bosowa Marga Nusantara (BMN)	3.620	5.347	(1.727)	-32,3%
PT Jatim Prasarana Utama (JPU)	1.042	1.083	(41)	-3,8%
PT Marga Mawatindo Esprit (MME)	-	-	0	0,0%
PT Marga Net One Limited (MNOL)	-	-	0	0,0%
PT Pilar Sinergi BUMN Indonesia (PSBI)	-	-	0	0,0%
PT Kresna Kusuma Dyandra Marga (KKDM)	1.280	-	1.280	100,0%
PT Hutama Marga Waskita (HAMAWAS)	15.235	22.802	(7.567)	-33,2%
Penyertaan tidak langsung melalui JMTO Indirect investment through JMTO				
PT Fintek Karya Nusantara (Finarya)	143.666	97.031	46.635	48,1%
Penyertaan tidak langsung melalui JMRB Indirect investment through JMRB				
PT Sinergi Colomadu (SC)	91	1.331	(1.240)	-93,2%
PT PP Sinergi Banjaratma (PPSB)	4.926	-	4.926	100,0%
Total	**259.846**	**246.677**	**13.169**	**5,3%**

Aset Tidak Lancar Lainnya – Neto

Pada tahun 2024, aset tidak lancar lainnya menurun dibandingkan tahun sebelumnya karena adanya penurunan uang muka kontraktor dan konsultan serta tanah dalam pengembangan milik PT JMRB yang berada di TB Simatupang - Jakarta, Pesanggrahan - Jakarta, Kaum Sari - Bogor, Paramount - Medan.

Other Non-Current Assets – Net

In 2024, other non-current assets decreased compared to the previous year due toa reduction in down payments for contractors and consultants as well as land under development owned by PT JMRB located in TB Simatupang - Jakarta, Pesanggrahan - Jakarta, Kaum Sari - Bogor, Paramount - Medan.

Tabel Aset Tidak Lancar Lainnya - Neto
Table of Other Non-current Assets – Net

(dalam jutaan Rupiah)
(in milion Rupiah)

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Tanah dalam Pengembangan Land under Development	668.700	763.505	(94.805)	-12,4%
Uang Muka Kontraktor dan Konsultan Advances for Contractors and Consultants	505.904	729.587	(223.683)	-30,7%
Biaya Prakarsa Initiative Cost	127.237	139.170	(11.933)	-8,6%
Taksiran Tagihan Pajak Entitas Anak Estimated Claim for Tax Refund - Subsidiary	67.528	53.942	13.586	25,2%
Uang Muka Pembelian Tanah Advances for Purchase of Land	47.620	47.573	47	0,1%
Aset Diambil Alih Foreclosed Assets	26.102	26.102	0	0,0%
Uang Muka Setoran Modal Advances for Capital Invetsment	4.822	2.365	2.457	103,9%
Uang Muka Biaya Fasilitas Pinjaman Advances for Loans Facility Fee	141	8.522	(8.381)	-98,3%
Lainnya Others	15.998	17.159	(1.161)	-6,8%
Cadangan Kerugian Penurunan Nilai Allowance for Impairment Losses				
Aset Diambil Alih Foreclosed Assets	(26.102)	(26.102)	0	0,0%
Biaya Prakarsa Initiative Cost	(25.725)	(39.225)	13.500	34,4%
Uang Muka Setoran Modal Advances for Capital Invetsment	(4.822)	(2.365)	(2.457)	103,9%
Total Penurunan Nilai Total Impairment Losses	(56.649)	(67.692)	11.043	-16,3%
Total - Bersih **Total - Net**	**1.407.403**	**1.720.233**	**(312.830)**	**-18,2%**

Liabilitas

Perseroan mencatatkan total liabilitas yang menurun di tahun 2024 dibandingkan tahun 2023 disebabkan oleh pelunasan pinjaman bank atas penerimaan divestasi PT JTT.

Liabilities

The Company recorded an increase in total liabilities in 2024 compared to 2023, driven by a decline in both short-term and long-term liabilities.

Tabel Liabilitas
Table of Liabilities

(dalam jutaan Rupiah)
(in milion Rupiah)

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
LIABILITAS/ LIABILITY				
LIABILITAS JANGKA PENDEK **CURRENT LIABILITIES**				
Utang usaha Accounts payable	144.777	179.230	(34.453)	-19,2%
Utang kontraktor Contractors payable	494.361	560.316	(65.955)	-11,8%
Utang pajak Taxes payable	1.806.578	363.898	1.442.680	396,5%

Tabel Liabilitas
Table of Liabilities

(dalam jutaan Rupiah)
(in milion Rupiah)

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Beban akrual Accrued expenses	10.354.508	8.120.532	2.233.976	27,5%
Utang bank Bank loans	573.213	4.499.415	(3.926.202)	-87,3%
Utang lembaga keuangan bukan bank Non-bank financial institutions loan	-	908.102	(908.102)	-100,0%
Liabilitas jangka panjang yang jatuh tempo dalam satu tahun: Current maturities of long - term liabilities:				
Utang bank Bank loans	4.882.857	5.072.042	(189.185)	-3,7%
Utang lembaga keuangan bukan bank Non-bank financial institutions loan	-	200.000	(200.000)	-100,0%
Utang Obligasi Bonds payable	286.000	-	286.000	100,0%
Liabilitas pembebasan tanah Land acquisition liabilities	-	1.298.844	(1.298.844)	-100,0%
Liabilitas sewa Lease liabilities	64.199	72.631	(8.432)	-11,6%
Provisi pelapisan jalan tol Toll provision for overlay	728.154	541.854	186.300	34,4%
Pendapatan diterima dimuka Unearned revenues	104.112	46.724	57.388	122,8%
Liabilitas imbalan kerja Employee benefits liabilities	-	1.794	(1.794)	-100,0%
Liabilitas keuangan jangka pendek lainnya Other short-term financial liabilities	921.785	955.782	(33.997)	-3,6%
TOTAL LIABILITAS JANGKA PENDEK **TOTAL CURRENT LIABILITIES**	**20.360.544**	**22.821.164**	**(2.460.620)**	**-10,8%**
LIABILITAS JANGKA PANJANG **NON-CURRENT LIABILITIES**				
Liabilitas pajak tangguhan Deferred tax liabilities	5.158.436	5.651.292	(492.856)	-8,7%
Utang kontraktor jangka panjang Long-term contractors payable	600.776	488.130	112.646	23,1%
Beban akrual jangka panjang Long-term accrued expenses	700.629	715.029	(14.400)	-2,0%
Liabilitas jangka panjang - setelah dikurangi bagian yang jatuh tempo dalam satu tahun: Long-term liabilities - net of the portion that is due in one year:				
Utang bank Bank loans	52.078.327	57.046.445	(4.968.118)	-8,7%
Utang Lembaga Keuangan Bukan Bank Non-Bank Financial Institutions Loan	272.000	-	272.000	100,0%
Utang obligasi Bonds payable	1.538.161	897.353	640.808	71,4%
Liabilitas pembebasan tanah Land acquisition liabilities	109.008	251.066	(142.058)	-56,6%
Liabilitas sewa Lease liabilities	59.819	57.385	2.434	4,2%
Provisi pelapisan jalan tol Provision for overlay	683.207	731.649	(48.442)	-6,6%
Pendapatan diterima dimuka Unearned revenues	70.594	73.683	(3.089)	-4,2%

Tabel Liabilitas
Table of Liabilities

(dalam jutaan Rupiah)
(in milion Rupiah)

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Liabilitas imbalan kerja jangka panjang Long-term employee benefits liabilities	1.307.197	1.316.108	(8.911)	-0,7%
Liabilitas derivatif Derivative liabilities	-	67.171	(67.171)	-100,0%
Liabilitas jangka panjang lainnya Other long-term liabilities	246.588	284.308	(37.720)	-13,3%
TOTAL LIABILITAS JANGKA PANJANG **TOTAL NON-CURRENT LIABILITIES**	**62.824.742**	**67.579.619**	**(4.754.877)**	**-7,0%**
TOTAL LIABILITAS **TOTAL LIABILITIES**	**83.185.286**	**90.400.783**	**(7.215.497)**	**-8,0%**

Liabilitas Jangka Pendek

Pada tahun 2024, jumlah liabilitas jangka pendek mengalami penurunan dibandingkan tahun sebelumnya karena penurunan utang bank dengan adanya pelunasan di level induk menggunakan hasil dari divestasi dari PT JTT serta tidak adanya lagi liabilitas pembebasan tanah entitas anak atas dana talangan pembelian tanah pada ruas jalan tol Kunciran-Serpong, Cengkareng-Batu Ceper-Kunciran dan Surabaya-Mojokerto.

Current Liabilities

In 2024, total current liabilitiesdecreased compared to the previous year due to reduction its bank debt at the parent level by using proceeds from the divestment of PT JTT and there will no further liabilities for land acquisition in subsidiaries for advance funds for land purchases on the Kunciran-Serpong, Cengkareng-Batu Ceper-Kunciran and Surabaya-Mojokerto toll roads .

Tabel Liabilitas Jangka Pendek
Table of Current Liabilities

(dalam jutaan Rupiah)
(in milion Rupiah)

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Utang usaha Accounts payable	144.777	179.230	(34.453)	-19,2%
Utang kontraktor Contractors payable	494.361	560.316	(65.955)	-11,8%
Utang pajak Taxes payable	1.806.578	363.898	1.442.680	396,5%
Beban akrual Accrued expenses	10.354.508	8.120.532	2.233.976	27,5%
Utang bank Bank loans	573.213	4.499.415	(3.926.202)	-87,3%
Utang lembaga keuangan bukan bank Non-bank financial institutions loan	-	908.102	(908.102)	-100,0%
Liabilitas jangka panjang yang jatuh tempo dalam satu tahun: Current Maturities of Long-term Liabilities				
Utang bank Bank loans	4.882.857	5.072.042	(189.185)	-3,7%
Utang lembaga keuangan bukan bank Non-bank financial institutions loan	-	200.000	(200.000)	-100,0%
Utang Obligasi Bonds payable	286.000	-	286.000	100,0%
Liabilitas pembebasan tanah Land acquisition liabilities	-	1.298.844	(1.298.843)	-100,0%

Tabel Liabilitas Jangka Pendek
Table of Current Liabilities

(dalam jutaan Rupiah)
(in milion Rupiah)

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Liabilitas sewa Lease liabilities	64.199	72.631	(8.432)	-11,6%
Provisi pelapisan jalan tol Provision for overlay	728.154	541.854	186.300	34,4%
Pendapatan diterima dimuka Unearned revenue	104.112	46.724	57.388	122,8%
Liabilitas imbalan kerja Employee benefits liabilities	-	1.794	(1.794)	-100,0%
Liabilitas keuangan jangka pendek lainnya Other short-term financial liabilities	921.785	955.782	(33.997)	-3,6%
TOTAL LIABILITAS JANGKA PENDEK **TOTAL CURRENT LIABILITIES**	**20.360.544**	**22.821.164**	**(2.460.620)**	**-10,8%**

Utang Usaha

Perseroan mencatatkan penurunan utang usaha di tahun 2024 dibandingkan tahun sebelumnya karena penurunan utang kepada pemasok terkait pengadaan jasa pemeliharaan dan pembersihan jalan tol.

Accounts Payable

The Company recorded a decrease in accounts payable in 2024 compared to the previous year due to decrease in account payable to suppliers related to the procurement of toll road maintenance and cleaning services.

Tabel Utang Usaha
Table of Accounts Payable

(dalam jutaan Rupiah)
(in milion Rupiah)

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Pihak Berelasi Related Parties	4.470	9.523	(5.053)	-53,1%
Pihak Ketiga Third Parties	140.307	169.707	(29.400)	-17,3%
Total	**144.777**	**179.230**	**(34.453)**	**-19,2%**

Utang Kontraktor Jangka Pendek

Utang kontraktor jangka pendek di tahun 2024 mengalami penurunan dibandingkan tahun sebelumnya yang disebabkan oleh pembayaran utang kontraktor kepada PT Waskita Karya (Persero) Tbk.

Short Tem Contractor Payable

Short-term contractor payables in 2024 decreased compared to the previous year due to payment of contractor debt to PT Waskita Karya (Persero) Tbk.

Tabel Utang Kontraktor
Table of Contractors Payables

(dalam jutaan Rupiah)
(in milion Rupiah)

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Pihak Berelasi Related Parties	100.733	336.172	(235.439)	-70,0%
Pihak Ketiga Third Parties	393.628	224.144	169.484	75,6%
Total	**494.361**	**560.316**	**(65.955)**	**-11,8%**

Utang Pajak

Utang pajak Perseroan di tahun 2024 mengalami peningkatan dibandingkan tahun sebelumnya karena pajak terutang atas transaksi divestasi PT JTT.

Tax Payable

The Company's tax payable in 2024 increased compared to the previous year due to taxes payable on the divestment transaction of PT JTT.

Tabel Utang Pajak
Table of Taxes Payable

(dalam jutaan Rupiah)
(in milion Rupiah)

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Perseroan Company	1.666.922	239.156	1.427.766	597,0%
Entitas Anak Subsidiaries	139.656	124.742	14.914	12,0%
Total	**1.806.578**	**363.898**	**1.442.680**	**396,5%**

Beban Akrual Jangka Pendek

Pada tahun 2024, beban akrual jangka pendek Perseroan mengalami peningkatan dibandingkan tahun sebelumnya terutama disebabkan oleh pengakuan atas progres konstruksi di ruas jalan tol Jogja-Bawen (PT JJB) dan Japek Selatan (PT JJS).

Current Accrued Expenses

In 2024, the Company's current accrued expenses increased compared to the previous year, primarily due to the recognition of construction progress on the Jogja-Bawen (PT JJB) and Japek Selatan (PT JJS) toll roads.

Utang Bank Jangka Pendek

Utang bank jangka pendek di tahun 2024 menurun dibandingkan tahun sebelumnya karena pelunasan hutang di level induk menggunakan hasil divestasi PT JTT.

Short-term Bank Loans

The short-term bank loans in 2024 decreased compared to the previous year because of deleveraging at the parent level using the divestment proceeds of PT JTT.

Tabel Utang Bank Jangka Pendek
Table of Short-term Bank Loans

(dalam jutaan Rupiah)
(in milion Rupiah)

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Pihak Berelasi Related Parties	-	2.726.257	(2.726.257)	-100,0%
Pihak Ketiga Third Parties	573.213	1.773.158	(1.199.945)	-67,7%
Total	**573.213**	**4.499.415**	**(3.926.202)**	**-87,3%**

Utang Lembaga Keuangan Bukan Bank

Utang lembaga keuangan bukan bank mengalami penurunan di tahun 2024 disebabkan oleh pelunasan pinjaman dana talangan tanah di PT JAP setelah diperoleh kredit sindikasi.

Non-Bank financial Institutions Loan

Non-bank financial Institutions loan decreased in 2024 due to repayment of land bridging loans at PT JAP after obtaining syndicated credit.

Tabel Utang Lembaga Keuangan Bukan Bank
Table of Non-Bank Financial Institution Loan

(dalam jutaan Rupiah)
(in milion Rupiah)

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Pihak Berelasi Related Parties	-	908.102	(908.102)	-100,0%
Total	**-**	**908.102**	**(908.102)**	**-100,0%**

Liabilitas Jangka Panjang yang Jatuh Tempo dalam Satu Tahun

Liabilitas jangka panjang yang jatuh tempo dalam satu tahun di tahun 2024 mengalami penurunan dibandingkan tahun 2023 karena pelunasan utang pokok Badan Layanan Umum (BLU) Lembaga Manajemen Aset Negara (LMAN) dan pelunasan utang bank atas penerimaan divestasi PT JTT.

Current Maturities of Long - Term Liabilities

Current maturities of long - term liabilities in 2024 increased compared to 2023 due to the repayment of State Asset Management Agency (BLU LMAN) debt and bank loan settlement from the proceeds of PT JTT divestment.

Tabel Liabilitas Jangka Panjang yang Jatuh Tempo dalam Satu Tahun
Table of Current Maturities of Long-term Liabilities

(dalam jutaan Rupiah)
(in milion Rupiah)

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Utang Bank Bank Loans	4.882.857	5.072.042	(189.185)	-3,7%
Utang Lembaga Keuangan Bukan Bank Non-Bank Financial Institutions Loan	-	200.000	(200.000)	-100,0%
Utang Obligasi Bonds payable	286.000	-	286.000	100,0%
Liabilitas Pembebasan Tanah Land Acquisition Liabilities	-	1.298.843	(1.298.843)	-100,0%
Laibilitas Sewa Lease Liabilities	64.199	72.631	(8.432)	-11,6%
Provisi Pelapisan Jalan Tol Provision for Overlay	728.154	541.854	186.300	34,4%
Pendapatan diterima dimuka Unearned revenue	104.112	46.724	57.388	122,8%
Liabilitas Imbalan Kerja Employee Benefits Liability	-	1.794	(1.794)	-100,0%
Total	**6.065.322**	**7.233.888**	**(1.168.566)**	**-16,2%**

Liabilitas Keuangan Jangka Pendek Lainnya

Perseroan mencatatkan penurunan pada liabilitas keuangan jangka pendek lainnya di tahun 2024 dibandingkan tahun sebelumnya disebabkan oleh penurunan utang pinjaman afiliasi PT TMJ.

Other Current Financial Liabilities

As a result of the reduction in due to related party, PT TMJ, the company recorded a decrease in current financial liabilities in 2024 compared to the previous year.

Tabel Liabilitas Keuangan Jangka Pendek Lainnya
Table of Other Short-term Financial Liabilties

(dalam jutaan Rupiah)
(in milion Rupiah)

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Pihak Berelasi Related Parties				
Utang Titipan Deposite Payable	52.923	42.254	10.669	25,2%
Pihak Ketiga Third parties				
Utang Pencadangan *(Multi Lane Free Flow)* Provisions for Multi Lane Free Flow	375.455	257.096	118.359	46,0%
Utang Titipan Deposite Payable	229.361	279.054	(49.693)	-17,8%
Utang Jaminan Pihak Lain Guarantee Payable	27.534	29.446	(1.912)	-6,5%
Utang Pinjaman Afiliasi TMJ Due to Related Party - TMJ	-	162.518	(162.518)	-100,0%
Lainnya (di bawah Rp2.000) Others (each below Rp2.000)	236.512	185.414	51.098	27,6%
Total	**921.785**	**955.782**	**(33.997)**	**-3,6%**

Liabilitas Jangka Panjang

Liabilitas jangka panjang Perseroan di tahun 2024 mengalami penurunan dibandingkan tahun sebelumnya terutama disebabkan oleh pelunasan utang bank yang dilakukan atas penerimaan divestasi PT JTT.

Non-Current Liabilities

The Company's non-current liabilities decreased in 2024 compared to the previous year, mainly due to The Company recorded a decrease in total liabilities in 2024 compared to 2023 due to deleveraging through bank loan repayments following the proceeds from the divestment of PT JTT.

Tabel Liabilitas Jangka Panjang
Table of Non-current Liabilities

(dalam jutaan Rupiah)
(in milion Rupiah)

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Liabilitas pajak tangguhan Deferred tax liabilities	5.158.436	5.651.292	(492.856)	-8,7%
Utang kontraktor jangka panjang Long-term contractors payable	600.776	488.130	112.646	23,1%
Beban akrual jangka panjang Long-term accrued expenses	700.629	715.029	(14.400)	-2,0%
Liabilitas jangka panjang - setelah dikurangi bagian yang jatuh tempo dalam satu tahun : Long-term liabilities – net of current maturities				
Utang bank Bank loans	52.078.327	57.046.445	(4.968.118)	-8,7%
Utang Lembaga Keuangan Bukan Bank Non-Bank Financial Institutions Loan	272.000	-	272.000	100,0%
Utang obligasi Bonds payable	1.538.161	897.353	640.808	71,4%
Liabilitas pembebasan tanah Land acquisition liabilities	109.008	251.066	(142.058)	-56,6%

Tabel Liabilitas Jangka Panjang
Table of Non-current Liabilities

(dalam jutaan Rupiah)
(in milion Rupiah)

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Liabilitas sewa Lease liabilities	59.819	57.385	2.434	4,2%
Provisi pelapisan jalan tol Provision for overlay	683.207	731.649	(48.442)	-6,6%
Pendapatan diterima dimuka Unearned revenues	70.594	73.683	(3.089)	-4,2%
Liabilitas imbalan kerja jangka panjang Long-term employee benefits liabilities	1.307.197	1.316.108	(8.911)	-0,7%
Liabilitas Derivatif Derivative Liability	-	67.171	(67.171)	-100,0%
Liabilitas jangka Panjang lainnya Other Long Term Liabilities	246.588	284.308	(37.720)	-13,3%
TOTAL LIABILITAS JANGKA PANJANG **TOTAL NON-CURRENT LIABILITIES**	**62.824.742**	**67.579.619**	**(4.754.877)**	**-7,0%**

Liabilitas Pajak Tangguhan

Pada tahun 2024, liabilitas pajak tangguhan mengalami penurunan dibandingkan tahun sebelumnya terutama disebabkan oleh penerapan PMK 72.

Deferred Tax Liabilities

In 2024, deferred tax liabilities decreased compared to the previous year, primarily due to the implementation of PMK 72.

Utang Kontraktor Jangka Panjang

Utang kontraktor jangka panjang di tahun 2024 mengalami peningkatan dibandingkan tahun sebelumnya karena peningkatan retensi pada PT JJS dan PT JJB.

Long-term Contractor Payable

In 2024, long-term contractor debt increased compared to the previous year due to the increase in retention at PT JJS and PT JJB.

Tabel Utang Kontraktor Jangka Panjang
Table of Long-term Contractor Payable

(dalam jutaan Rupiah)
(in milion Rupiah)

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Pihak Berelasi Related Parties	351.737	267.658	84.079	31,4%
Pihak Ketiga Third Parties	249.039	220.472	28.567	13,0%
Total	**600.776**	**488.130**	**112.646**	**23,1%**

Beban Akrual Jangka Panjang

Beban akrual jangka panjang di tahun 2024 mengalami penurunan dibandingkan tahun sebelumnya karena penurunan akrual beban bunga.

Long-Term Accrued Expenses

Long-term accrual expenses in 2024 decreased compared to the previous year due to the decrease in accrued interest expenses.

Tabel Beban Akrual Jangka Panjang
Table of Long-term Accrued Expenses

(dalam jutaan Rupiah)
(in milion Rupiah)

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Beban Kontraktor dan Konsultan Contractors and Consultant Expense	7.591.213	5.363.983	2.227.230	41,5%
Beban Umum dan Administrasi General and Administrative Expenses	1.653.751	1.588.273	65.478	4,1%
Akrual Insentif Kinerja Performance Incentive Accrual	982.954	936.739	46.215	4,9%
Hutang investasi ke Pemerintah Government's Invesment Liability	700.629	715.029	(14.400)	-2,0%
Beban Bunga Interest Expense	118.445	226.538	(108.093)	-47,7%
Lain-Lain Others	8.145	4.999	3.146	62,9%
Total	**11.055.137**	**8.835.561**	**2.219.576**	**25,1%**
Dikurangi Bagian Lancar Net of Current Portion	10.354.508	8.120.532	2.233.976	27,5%
Bagian Tidak Lancar **Non-current Portion**	**700.629**	**715.029**	**(14.400)**	**-2,0%**

Liabilitas Jangka Panjang-Setelah Dikurangi Bagian yang Jatuh Tempo dalam Satu Tahun

Pada tahun 2024, liabilitas jangka panjang – setelah dikurangi bagian yang jatuh tempo dalam satu tahun mengalami penurunan dibandingkan tahun sebelumnya karena pelunasan utang bank atas penerimaan divestasi PT JTT.

Non-Current Liabilities – Net of Current Maturities

In 2024 non-current liabilities – net of current maturities decreased compared to the previous year due to the repayment of bank loans from the proceeds of PT JTT divestment.

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 milion Rupiah)

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Utang Bank Bank Loans	52.078.327	57.046.445	(4.968.118)	-8,7%
Utang Lembaga Keuangan Bukan Bank Non-Bank Financial Institutions Loan	272.000	-	272.000	100,0%
Utang Obligasi Bonds Payable	1.538.161	897.353	640.808	71,4%
Liabilitas Pembebasan Tanah Land Acquisition Liabilities	109.008	251.066	(142.058)	-56,6%
Liabilitas Sewa Lease Liabilities	59.819	57.385	2.434	4,2%
Provisi Pelapisan Jalan Tol Provision for Overlay	683.207	731.649	(48.442)	-6,6%
Pendapatan Diterima Dimuka Unearned Revenues	70.594	73.683	(3.089)	-4,2%
Liabilitas imbalan kerja jangka panjang Long-Term Employee Benefits Liabilities	1.307.197	1.316.108	(8.911)	-0,7%
Total	**56.118.313**	**60.373.689**	**(4.255.376)**	**-7,0%**

Liabilitas Derivatif

Liabilitas derivatif mengalami penurunan pada tahun 2024 karena telah berakhirnya transaksi pokok yang mendasari nilai arus kas, meliputi: fasilitas kredit investasi PT Bank Mandiri (Persero) Tbk di PT JGP, fasilitas *treasury line* PT Bank Mandiri (Persero) Tbk di PT JSN, dan fasilitas *treasury line-interest swap* PT Bank Mandiri (Persero) Tbk di PT JSB.

Derivative Liabilities

Derivative liabilities decreased in 2024 due to the end of the principal transaction underlying the cash flow value, including: investment credit facility of PT Bank Mandiri (Persero) Tbk in PT JGP, treasury line facility of PT Bank Mandiri (Persero) Tbk in PT JSN, and treasury line-interest swap facility of PT Bank Mandiri (Persero) Tbk in PT JSB.

Tabel Liabilitas Derivatif
Table of Derivative Liabilities

(dalam jutaan Rupiah)
(in milion Rupiah)

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Lindung Nilai Arus Kas Cash Flow Hedging	-	67.171	(67.171)	-100,0%
Total	**-**	**67.171**	**(67.171)**	**-100,0%**

Liabilitas Jangka Panjang Lainnya

Perseroan mencatatkan penurunan liabilitas jangka panjang lainnya dibandingkan tahun sebelumnya karena disebabkan oleh penurunan pada pencadangan atas kontingensi.

Other Non-Current Liabilities

The company recorded a decrease in other non-current liabilities compared to the previous year due to decrease in reserves for contingencies.

Ekuitas

Ekuitas Perseroan di tahun 2024 mengalami peningkatan dibandingkan tahun sebelumnya. Hal ini karena peningkatan ekuitas kepentingan non pengendali akibat divestasi PT JTT.

Equity

The Company's equity in 2024 increased compared to the previous year, driven by a rise in non-controlling interests' equity following the divestment of PT JTT.

Tabel Ekuitas
Table of Equity

(dalam jutaan Rupiah)
(in milion Rupiah)

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			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 - Rp500 per value (full amount) per share Authorized - 19,040,000,000 shares Issued and fully paid - 1 series and 7,257,871,199 series B shares	3.628.936	3.628.936	0	0,0%
Tambahan modal disetor - neto Additional paid in capital - net	3.997.085	3.997.085	0	0,0%
Selisih atas transaksi entitas nonpengendali Difference from non-controlling interest transaction	1.962.273	(51.064)	2.013.337	-3.942,8%
Saldo laba Retained earnings				
Telah ditentukan penggunaannya Appropriated	8.971.304	8.971.304	0	0,0%
Belum ditentukan penggunaannya Unappropriated	17.958.412	13.697.656	4.260.756	31,1%

Tabel Ekuitas
Table of Equity

(dalam jutaan Rupiah)
(in milion Rupiah)

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Penghasilan komprehensif lain: Other comprehensive income:				
Kerugian yang belum direalisasi dari aset keuangan pada nilai wajar Unrealized loss on financial assets as fair value	(1.344.089)	(1.166.806)	(177.283)	15,2%
Pengukuran nilai wajar derivative lindung nilai arus kas Measurement of fair value derivative for cashflow hedge	-	(50.675)	50.675	-100,0%
Pengukuran kembali liabilitas imbalan kerja jangka panjang Remeasurements of long-term employee benefits liability	(1.130.887)	(1.134.999)	4.112	-0,4%
Ekuitas Neto yang Dapat diatribusikan kepada: Net equity attributable to:				
Pemilik entitas induk Owner of the parent entity	34.043.034	27.891.437	6.151.597	22,1%
Kepentingan non pengendali Non-controlling interests	23.498.119	11.019.769	12.478.350	113,2%
TOTAL EKUITAS TOTAL EQUITY	**57.541.153**	**38.911.206**	**18.629.947**	**47,9%**
TOTAL LIABILITAS DAN EKUITAS TOTAL LIABILITY AND EQUITY	**140.726.439**	**129.311.989**	**11.414.450**	**8,8%**

Laporan Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian
Consolidated Statement of Profit or Loss and Other Comprehensive Income

Tabel Laporan Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian
Table of Consolidated Statement of Profit or Loss and other Comprehensive Income

(dalam jutaan Rupiah)
(in milion Rupiah)

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
PENDAPATAN REVENUES				
Pendapatan Tol Toll Operating Revenues	17.185.720	13.948.029	3.237.691	23,2%
Pendapatan Usaha Lainnya Other Operating Revenues	1.542.518	1.617.953	(75.435)	-4,7%
Pendapatan Konstruksi Construction Revenue	9.974.974	5.752.623	4.222.351	73,4%
TOTAL	**28.703.212**	**21.318.605**	**7.384.607**	**34,6%**
BEBAN POKOK PENDAPATAN COST OF REVENUES				
Beban Tol dan Usaha Lainnya Toll and Other Operating Expenses	(7.482.043)	(6.643.256)	(838.787)	12,6%
Beban Konstruksi Construction Expense	(9.903.014)	(5.716.823)	(4.186.191)	73,2%
TOTAL	**(17.385.057)**	**(12.360.079)**	**(5.024.978)**	**40,7%**

Tabel Laporan Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian
Table of Consolidated Statement of Profit or Loss and other Comprehensive Income

(dalam jutaan Rupiah)
(in milion Rupiah)

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
LABA BRUTO **GROSS PROFIT**	**11.318.155**	**8.958.526**	**2.359.629**	**26,3%**
Penghasilan Keuangan Finance Income	261.467	255.966	5.501	2,1%
Penghasilan Lain-lain Other Income	260.366	150.107	110.259	73,5%
Beban Umum dan Administrasi General and Administrative Expenses	(2.311.776)	(2.007.934)	(303.842)	15,1%
Beban Lain-Lain Other Expenses	(168.285)	(120.097)	(48.188)	40,1%
Beban Pajak atas Penghasilan Keuangan Tax Expense on Finance Income	(46.591)	(30.675)	(15.916)	51,9%
Keuntungan dari Nilai Wajar Investasi Asosiasi Gain on Fair Value of Investment in Associates	186.407	4.017.364	(3.830.957)	-95,4%
Kerugian dari Nilai Wajar Investasi Jangka Pendek Loss on Fair Value of Short Term Investment	(144.002)	(963.687)	819.685	-85,1%
Keuntungan dari Pembelian dengan Diskon Gain on Bargain Purchase	176.271	1.058.750	(882.479)	-83,4%
LABA USAHA **PROFIT FROM OPERATIONS**	**9.532.012**	**11.321.897**	**(1.789.885)**	**-15,8%**
EBITDA	12.619.026	9.911.619	2.707.407	27,3%
Biaya Keuangan - Neto Finance Costs - Net	(4.026.294)	(3.595.929)	(430.365)	12,0%
Bagian atas Laba (Rugi) Neto Entitas Asosiasi dan Ventura Bersama Share in Net Gain (Loss) of Associates and Joint Ventures	268.555	200.457	68.098	34,0%
LABA SEBELUM PAJAK PENGHASILAN **PROFIT BEFORE INCOME TAX**	**5.774.273**	**7.926.425**	**(2.152.152)**	**-27,2%**
Kini Current	(962.010)	(867.313)	(94.697)	10,9%
Tangguhan Deferred	807.655	(309.623)	1.117.278	-360,9%
TOTAL BEBAN PAJAK PENGHASILAN **TOTAL INCOME TAX EXPENSE**	**(154.355)**	**(1.176.936)**	**1.022.581**	**-86,9%**
LABA (RUGI) TAHUN BERJALAN **PROFIT (LOSS) FOR THE YEAR**	**5.619.918**	**6.749.489**	**(1.129.571)**	**-16,7%**
PENGHASILAN (BEBAN) KOMPREHENSIF LAIN **OTHER COMPREHENSIVE INCOME (LOSS)**				
Pos-pos yang tidak akan Direklasifikasi ke Laba Rugi Tahun Berikutnya **Items that will not be Reclassified to Profit or Loss in Subsequent Years**				
Pengukuran Kembali Liabilitas Imbalan Kerja Jangka Panjang Remeasurement of Long Term Employee Benefits Liability	5.009	(131.347)	136.356	103,8%
Bagian atas Laba (Rugi) Komprehensif Lain atas Asosiasi dan Ventura Bersama Share in Other Comprehensive Gain (Loss) of Associates and Joint Ventures	(649)	(92)	(557)	605,4%
Pajak Penghasilan Terkait Related Tax	359	25.398	(25.039)	-98,6%
Pengukuran Kembali Liabilitas Imbalan Kerja Jangka Panjang - Setelah Pajak Remeasurements of Long Term Employee Benefits Liability - Net of Tax	4.719	(106.041)	110.760	-104,5%

Tabel Laporan Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian
Table of Consolidated Statement of Profit or Loss and other Comprehensive Income

(dalam jutaan Rupiah)
(in milion Rupiah)

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Pos-pos yang akan Direklasifikasi ke Laba Rugi Tahun Berikutnya **Item that will be Reclassified to Profit and Loss in Subsequent Years**				
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	(382.119)	(1.115.351)	733.232	-65,7%
Penyesuaian Reklasifikasi atas Investasi Jangka Pendek Diukur Nilai Wajar Reclassification Adjustment on Short Term Investment Measured at Fair Value	144.002	963.687	(819.685)	-85,1%
Pengukuran Nilai Wajar Derivatif Lindung Nilai Arus Kas Measurement of Fair Value Derivative for Cashflow Hedge	53.555	48.884	4.671	9,6%
Bagian atas Laba (Rugi) Komprehensif Lain atas Asosiasi dan Ventura Bersama Share in Other Comprehensive Gain (Loss) of Associates and Joint Ventures	-	11.895	(11.895)	-100,0%
Pajak Penghasilan Terkait Related Tax	42.469	33.986	8.483	25,0%
Subtotal Pos-Pos yang akan Direklasifikasi ke Laba Rugi Tahun Berikutnya Subtotal Item that will be Reclassified to Profit and Loss in Subsequent Years	(142.093)	(56.899)	(85.194)	149,7%
Beban Komprehensif Lain Tahun Berjalan **Other Comprehensive Expense for The Year**	**(137.374)**	**(162.940)**	**25.566**	**-15,7%**
Total Penghasilan Komprehensif Tahun Berjalan **Total Comprehensive Income For The Year**	**5.482.544**	**6.586.549**	**(1.104.005)**	**-16,8%**
Laba tahun berjalan yang dapat diatribusikan kepada: **Profit for the year attributable to:**				
Pemilik Entitas Induk Owner of the Parent Entity	4.535.565	6.793.551	(2.257.986)	-33,2%
Kepentingan Non Pengendali Non-Controlling Interest	1.084.353	(44.062)	1.128.415	-2.561,0%
TOTAL	**5.619.918**	**6.749.489**	**(1.129.571)**	**-16,7%**
Total penghasilan komprehensif tahun berjalan yang dapat diatribusikan kepada: **Total comprehensive income for the year attributable to:**				
Pemilik Entitas Induk Owner of the Parent Entity	4.417.548	6.619.793	(2.202.245)	-33,3%
Kepentingan Non Pengendali Non-Controlling Interests	1.064.996	(33.244)	1.098.240	-3.303,6%
TOTAL	**5.482.544**	**6.586.549**	**(1.104.005)**	**-16,8%**
LABA PER SAHAM (RUPIAH PENUH) **EARNINGS PER SHARE (FULL RUPIAH)**	**624,92**	**936,03**	**(311,11)**	**-33,2%**

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 2024, pendapatan Perseroan mengalami pertumbuhan yang disebabkan oleh konsolidasi kembali Semarang-Batang (JSB), Solo-Ngawi (JSN), Ngawi-Kertosono (JNK) pada Juli 2023, dan Gempol-Pandaan (JPT) pada Desember 2024, pengoperasian jaringan jalan tol JORR 2 secara penuh, serta implementasi penyesuaian tarif atas 21 ruas jalan tol sepanjang tahun 2023 yang seluruhnya kinerjanya telah tercermin penuh pada tahun 2024.

Revenue

The Company's revenue consists of toll revenue, other business revenue, and construction revenue. To conduct a precise performance analysis, it is recommended to focus on revenue excluding construction revenue, as construction revenue will be netted off with construction costs, and the resulting margin is not significant.

In 2024, the Company's revenue increased, driven by the reconsolidation of Semarang-Batang (JSB), Solo-Ngawi (JSN), Ngawi-Kertosono (JNK) in July 2023, and Gempol-Pandaan (JPT) in December 2024, full operation of the JORR 2 toll road network, and implementation of tariff adjustments for 21 toll roads throughout 2023, all of whose performance has been fully reflected in 2024.

Tabel Pendapatan
Table of Revenues

(dalam jutaan Rupiah)
(in milion Rupiah)

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Pendapatan Tol dan Usaha Lainnya Toll and Other Operating Revenues	18.728.238	15.565.982	3.162.256	20,3%
Pendapatan Konstruksi Construction Revenue	9.974.974	5.752.623	4.222.351	73,4%
Total	**28.703.212**	**21.318.605**	**7.384.607**	**34,6%**

Pendapatan Usaha

Perseroan mencatatkan peningkatan pendapatan usaha di tahun 2024 dibandingkan tahun sebelumnya. Hal ini disebabkan oleh peningkatan pendapatan tol.

Operating Revenue

The Company recorded an increase in operating revenue in 2024 compared to the previous year. This was driven by the increase in toll road revenue.

Tabel Pendapatan Usaha
Table of Operating Revenues

(dalam jutaan Rupiah)
(in milion Rupiah)

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Pendapatan Tol Toll Operating Revenues	17.185.720	13.948.029	3.237.691	23,2%
Pendapatan Usaha Lainnya Other Operating Revenue	1.542.518	1.617.953	(75.435)	-4,7%
Total	**18.728.238**	**15.565.982**	**3.162.256**	**20,3%**

Pendapatan Konstruksi

Pada tahun 2024, pendapatan konstruksi Perseroan meningkat dibandingkan tahun sebelumnya seiring dengan peningkatan aktivitas konstruksi untuk beberapa pembangunan ruas jalan tol baru.

Construction Revenue

In 2024, the Company's construction revenue increased compared to the previous year in line with the increase in construction activities for several new toll road developments.

Beban Pokok Pendapatan

Beban pokok pendapatan di tahun 2024 meningkat dibandingkan tahun sebelumnya, terutama disebabkan oleh meningkatnya kemajuan konstruksi atas ruas jalan tol baru.

Cost of Revenue

Cost of revenue in 2024 increased/decreased compared to the previous year, primarily due to increased construction progress on new toll roads.

Tabel Beban Pokok Pendapatan
Table of Income Expenses

(dalam jutaan Rupiah)
(in milion Rupiah)

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Beban Tol dan Usaha Lainnya Toll and Other Operating Expenses	(7.482.043)	(6.643.256)	(838.787)	12,6%
Beban Konstruksi Construction Expenses	(9.903.014)	(5.716.823)	(4.186.191)	73,2%
Total	**(17.385.057)**	**(12.360.079)**	**(5.024.978)**	**40,7%**

Beban Tol dan Usaha Lainnya

Pada tahun 2024, beban tol dan usaha lain mengalami peningkatan dibandingkan tahun sebelumnya yang disebabkan oleh kenaikan beban amortisasi akibat konsolidasi kembali Semarang-Batang (JSB), Solo-Ngawi (JSN), dan Ngawi-Kertosono (JNK) pada Juli 2023 serta kenaikan pada biaya provisi overlay di beberapa ruas.

Toll and Other Business Expenses

In 2024, toll road and other business expenses increased compared to the previous year, driven by higher amortization expenses due to the reconsolidation of Semarang-Batang (JSB), Solo-Ngawi (JSN), dan Ngawi-Kertosono (JNK) in July 2023, as well as an increase in overlay provision costs in several toll road.

Tabel Beban Tol dan Usaha Lainnya
Table of Toll and Other Operating Expenses

(dalam jutaan Rupiah)
(in milion Rupiah)

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Amortisasi Amortization	2.566.170	2.035.946	530.224	26,0%
Harga Pokok Penjualan Cost of Goods Sold	911.993	886.980	25.013	2,8%
Gaji dan Tunjangan Salaries and Allowance	901.507	902.894	(1.387)	-0,2%
Provisi Pelapisan Ulang Jalan Tol Provision for Toll Road Overlay	896.910	756.824	140.086	18,5%
Pemeliharaan Jalan dan Sarana Pelengkap Jalan Tol Maintenance of Roads and Toll Road Complementary Facilities	662.060	617.245	44.815	7,3%
Pajak Bumi dan Bangunan Land Building Tax	622.630	635.729	(13.099)	-2,1%
Pelayanan Jalan Tol Toll Road Services	323.776	314.176	9.600	3,1%
Bahan Bakar, Listrik dan Air Fuel, Electricity and Water	200.830	109.261	91.569	83,8%
Pengumpulan Tol Toll Collection	153.682	151.215	2.467	1,6%
Penyusutan Depreciation	116.611	86.902	29.709	34,2%
Sewa Rent	63.263	73.864	(10.601)	-14,4%
Lainnya (Di bawah Rp2.000) Others (Below Rp2,000)	62.611	72.220	(9.609)	-13,3%
Total	**7.482.043**	**6.643.256**	**838.787**	**12,6%**

Beban Konstruksi

Beban konstruksi di tahun 2024 mengalami peningkatan dibandingkan sebelumnya terutama disebabkan oleh meningkatnya aktivitas konstruksi untuk pembangunan ruas jalan tol baru.

Construction Expenses

Construction expenses in 2024 increased compared to the previous year mainly due to increased construction activities for the construction of new toll road sections.

Laba Bruto

Perseroan mencatatkan pertumbuhan laba bruto di tahun 2024 dibandingkan tahun sebelumnya. Hal ini sejalan dengan peningkatan pendapatan tol.

Gross Profit

The Company recorded a growth in gross profit in 2024 compared to the previous year. This aligns with the increase of toll revenue.

Tabel Laba Bruto
Table of Gross Profit

(dalam jutaan Rupiah)
(in milion Rupiah)

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Pendapatan Revenues	28.703.212	21.318.605	7.384.607	34,6%
Beban Pokok Pendapatan Cost of Income	(17.385.057)	(12.360.079)	(5.024.978)	40,7%
Laba Bruto **Gross Profit**	**11.318.155**	**8.958.526**	**2.359.629**	**26,3%**

Laba Usaha

Laba usaha Perseroan di tahun 2024 menurun dibandingkan tahun sebelumnya karena penurunan pada keuntungan nilai wajar investasi asosiasi dengan telah berakhirnya *buyback* RDPT pada tiga ruas jalan tol, yakin Semarang-Batang, Solo-Ngawi, dan Ngawi-Kertosono pada 2023.

Operating Profit

The Company's operating profit in 2024 decreased compared to the previous year due to the decrease in gain on fair value of investment in associates with the end of the RDPT buyback on three toll road sections, namely Semarang-Batang, Solo-Ngawi, and Ngawi-Kertosono in 2023.

Tabel Laba Usaha
Table of Profit from Operations

(dalam jutaan Rupiah)
(in milion Rupiah)

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Laba Bruto Gross Profit	11.318.155	8.958.526	2.359.629	26,3%
Penghasilan Keuangan Financial Income	261.467	255.966	5.501	2,1%
Penghasilan Lain-lain Other Income	260.366	150.107	110.259	73,5%
Beban Umum dan Administrasi General and Administrative Expenses	(2.311.776)	(2.007.934)	(303.842)	15,1%
Beban Lain-Lain Other Expenses	(168.285)	(116.520)	(51.765)	44,4%
Beban Pajak atas Penghasilan Keuangan Tax Expense of Finance Income	(46.591)	(30.675)	(15.916)	51,9%
Keuntungan dari Nilai Wajar Investasi Asosiasi Gain on Fair Value of Investment in Associates	186.407	4.017.364	(3.830.957)	-95,4%
Kerugian dari Nilai Wajar Investasi Jangka Pendek Loss on Fair Value of Short Term Investments	(144.002)	(963.687)	819.685	-85,1%
Keuntungan dari Pembelian dengan Diskon Gain on Bargain Purchase	176.271	1.058.750	(882.479)	-83,4%
Laba Usaha **Profit from Operations**	**9.532.012**	**11.321.897**	**(1.789.885)**	**-15,8%**

Laba Sebelum Pajak Penghasilan

Pada tahun 2024, laba sebelum pajak penghasilan mengalami penurunan dibandingkan tahun sebelumnya, hal ini sejalan dengan penurunan laba usaha.

Profit Before Income Tax

In 2024, profit before income tax declined compared to the previous year, in line with the decrease in operating profit.

Tabel Laba Sebelum Pajak Penghasilan
Table of Profit Before Income Tax

(dalam jutaan Rupiah)
(in milion Rupiah)

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Laba Usaha Profit from Operations	9.532.012	11.321.897	(1.789.885)	-15,8%
Biaya Keuangan - Neto Finance Costs - Net	(4.026.294)	(3.595.929)	(430.365)	12,0%
Bagian atas Rugi Neto Entitas Asosiasi dan Ventura Share in Net Loss of Associates and Joint Ventures	268.555	200.457	68.098	34,0%
Laba Sebelum Pajak Penghasilan **Profit Before Income Tax**	**5.774.273**	**7.926.425**	**(2.152.152)**	**-27,2%**

Beban Pajak Penghasilan

Beban pajak penghasilan Perseroan di tahun 2024 menurun dibandingkan tahun sebelumnya disebabkan oleh efek penerapan PMK 72.

Income Tax Expense

The Company's income tax expense in 2024 decreased compared to the previous year due to the impact of implementing PMK 72

Tabel Beban Pajak Penghasilan
Table of Income Tax Expense

(dalam jutaan Rupiah)
(in milion Rupiah)

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Kini Current	(962.010)	(867.313)	(94.697)	10,9%
Tangguhan Deferred	807.655	(309.623)	1.117.278	-360,9%
Total	**(154.355)**	**(1.176.936)**	**1.022.581**	**-86,9%**

Laba Tahun Berjalan

Laba (rugi) tahun berjalan maupun laba tahun berjalan yang diatribusikan kepada pemilik entitas induk di tahun 2024 mengalami penurunan dibandingkan tahun 2023. Hal ini sejalan dengan penurunan laba usaha karena telah berakhirnya *buyback* RDPT pada tiga ruas di tahun 2023.

Profit for the Year

The profit (loss) for the year, as well as the profit for the year attributable to the owners of the parent entity in 2024, decreased compared to 2023. This decrease was the result of the decline in operating profit due to the end of the RDPT buyback on three segments in 2023.

Tabel Laba (Rugi) Tahun Berjalan
Table of Profit (Loss) for the Year

(dalam jutaan Rupiah)
(in milion Rupiah)

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Laba Sebelum Pajak Penghasilan Profit Before Income Tax	5.774.273	7.926.425	(2.152.152)	-27,2%
Beban Pajak Penghasilan Income Tax Expense	(154.355)	(1.176.936)	1.022.581	-86,9%
Laba (Rugi) Tahun Berjalan **Profit (Loss) for the Year**	**5.619.918**	**6.749.489**	**(1.129.571)**	**-16,7%**
Laba Tahun Berjalan yang Dapat Diatribusikan kepada: **Profit for the Year Attributable to:**				
Pemilik Entitas Induk Owner of the Parent Entity	4.535.565	6.793.551	(2.257.986)	-33,2%
Kepentingan Non Pengendali Non-Controlling Interest	1.084.353	(44.062)	1.128.415	-2.561,0%
Total	**5.619.918**	**6.749.489**	**(1.129.571)**	**-16,7%**

Beban Komprehensif Lain

Pada tahun 2024, beban komprehensif lain mengalami penurunan dibandingkan tahun sebelumnya karena terdapat penyesuaian reklasifikasi atas investasi jangka pendek diukur nilai wajar.

Other Comprehensive Expenses

In 2024, other comprehensive expenses decreased compared to the previous year due to the reclassification adjustment of short-term investments at fair value.

Tabel Penghasilan (Beban) Komprehensif lain
Table of Other Comprehensive Income (Loss

(dalam jutaan Rupiah)
(in milion Rupiah)

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			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 Years**				
Pengukuran Kembali Liabilitas Imbalan Kerja Jangka Panjang Remeasurement of Long Term Employee Benefits Liability	5.009	(131.347)	136.356	-103,8%
Bagian atas Laba (Rugi) Komprehensif Lain atas Asosiasi dan Ventura Bersama Share in Other Comprehensive Gain (Loss) of Associates and Joint Ventures	(649)	(92)	(557)	605,4%
Pajak Penghasilan Terkait Related Tax	359	25.398	(25.039)	-98,6%
Pengukuran Kembali Liabilitas Imbalan Kerja Jangka Panjang - Setelah Pajak Remeasurements of Long Term Employee Benefits Liability - Net of Tax	4.719	(106.041)	110.760	-104,5%
Pos-Pos yang akan Direklasifikasi ke Laba Rugi Tahun Berikutnya **Item that will be Reclassified to Profit and Loss in Subsequent Years**				
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	(382.119)	(1.115.351)	733.232	-65,7%
Penyesuaian Reklasifikasi atas Investasi Jangka Pendek Diukur Nilai Wajar Reclassification Adjustment on Short Term Investment Measured at Fair Value	144.002	963.687	(819.685)	-85,1%

Tabel Penghasilan (Beban) Komprehensif lain
Table of Other Comprehensive Income (Loss

(dalam jutaan Rupiah)
(in milion Rupiah)

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			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	48.884	4.671	9,6%
Bagian atas Laba (Rugi) Komprehensif Lain atas Asosiasi dan Ventura Bersama Share in Other Comprehensive Gain (Loss) of Associates and Joint Ventures	-	11.895	(11.895)	-100,0%
Pajak Penghasilan terkait Related Tax	42.469	33.986	8.483	25,0%
Subtotal Pos-Pos yang akan Direklasifikasi ke Laba Rugi Tahun Berikutnya Subtotal Item that will be Reclassified to Profit and Loss in Subsequent Years	(142.093)	(56.899)	(85.194)	149,7%
Beban Komprehensif Lain Tahun Berjalan **Other Comprehensive (Expenses) for The Year**	**(137.374)**	**(162.940)**	**25.566**	**-15,7%**

Laba Komprehensif Tahun Berjalan

Laba komprehensif Perseroan di tahun 2024 menurun dibandingkan tahun sebelumnya yang mana sejalan dengan penurunan kinerja Laba Bersih Perseroan di tahun 2024.

Comprehensive Income for The Year

The Company's comprehensive income in 2024 decreased compared to the previous year Which is in line with the decline in the Company's Net Profit performance in 2024.

Tabel Laba Komprehensif Tahun Berjalan
Table of Other Comprehensive Profit for the Year

(dalam jutaan Rupiah)
(in milion Rupiah)

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Total Penghasilan Komprehensif Tahun Berjalan yang dapat Distribusikan kepada: **Total Comprehensive Income for the Year Attributable to:**				
Pemilik Entitas Induk Owner of the Parent Entity	4.417.548	6.619.793	(2.202.245)	-33,3%
Kepentingan Non Pengendali Non-Controlling Interests	1.064.996	(33.244)	1.098.240	-3.303,6%
Total	**5.482.544**	**6.586.549**	**(1.104.005)**	**-16,8%**

Laba per Saham

Nilai Laba per Saham Perseroan di tahun 2024 menurun dibandingkan tahun sebelumnya seiring dengan penurunan kinerja Laba Bersih Perseroan di tahun 2024.

Earnings per Share

The Company's earnings per share in 2024 decreased compared to the previous year in line with the decrease in the Company's net income in 2024.

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Laba bersih (Rupiah penuh) Net Income (Full Rupiah)	4.535.565.278.615	6.793.551.210.505	(2.257.985.931.890)	-33,2%
Rata-Rata tertimbang saham beredar (lembar) Weighted Average of Outstanding Shares	7.257.871.200	7.257.871.200	-	0,0%
Laba Bersih Per Saham (Rupiah penuh): **Earnings Per Share (Full Rupiah):**	**624,92**	**936,03**	**(311,11)**	**-33,2%**

Laporan Arus Kas Konsolidasian
Statement of Consolidated Cash Flow

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			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 Provided by Operating Activities	6.500.974	4.165.956	2.335.018	56,0%
ARUS KAS DARI AKTIVITAS INVESTASI **CASH FLOWS FROM INVESTING ACTIVITIES**				
Kas Neto yang Digunakan untuk Aktivitas Investasi Net Cash Used in Investing Activities	(10.814.909)	(8.324.353)	(2.490.556)	29,9%
ARUS KAS DARI AKTIVITAS PENDANAAN **CASH FLOWS FROM FINANCING ACTIVITIES**				
Kas Neto Diperoleh dari Aktivitas Pendanaan Net Cash Provided by Financing Activities	4.685.303	168.230	4.517.073	2.685,1%
KENAIKAN (PENURUNAN) NETO KAS DAN SETARA KAS **NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS**	**371.368**	**(3.990.167)**	**4.361.535**	**-109,3%**
KAS DAN SETARA KAS PADA AWAL TAHUN **CASH AND CASH EQUIVALENTS AT BEGINNING OF THE YEAR**	**4.438.951**	**8.429.118**	**(3.990.167)**	**-47,3%**
KAS DAN SETARA KAS PADA AKHIR TAHUN **CASH AND CASH EQUIVALENTS AT END OF PERIOD**	**4.810.319**	**4.438.951**	**371.368**	**8,4%**

Laporan arus kas adalah 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 dijabarkan sebagai berikut:

The cash flow statement is a component of the financial statements that shows the cash inflows and outflows during a specific period, grouped into operating, investing, and financing activities. The analysis of cash flows in each of these categories is outlined as follows:

Arus Kas dari Aktivitas Operasi

Pada tahun 2024, kas bersih diperoleh dari aktivitas operasi mengalami peningkatan dibandingkan tahun sebelumnya. Hal ini terutama disebabkan oleh peningkatan penerimaan kas dari pendapatan tol dan pendapatan lainnya akibat konsolidasi kembali dari ruas tol Solo-Ngawi (JSN), Ngawi-Kertosono (JNK), dan Semarang-Batang (JSB) pada Juli 2023 , Gempol-Pandaan (JPT) pada Desember 2024 serta penyesuaian tarif pada 21 ruas jalan tol tahun 2023 yang telah terlaksana penuh pada tahun 2024. Selain itu, telah tersambungnya jaringan jalan tol JORR 2 yang menghubungkan menjadi katalis pertumbuhan pendapatan di tahun ini.

Cash Flow from Operating Activities

In 2024, net cash provided by operating activities increased compared to the previous year. This was primarily due to higher cash receipts from toll road revenue and other income, driven by the reconsolidation of the Solo-Ngawi segment (JSN), Ngawi-Kertosono segment (JNK), and Semarang-Batang segment (JSB) in July 2023, Gempol-Pandaan (JPT) in December 2024, and tariff adjustments on 21 toll road sections in 2023 which were fully implemented in 2024. In addition, the connection of the JORR 2 toll road network has become a catalyst for revenue growth this year.

Arus Kas dari Aktivitas Investasi

Kas neto yang digunakan untuk aktivitas investasi di tahun 2024 meningkat dibandingkan tahun sebelumnya karena kemajuan konstruksi atas pembangunan 5 (lima) proyek jalan tol baru.

Cash Flow from Investing Activities

Net cash used for investing activities in 2024 increased compared to the previous year due to the construction progress on 5 (five) new toll road projects pipeline.

Arus Kas dari Aktivitas Pendanaan

Perseroan mencatatkan kas neto diperoleh dari aktivitas pendanaan di tahun 2024 mengalami peningkatan dibandingkan tahun sebelumnya terutama karena penerimaan dari pelepasan saham PT JTT.

Cash Flow from Financing Activities

The Company recorded an increase in net cash provided by financing activities in 2024 compared to the previous year, primarily due to proceeds from the divestment of PT JTT shares.

Kemampuan Membayar Utang dan Tingkat Kolektibilitas Piutang

Debt Repayment Ability and Receivables Collectability

Kemampuan Membayar Utang

Perseroan berkomitmen memenuhi hak kreditur dengan memastikan ketepatan waktu pembayaran pokok dan bunga pinjaman. Perusahaan secara konsisten mengelola likuiditas dan memantau jadwal jatuh tempo pembayaran pokok dan bunga pinjaman.

Perseroan melakukan pengukuran rasio likuiditas dan rasio solvabilitas untuk memenuhi kewajiban jangka pendek dan jangka panjangnya. Rasio likuiditas digunakan untuk mengukur kemampuan melunasi kewajiban jangka pendek, sedangkan rasio solvabilitas digunakan untuk digunakan untuk mengukur kemampuan memenuhi seluruh kewajiban.

Debt Repayment Ability

The company is committed to fulfilling the creditors' rights by ensuring timely payments of principal and interest on loans. The company consistently manages liquidity and monitors the payment schedules for principal and interest.

The company measures liquidity and solvency ratios to meet both its short-term and long-term obligations. Liquidity ratios are used to assess the ability to settle short-term liabilities, while solvency ratios are used to measure the ability to meet all obligations.

Kemampuan Membayar Utang Jangka Pendek (Likuiditas)

Tolak ukur likuitas Perseroan menggunakan rasio lancar dan rasio kas. Berdasarkan perhitungan rasio tersebut di tahun 2024, 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. Perseroan melakukan pelunasan dengan melakukan penarikan pinjaman jangka panjang, baik melalui pinjaman bank, lembaga keuangan bukan bank, maupun obligasi. Saat ini, Perseroan telah berhasil mengamankan plafon pinjaman kredit investasi yang diperlukan untuk membayar investasi tersebut.

Short-Term Debt Repayment Ability (Liquidity)

The company's liquidity benchmark uses the current ratio and cash ratio. Based on the calculations of these ratios in 2024, the company demonstrates a strong ability to meet its short-term obligations. A significant portion of the company's short-term liabilities consists of amounts due to contractors for toll road construction. The company meets its obligations by drawing on long-term loans, including bank loans, non-bank financial institutions, and bonds. Currently, the company has successfully secured the credit ceiling needed to fund these investments.

Tabel Rasio Likuiditas
Table of Liquidity Ratio

(dalam jutaan Rupiah)
(in milion Rupiah)

Uraian Description	2024	2023	Perubahan Change
(1)	(2)	(3)	(4) = (2)-(3)
Kas dan Setara Kas Cash and Cash Equivalents	4.810.319	4.438.951	371.368
Aset Lancar Current Assets	6.854.331	7.974.775	(1.120.444)
Liabilitas Jangka Pendek Current Liabilities	20.360.544	22.821.164	(2.460.620)
Rasio: Ratio:			
Rasio Lancar Current Ratio	0,3	0,3	0,0
Rasio Kas Cash Ratio	0,2	0,2	0,0

Kemampuan Membayar Utang Jangka Panjang (Solvabilitas)

Kemampuan Perseroan dalam membayar kewajiban-kewajibannya dapat diukur melalui: (i) Rasio Solvabilitas yang dihitung dengan membagi antara total liabilitas dengan total ekuitas, (ii) Rasio Utang Berbunga atau *Interest Bearing Debt* (DER) yang dihitung dengan membagi antara total hutang berbunga pada komponen liabilitas dengan total ekuitas, (iii) *Interest Coverage Ratio* (ICR) yang dihitung dengan membagi antara EBITDA dengan beban keuangan.

DER dan ICR Perseroan di tahun 2024 masih berada dalam batas yang dipersyaratkan oleh Kreditur, dengan batas DER maksimal 5 kali dan ICR minimal 1,1 kali. Hal ini menandakan Perseroan memiliki kondisi keuangan yang sehat dan solvabilitas Perseroan dalam kategori baik.

Ability to Pay Long-Term Debt (Solvency)

The Company's ability to meet its obligations can be measured through: (i) the Solvency Ratio, which is calculated by dividing total liabilities by total equity, (ii) the Interest Bearing Debt Ratio (DER), which is calculated by dividing total interest-bearing debt in the liabilities component by total equity, and (iii) the Interest Coverage Ratio Interest Coverage Ratio (ICR), which is calculated by dividing EBITDA by financial expenses.

The Company's Debt-to-Equity Ratio (DER) and Interest Coverage Ratio (ICR) in 2024 remained within the limits set by creditors, with a maximum DER of 5 times and a minimum ICR of 1.1 times. This indicates that the Company maintains a healthy financial condition and falls within a strong solvency category.

Tabel Rasio Solvabilitas
Table of Solvency Ratio

(dalam jutaan Rupiah)
(in milion Rupiah)

Uraian Description	2024	2023	Perubahan Change
(1)	(2)	(3)	(4) = (2)-(3)
Total Aset Total Assets	140.726.439	129.311.989	11.414.450
Total Liabilitas Total Liabilities	83.185.286	90.400.783	7.215.497
Total Ekuitas Total Equity	57.541.153	38.911.206	18.629.947
Total Utang Berbunga Total Interest Bearing Debt	59.630.558	68.623.357	(8.084.697)
EBITDA	12.618.724	9.911.792	2.707.105
Beban Bunga Interest Expense	4.026.294	3.595.929	(430.365)
Rasio: Ratio:			
Total Debt to Total Equity Ratio (DER)	1,4x	2,2x	(0,8)
Interest Bearing Debt to Equity Ratio	1,0x	1,8x	(0,8)
Interest Coverage Ratio (ICR)	3,1x	2,8x	0,3

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

The ability to pay debt can also be reflected in the bond rating. Jasa Marga's bonds are regularly assessed by rating agencies to support the feasibility of the issued bonds. For bonds issued and listed on the Indonesia Stock Exchange, Jasa Marga uses PT Pemeringkat Efek Indonesia (PEFINDO) as the bond rating agency.

Tabel Peringkat Obligasi
Table of Bonds Rating

Uraian Description	Peringkat Rank	
	2024	2023
Obligasi Berkelanjutan II Jasa Marga Tahap I Tahun 2020 Jasa Marga Shelf Registration Bond II Phase I Year 2020	idAA oleh/ by Pefindo	idAA oleh/ by Pefindo
Obligasi Berkelanjutan III Jasa Marga Tahap I Tahun 2024 Jasa Marga Shelf Registration Bond III Phase I Year 2024	idAA oleh/ by Pefindo	idAA oleh/ by Pefindo

Tingkat Kolektibilitas Piutang

Pada dasarnya sesuai dengan jenis proses bisnisnya Perseroan tidak memiliki piutang yang signifikan dalam mempengaruhi kegiatan usaha. Jika pun ada piutang Perseroan, adalah piutang atas dana talangan untuk pembebasan lahan. Sehingga, kolektibilitas piutang tergantung pada jadwal pembayaran dari Pemerintah yang mana bersifat penggantian.

Receivables Collectibility Rate

Fundamentally, in keeping with its business process, the Company does not have significant receivables that affect its operations. If there are any receivables, they are receivables for the advances provided for land acquisition. Therefore, the collectability of receivables depends on the payment schedule from the Government, which is of a reimbursement nature.

Tabel Kolektibilitas Piutang
Table of Receivable Collectability

(dalam jutaan Rupiah)
(in milion Rupiah)

Piutang Lain-lain Other Receivables	0-1 Tahun/ Year	> 1 Tahun/ Year	Nilai Tercatat Carrying Ammount
Kas dan Setara Kas Cash and Cash Equivalent	4.810.319	-	4.810.319
Piutang Lain-lain - Lancar Bersih Other Receivables Current - Net			
Pihak Berelasi Related Parties	381.362	-	381.362
Pihak Ketiga Third Parties	761.565	-	761.565
Piutang Lain-lain - Tidak Lancar Other Receivables Non-Current			
Pihak Berelasi Related Parties	-	312.946	312.946
Investasi Jangka Pendek Short-term Investment	22.791	-	22.791
Aset Keuangan Lainnya Other financial Assets	-	259.846	259.846
Dana Dibatasi Penggunaannya Restricted Fund	487.735	232.739	720.474
Total	**6.463.772**	**805.531**	**7.269.303**

Struktur Modal
Capital Structure

Rincian Struktur Modal

Struktur modal Perseroan dipantau dengan menggunakan rasio kewajiban terhadap modal. Rasio ini dihitung dengan membagi nilai total liabilitas dengan total ekuitas.

Rasio utang terhadap modal Perseroan di tahun 2024 berhasil dipertahankan pada level yang sesuai dengan yang dipersyaratkan oleh kreditur, dengan syarat maksimum 5 kali, dengan struktur modal sebagai berikut:

Details of Capital Structure

The company's capital structure is monitored using the debt-to-equity ratio. This ratio is calculated by dividing total liabilities by total equity.

In 2024, the company's debt-to-equity ratio was maintained at a level that complies with the creditor's requirements, with a maximum ratio of 5 times, as outlined in the following capital structure:

Tabel Rincian Struktur Modal
Table of Capital Structure in Details

(dalam jutaan Rupiah)
(in milion Rupiah)

Uraian Description	2024	2023	Perubahan Change
Liabilitas Jangka Pendek Current Liabilities	20.360.544	22.821.164	(2.460.620)
Liabilitas Jangka Panjang Non-current Liabilites	62.824.742	67.579.619	(4.754.877)
Total Liabilitas Total Liabilities	83.185.286	90.400.783	(7.215.497)
Total Ekuitas Total Equity	57.541.153	38.911.206	18.629.947
Rasio Liabilitas Jangka Pendek terhadap Ekuitas Ratio of Current Liabilities to Equity	0,4x	0,6x	(0,2)
Rasio Liabilitas Jangka Panjang terhadap Ekuitas Ratio of Non-current Liabilities to Equity	1,1x	1,7x	(0,6)
Rasio Liabilitas terhadap Ekuitas Ratio of Liabilities to Equity	1,4x	2,3x	(0,9)
Rasio *Interest Bearing Debt to Total Equity* Ratio of Interest Bearing Debt to Total Equity	1,0	1,7	(0,8)

Kebijakan Struktur Modal

Perseroan menetapkan sejumlah rasio modal sesuai proporsi terhadap risiko. Perseroan mengelola struktur modal dan membuat penyesuaian dengan memperhatikan perubahan kondisi ekonomi, karakteristik risiko aset yang mendasari, serta peluang ekspansi Perseroan ke depannya.

Capital Structure Policy

The Company sets a number of capital ratios in proportion to the risk. The Company manages its capital structure and makes adjustments by considering changes in economic conditions, the risk characteristics of the underlying assets, as well as the Company's expansion opportunities in the future.

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 2024, strategi Kelompok Usaha tidak berubah yaitu mempertahankan rasio utang terhadap ekuitas sebesar maksimum 5:1.

Basis for the Selection of Capital Structure

The company's management policy on capital structure is based on protecting its ability to maintain business continuity, ensuring that it can continue to provide returns to shareholders and benefits to other stakeholders, while maintaining an optimal capital structure to reduce the cost of capital.

In line with other entities in the industry, the Group monitors its capital using an adjusted debt-to-equity ratio. This ratio is calculated as follows: net debt divided by adjusted capital. Net debt is the total debt (as shown in the statement of financial position) minus cash and cash equivalents. Adjusted capital consists of all equity components (including share capital, foreign currency translation adjustments, and retained earnings). In 2024, the 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

Tidak terdapat ikatan material atas investasi barang modal di tahun 2024.

There were no material commitments for capital expenditure in 2024.

Investasi Barang Modal
Capital Expenditure

Investasi barang modal merupakan aktivitas pengeluaran dana yang digunakan untuk membeli sejumlah aset atau investasi yang diharapkan dapat memberikan nilai manfaat di masa depan.

Capital Expenditure (Capex) refers to the expenditure used to acquire a range of assets or investments that are expected to provide future benefits.

Jenis dan Nilai Investasi

Investasi barang modal yang terealisasi pada tahun 2024 adalah sebesar Rp15.093,1 miliar lebih tinggi 10,6% atau Rp1.449,7 miliar dibandingkan tahun 2023. Berikut rincian terkait nilai investasi barang modal Perseroan:

Types and Value of Investments

The realized capital expenditure in 2024 is Rp15,093.1 billion, 10.6% higher or Rp1,449.7 billion compared to 2023. The following is a breakdown of the Company's capital expenditure investment:

Tabel Jenis dan Nilai Investasi di Tahun 2024
Table of Types and Invesment Value in 2024

(dalam jutaan Rupiah)
(in milion Rupiah)

Jenis Investasi Type of Investation	Nilai Amount
Belanja Modal Induk Perusahaan Capital Expenditure of Parent Company	4.572.262
Operasional Operations	1.305.318
Pengembangan Jalan Tol Toll Road Development	3.118.027
Investasi Usaha Lain Other Business Investment	53.045
Investasi Sarana Penunjang Non Operasional Investment of Non-Operational Supporting Facilities	95.872
Belanja Modal pada Entitas Anak Jalan Tol Capital Expenditure of Toll Road Subsidiaries	15.701.661
Belanja Modal pada Entitas Anak Usaha Lain Capital Expenditure of Other Business Subsidiaries	306.000
Total Belanja Modal Konsolidasi **Total Consolidated Capital Expenditure**	**15.093.149**

Pencapaian Target 2024 dan Target 2025
Achievement of 2024 Targets and 2025 Targets

Perseroan telah menetapkan sejumlah target yang hendak dicapai di tahun buku 2024 yang dituangkan dalam Revisi Rencana Kerja dan Anggaran Perusahaan (RKAP) 2024. Perbandingan pencapaian beberapa target yang ditetapkan dengan realisasi tahun buku 2024 adalah sebagai berikut:

The Company has set some targets to be achieved in the 2024 fiscal year as outlined in the Revised Work Plan and Budget (RKAP) 2024. A comparison of the achievement of the set targets with the realization of the 2024 fiscal year is as follows:

Tabel Perbandingan Target dan Realisasi
Tabel of Comparison Between Target and Realization

(dalam miliar Rupiah)
(in billion Rupiah)

Uraian Description	Target 2024 2024 Target	Realisasi 2024 2024 Realization	Pencapaian Target Target Achievement	Target 2025 2025 Target
(1)	(2)	(3)	(4) = (3)/(2) x 100%	(5)
Keuangan **Finance**				
Total Aset Total Assets	143.215	140.726	98,3%	167.031
Total Pendapatan di Luar Konstruksi Total Non-Construction Revenue	18.508	18.728	101,2%	19.973
Laba Atribusi Induk Attribution Profit of the Parent	2.778	4.535	163,2%	3.525
EBITDA	12.234	12.619	103,1%	12.622
EBITDA Margin (%)	66,1%	67,4%	102,0%	63,2%
Belanja Modal Capital Expenditure	16.375	15.093	92,2%	18.599
Pengembangan Bisnis **Business Development**				
Penambahan Panjang Jalan Tol Beroperasi (km) Addition of Operational Toll Road Length (km)	53,55	22,30	41,6%	58,28
Human Capital				
Persentase Milenial dalam *Top Talent* (orang) Millennial Percentage in Top Talents (people)	50,0%	55,6%	5,6%	44,4%
Operasi **Operation**				
Volume Lalu Lintas (juta transaksi) Traffic Volume (million transactions)	1.309	1.302	99,8%	1.307

Secara umum di tahun 2024, Perseroan mampu mencapai target yang telah ditetapkannya. Dari aspek keuangan, Perseroan berhasil mencatatkan pertumbuhan aset sebesar 8,83% disebabkan oleh *buyback* Dinfra atas ruas Gempol-Pandaan (PT JPT) dan penambahan progess konstruksi di ruas-ruas jalan tol seperti ruas Jogja-Solo, ruas Probolinggo-Banyuwangi, dan ruas Jogja-Bawen. Perseroan juga berhasil mencatat peningkatan EBITDA Margin sebesar 67,4% dikarenakan perusahaan berhasil mengendalikan beban usaha. Selain itu, laba atribusi induk Perseroan tercatat sebesar Rp4,5 triliun dengan adanya penyesuaian tarif pada 9 ruas selama tahun 2024 yaitu ruas Jakarta-Cikampek, Jalan Layang MBZ, Cinere-Serpong, Kunciran-Cengkareng, Bali-Mandara, Gempol-Pandaan, Surabaya-Mojokerto, Dalam Kota, dan Jakarta-Tangerang. Selain itu, implementasi Peraturan Menteri Keuangan (PMK) No. 72 tentang penyusutan harta berwujud dan/atau Amortisasi harta tak berwujud sehingga Perseroan mencatatkan manfaat pajak tangguhan dan tambahan keuntungan non-tunai dari Dinfra di PT JPT.

In general, in 2024, the Company successfully achieved its set targets. From a financial perspective, the Company recorded an 8.83% growth in assets, driven by the buyback of Dinfra for the Gempol-Pandaan section (PT JPT) and progress in toll road construction on sections such as Jogja-Solo, Probolinggo-Banyuwangi, and Jogja-Bawen. The Company also achieved an EBITDA margin increase to 67.4%, attributed to effective cost control measures. Additionally, the Company's net profit attributable to the parent entity reached IDR 4.5 trillion, supported by tariff adjustments on nine toll road sections throughout 2024, including Jakarta-Cikampek, MBZ Elevated Toll Road, Cinere-Serpong, Kunciran-Cengkareng, Bali-Mandara, Gempol-Pandaan, Surabaya-Mojokerto, Inner City Toll Road, and Jakarta-Tangerang. Furthermore, the implementation of Minister of Finance Regulation No. 72 on the depreciation of tangible assets and/or amortization of intangible assets resulted in deferred tax benefits and additional non-cash gains from Dinfra in PT JPT.

Dari aspek pengembangan usaha, Perseroan mengoperasikan ruas jalan tol baru yaitu ruas Jogja-Solo Seksi I sepanjang 22,30 km yang terhubung dengan ruas Semarang-Solo. Pembukaan jalan tol baru ini menjadi menjadi pendorong kelancaran arus lalu lintas di area penghubung menuju tempat wisata.

From a business development perspective, the Company operates a new toll road, the Jogja-Solo Section I, with length of 22.30 km, which connects to the Semarang-Solo toll road. The opening of this new toll road enhances traffic flow in the area, facilitating access to nearby tourist attractions.

Dari aspek *human capital,* Perseroan berhasil memenuhi target persentase milenial (<42 tahun) dalam *nominated talent* dengan pelaksanaan pemenuhan jumlah karyawan sesuai dengan kebutuhan atau formasi, karena ketersediaan talent dan analisa pemenuhan talent berjalan dengan baik.

From a human capital perspective, the Company successfully met its target for millennial representation (<42 years) among nominated talents, with employee numbers aligned with formation requirements. This achievement was made possible through effective talent availability and fulfillment analysis.

Dari aspek operasional, volume lalu lintas terealisasi sebesar 1.301,8 juta transaksi atau lebih rendah dari target. Beberapa faktornya dipengaruhi oleh peralihan pengguna jalan dari kendaraan pribadi ke moda transportasi jarak jauh menggunakan kereta api, pesawat, dan bus; telah beroperasinya *Light Rapid Transit* (LRT) dan Kereta Cepat Jakarta-Bandung (KJB) menjadi subtitusi bagi jalan tol; dan jaringan ruas JORR II yang telah terkoneksi dan pembukaan ruas Cisumdawu menjadi alternatif pilihan ruas jalan tol lain bagi pengguna jalan.

From the operational perspective, traffic volume reached 1,301.8 million transactions, which is below the target. Several factors have contributed to this outcome, including a shift in toll road user preference from private vehicles to long-distance transportation modes such as trains, planes, and buses. Additionally, the operation of the Light Rapid Transit (LRT) and the Jakarta-Bandung Fast Train (KJB) serves as alternatives to toll roads. The completion and opening of the JORR II section network and the Cisumdawu section also provide toll road users with alternative routes or other toll road sections.

Seiring dengan lingkungan bisnis yang semakin cepat berubah namun tetap memberikan peluang bagi ekspansi dan keberlanjutan usaha Perseroan, manajemen menyusun target dalam rencana kerja tahun 2025 berbasis risiko. Pertimbangan proyeksi perekonomian nasional, iklim industri jalan tol yang kondusif, dan kelancaran peralihan pemerintah menjadi kunci dalam pencapaian kinerja tahun 2025.

In response to the rapidly changing business environment, which still offers opportunities for expansion and sustainability, the management has set targets in the risk-based 2025 work plan. The key considerations for achieving the performance goals in 2025 include national economic projections, a conducive toll road industry climate, and a smooth transition of government.

Informasi dan Fakta Material Setelah Tanggal Laporan Akuntan

Information and Material Facts After the Accountant's Report Date

Peristiwa Setelah Tanggal Pelaporan

1. Pada tanggal 13 Januari 2025, berdasarkan keputusan direksi PT Jasa Marga (Persero) Tbk No. 002/AA.P-6a/2025 tentang Mutasi dan Penempatan Karyawan memutuskan hasil perubahan susunan Sekretaris Perusahaan sebagai berikut:

	2025	2024
Sekretaris Perusahaan Corporate Secretary	Ari Wibowo	Mohamad Agus Setiawan

2. Berdasarkan Akta Notaris No. 04 tanggal 30 Desember 2024 dari Notaris Ni Nyoman Rai Sumawati S.H., M.Kn., dan surat persetujuan dari Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-0001439. AH.01.11 TAHUN 2025 tanggal 09 Januari 2025, Perusahaan melakukan penyertaan modal perseroan secara tunai kepada PT Jasamarga Jogja Bawen sebesar Rp87.429 atau sebanyak 87.429 lembar saham.

Subsequent Events

1. On January 13, 2025, based on the decision of the board of directors of PT Jasa Marga (Persero) Tbk No. 002/AA.P-6a/2025 concerning Employee Mutation and Placement decides the results of the change in the composition of the Corporate Secretary as follows:

2. Based on Notarial Deed No. 04 dated December 30, 2024, from Notary Ni Nyoman Rai Sumawati S.H., M.Kn., and the approval letter from the Ministry of Law and Human Rights of the Republic of Indonesia No. AHU-0001439.AH.01.11 YEAR 2025 dated January 9, 2025, the Company made a cash capital contribution to PT Jasamarga Jogja Bawen amounting to Rp87,429 or a total of 87,429 shares.

Prospek Usaha
Business Prospect

Prospek usaha industri jalan tol di Indonesia tetap menjanjikan. Hal ini tercermin oleh kebutuhan pengguna terhadap jalan tol, dukungan Pemerintah untuk menjaga iklim industri jalan tol tetap kondusif, dan pengembangan wilayah baik industri dan residensial disertai kebutuhan infrastruktur yang memadai. Tidak hanya itu, pertumbuhan populasi, kebutuhan kelancaran arus barang dan jasa, serta konektivitas antardaerah tetap menjadikan infrastruktur sebagai hal dasar bagi masyarakat.

Penerapan teknologi modern dalam manajemen lalu lintas, sistem pembayaran nontunai, dan pemeliharaan jalan tol akan meningkatkan efisiensi operasional. Inovasi dalam penggunaan data analitik dan sistem pemantauan lalu lintas juga dapat membantu pelaku industri jalan tol dalam merespons kebutuhan pengguna jalan. Dengan pemulihan ekonomi yang berkelanjutan, kegiatan bisnis dan industri diperkirakan akan terus meningkat. Hal ini akan mendorong penggunaan jalan tol untuk transportasi barang dan distribusi, meningkatkan volume lalu lintas dan pendapatan bagi pengelola jalan tol. Terdapat tren global menuju pembangunan infrastruktur yang lebih berkelanjutan yang dapat menciptakan peluang baru dalam pengembangan teknologi hijau dalam infrastruktur jalan. Dalam merespon prospek usaha tersebut, Perseroan telah melakukan kajian strategis untuk penyusunan RJPP 2025-2029 sehingga Perseroan optimis dapat menjaring peluang untuk tumbuh secara berkelanjutan.

The toll road industry in Indonesia continues to show promising prospects. This is reflected in the growing demand from users for toll roads, government supports to maintain a conducive environment for the toll road industry, and the development of both industrial and residential areas accompanied by the need for adequate infrastructure. Furthermore, population growth, the need for smooth goods and services flow, and interregional connectivity continue to make infrastructure a fundamental need for society.

The implementation of modern technology in traffic management, cashless payment systems, and toll road maintenance will enhance operational efficiency. Innovations in the use of data analytics and traffic monitoring systems can also help toll road operators respond to user needs. With sustainable economic recovery, business and industrial activities are expected to continue increasing. This will drive the use of toll roads for goods transportation and distribution, boosting traffic volume and revenue for toll road operators. There is a global trend towards the development of more sustainable infrastructure, which could create new opportunities in the development of green technologies for road infrastructure. In response to these business prospects, the Company has set strategic steps outlined in the 2025-2029 Business Plan and is optimistic about continuing sustainable growth.

Aspek Pemasaran
Marketing Aspect

Pangsa Pasar

Kegiatan bisnis, perjalanan, dan pariwisata yang semakin aktif berkontribusi pada peningkatan volume lalu lintas di jalan tol. Pembangunan dan pengoperasian proyek jalan tol baru juga mendorong peningkatan konektivitas antarwilayah. Dengan lebih banyak jalur yang tersedia, perjalanan menjadi lebih cepat dan efisien, sehingga mendorong masyarakat untuk menggunakan jalan tol. Kebijakan pemerintah yang mendukung pengembangan infrastruktur transportasi, termasuk pengembangan jalan tol, juga berperan penting dalam mendorong kinerja industri jalan tol pada umumnya, dan bisnis Perseroan.

Pada tahun 2024, Perseroan mencatatkan adanya penambahan konsesi jalan tol baru sebagai minoritas pada ruas jalan tol Bogor-Serpong, sepanjang 32,03 km. Perseroan telah menandatangani perjanjian para pemegang saham dan membentuk BUJT yaitu PT Bogor Serpong Infra Selaras dengan kepemilikan minoritas sebesar 26%. Adapun pemegang saham lain adalah PT Persada Utama Infra (PUI) sebesar 52%, PT Adhi Karya (Persero) Tbk (ADHI) sebesar 12%, dan PT Hutama Karya Infrastruktur (HKI) sebesar 10%.

Selain itu, Perseroan mengembangkan bisnis usaha di lini bisnis konsesi jalan tol dengan membangun beberapa ruas jalan tol baru. Adapun pembangunan proyek jalan tol baru sampai dengan akhir tahun 2024 menunjukan kemajuan sebagai berikut:

1. Ruas Akses Patimban masih dalam proses pembebasan lahan.
2. Ruas Solo-Yogyakarta-NYIA Kulon Progo Seksi Solo-Klaten sudah beroperasi dan terdapat seksi lain yang masih dengan progres konstruksi progres kumulatif konstruksi sebesar 40,67%.
3. Ruas Jogja – Bawen masih dalam tahap konstruksi dengan progres mencapai 25,51%.
4. Ruas Probolinggo – Banyuwangi masih dalam tahap konstruksi dengan progress sebesar 69,12%.
5. Ruas Japek Selatan masih dalam tahap konstruksi dengan progres sebesar 50,50%.

PT Jasa Marga (Persero) Tbk menguasai 43% pangsa pasar dari total jalan tol beroperasi di Indonesia atau sepanjang 1.286 km. Jasa Marga meyakini bahwa posisi Jasa Marga sebagai perusahaan jalan tol terbesar di Indonesia akan terus konsisten dalam memenuhi kebutuhan masyarakat individu dan perusahaan barang dan jasa yang bermobilitas tinggi untuk terus menyediakan layanan jalan tol yang aman dan nyaman.

Market Share

Business activities, travel, and tourism have been increasingly active, contributing to the rise in traffic volume on toll roads. The development and operation of new toll road projects have also enhanced inter-regional connectivity. With more lanes available, travel becomes faster and more efficient, encouraging the public to use toll roads. Government policies that support transportation infrastructure development, including toll road expansion, also play a key role in driving the toll road industry's performance in general, as well as the Company's business.

In 2024, the Company recorded the addition of a new toll road concession, specifically the Bogor-Serpong toll road, stretching 32.03 km. The Company has signed a Shareholder Agreement and established a toll road business entity (BUJT), PT Bogor Serpong Infra Selaras, with a minority ownership of 26%. Other shareholders include PT Persada Utama Infra (PUI) with 52%, PT Adhi Karya (Persero) Tbk (ADHI) with 12%, and PT Hutama Karya Infrastruktur (HKI) with 10%.

Additionally, the Company is expanding its business in the toll road concession sector by constructing several new toll road sections. The progress of new toll road projects as of the end of 2024 is as follows:

1. The Patimban Access Road section is still in the land acquisition process.
2. The Solo-Yogyakarta-NYIA Kulon Progo Section, from Solo to Klaten, has been operating, while other sections are still under construction, with a cumulative construction progress of 40.67%.
3. The Jogja-Bawen section is still in the construction phase with a progress of 25.51%.
4. The Probolinggo-Banyuwangi section is under construction with a progress of 69.12%.
5. The Japek Selatan section is under construction with a progress of 50.50%.

PT Jasa Marga (Persero) Tbk holds a 43% market share of the total toll roads in operation in Indonesia, covering a total of 1,286 km. Jasa Marga is confident that its position as the largest toll road company in Indonesia will remain consistent in meeting the needs of individuals and businesses with high mobility, continuing to provide safe and comfortable toll road services.

Strategi Pemasaran

Bidang Pengembangan Jalan Tol

Perseroan senantiasa berupaya 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. 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 melalui keikutsertaan Jasa Marga dalam skema *tender* (lelang) yang diinisiasi oleh Pemerintah melalui Badan Pengatur Jalan Tol (BPJT), akuisisi kepemilikan saham dari pihak lain untuk dapat memiliki hak konsesi dari jalan tol yang telah berdiri sebelumnya baik yang masih dalam tahap konstruksi maupun operasi, atau dapat juga dilakukan dengan mengajukan proyek prakarsa kepada Pemerintah untuk ruas-ruas tol potensial yang dianggap Jasa Marga memiliki kelayakan yang baik yang sesuai dengan kapasitas yang dimiliki Jasa Marga.

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). Tahun 2024 PT JMTO telah berhasil mengoperasikan jalan tol sepanjang 1.473 km. PT JMTO terus membangun keunggulan bersaing melalui penerapan teknologi di bidang operasi, antara lain: (i) Pengembangan aplikasi Let It Flo yaitu sistem transaksi tol berbasis *Radio Frequency Identification* (RFID) yang terkoneksi dengan pengguna jalan untuk mendukung kelancaran dan percepatan layanan transaksi jalan tol; (ii) Mengimplementasikan *Intelligent Transport System* (ITS) yang terintegrasi dengan dashboard Jasamarga *Integrated Digitalmap* (JID) untuk menjamin keakuratan dan percepatan penyampaian informasi dan komunikasi lalu lintas kepada pengguna jalan tol maupun para pemangku kepentingan lainnya; (iii) Pengembangan bisnis GeToll untuk *payment gateway (PG)* yang merupakan inovasi bisnis baru yang menyediakan, memproses, dan mengelola ekosistem pembayaran digital antara PT JMTO, *source of fund* dan merchant khususnya terkait dengan transaksi melalui pembayaran digital, (iv) Pengembangan bisnis GetPay sebagai *point of sales,* dan (v) Melakukan pengembangan bisnis GetPark sistem parkir yang memiliki keunggulan transaksi parkir nirsentuh berbasis RFID sehingga tidak perlu melakukan kartu pada saat berada di *gate in* dan *gate out.*

Marketing Strategy

Toll Road Development Sector

The Company continuously strives to be the leader in the toll road business across the entire value chain in a professional and sustainable manner. One of the strategies implemented is focusing on the development of toll road projects that are directly connected to existing toll roads, all of which are located on Java Island. The development is carried out in stages and adjusted to the Company's financial capabilities. The Company also expands its toll road network by increasing its concession ownership in new toll road segments that offer commercially viable investment returns through Jasa Marga's participation in tenders initiated by the government through the Toll Road Regulatory Agency (BPJT), acquiring shares from other parties to gain concession rights for existing toll roads, whether under construction or already operational, or by proposing initiative projects to the government for potential toll road sections that are considered by Jasa Marga to have good feasibility in line with the Company's capacity.

Toll Road Operations Sector

In toll road operations sector, the Company, through PT Jasamarga Tollroad Operator (JMTO), remains committed to maintaining service quality while ensuring compliance with Minimum Service Standards (SPM) and Service Level Agreements (SLA). As of 2024, PT JMTO has successfully operated 1,473 km of toll roads. PT JMTO continues to build competitive advantages by leveraging technology in its operations, including: (i) Development of the Let It Flo application, a transaction system based on Radio Frequency Identification (RFID) that connects toll roads with road users to support smooth and efficient toll road transaction services; (ii) Implementation of an Intelligent Transport System (ITS) integrated with the Jasamarga Integrated Dashboard Digital Map (JID), ensuring the accuracy and timely delivery of information and traffic communications to toll road users and other stakeholders; (iii) Development of GeToll, a payment gateway business, which is an innovative new service that provides, processes, and manages the digital payment ecosystem between PT JMTO, fund sources, and merchants, particularly for transactions through digital payments; (iv) Development of GetPay as a point of sale system; and (v) Development of GetPark, a contactless parking system based on RFID technology, eliminating the need for cards at entry and exit gates.

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. Hingga akhir tahun 2024, PT JMTM telah mencatatkan perolehan kontrak manajamen preservasi untuk 22 ruas jalan tol dan 13 proyek infrastruktur dengan total preservasi jalan tol sepanjang 1.286 km. Selain melalui Kontrak Manajemen, PT JMTM juga mengikuti tender (lelang) konstruksi preservasi yang diinisiasi oleh BUJT maupun perusahaan kontraktor dengan menghasilkan pekerjaan yang tepat mutu, tepat waktu, tepat biaya serta respon perbaikan kerusakan masa preservasi.

Dalam rangka penerapan teknologi di bidang preservasi, PT JMTM telah menerapkan beberapa inovasi antara lain yaitu implementasi teknologi *Integrated Tollroad Maintenance System* (ITMS) dengan penilaian kinerja keselamatan jalan menggunakan metode iRAP STAR *rating* dan pengembangan aplikasi *smart* penerangan jalan umum (PJU) sistem yang mengintegrasikan PJU jalan tol dengan perangkat *Internet of Things (IoT)* dan jaringan komunikasi sehingga mempermudah proses pemantauan kondisi dan perbaikan PJU.

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 baik secara konvensional, yang secara keseluruhan dikelola oleh PT Jasamarga Related Business (JMRB).

PT JMRB terus melakukan berbagai inovasi di TIP diantaranya dengan bekerjasama dalam pembangunan Xpress Hotel di TIP KM 379 A ruas Semarang-Batang. Dalam rangka mendukung langkah pemerintah dalam upaya menekan polusi udara dan percepatan kendaraan Listrik, PT JMRB juga menambah Stasiun Pengisian Kendaraan Listrik Umum (SPKLU) di Travoy. Kini, terdapat 22 *Rest Area* Travoy di Pulau Jawa yang telah tersedia SPKLU. PT JMRB saat ini tengah memperluas pengembangan dengan membangun TCD atau Travoy Hub tahap 2 dan 3 yang mencakup area komersial berupa area ritel berkonsep yang dilengkapi berbagai prasarana umum seperti area hijau dan rumah sakit yang bekerjasama dengan *Brawijaya Healthcare.*

Toll Road Preservation Sector

In the toll road preservation sector, the Company, through its subsidiary PT Jasamarga Tollroad Maintenance (JMTM), ensures that the Minimum Service Standards (SPM) for toll roads are met in accordance with the Minister of Public Works and Housing Decree No. 16/PRT/M/2014. As of the end of 2024, PT JMTM has secured management contracts for the preservation of 22 toll road sections and 13 infrastructure projects, covering a total toll road preservation length of 1,286 km. In addition to managing contracts, PT JMTM also participates in tender for maintenance projects initiated by toll road companies and contractor companies, consistently delivering work of the highest quality, on time, within budget, and effectively addressing any damage during the preservation period.

In the application of technology in preservation, PT JMTM has implemented several innovations, including the implementation of the Integrated Tollroad Maintenance System (ITMS) technology with road safety performance assessments using the iRAP STAR Rating method, and the development of the Smart Public Street Lighting (PJU) application, a system that integrates toll road PJU with Internet of Things (IoT) devices and communication networks, making it easier to monitor conditions and carry out PJU repairs.

Prospective Business Development Sector

The Company's prospective business development currently includes managing rest areas and services (TIP), toll corridor development (TCD), conventional and digital use of toll road corridors, all of which are fully managed by PT Jasamarga Related Business (JMRB).

PT JMRB continues to drive innovation in TIP, including collaborating on the construction of the Xpress Hotel and the development of the TIP at KM 379A Semarang-Batang section. In support of the government's efforts to reduce air pollution and accelerate the adoption of electric vehicles, PT JMRB is also expanding its network of Electric Vehicle Charging Stations (SPKLU) at Travoy locations. Currently, there are 22 Travoy stations across Java where SPKLU is available. Additionally, PT JMRB is progressing with the development of TCD, including stages 2 and 3 of the Travoy Hub, which will feature commercial areas, a retail concept, and essential public infrastructure, such as green spaces and a hospital, in collaboration with Brawijaya Healthcare.

Kebijakan dan Pembayaran Dividen
Dividend Policy and Payments

Kebijakan Dividen

Berdasarkan Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas, pembayaran dividen dilakukan berdasarkan keputusan Rapat Umum Pemegang Saham.

Perseroan selalu berupaya untuk memperhatikan hak para pemegang saham dengan tetap memperhatikan kondisi keuangan dan kinerja Perseroan pada tahun berjalan. Kebijakan Dividen Perseroan sebagaimana telah dinyatakan dalam Prospektus adalah sebesar 20%. Namun demikian, tidak terdapat kepastian bahwa Perseroan akan dapat melakukan pembagian dividen untuk setiap tahun buku. Keputusan pembagian dividen Perseroan dikaitkan dengan beberapa pertimbangan antara lain, 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 10%-15% dari laba bersih, 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

Pada tahun 2024, berdasarkan keputusan RUPST Perseroan tanggal 8 Mei 2024, Perseroan menetapkan untuk membagikan dividen tunai sebesar 4% atau Rp274.808.657.437 sehingga dividen bagian Negara Republik Indonesia atas kepemilikan 70% saham adalah sebesar Rp192.366.060.206.

Dividend Policy

Under the Law No. 40 of 2007 on Limited Liability Companies, dividend payments are made based on the resolution of the General Meeting of Shareholders.

The company always strives to consider the rights of shareholders while also taking into account the company's financial condition and performance for the current year. The company's Dividend Policy, as stated in the Prospectus, is set at 20%. However, there is no certainty that the company will be able to distribute dividends in each fiscal year. The decision to distribute dividends is subject to several considerations, including the net profit for the fiscal year, the company's obligation to allocate reserve funds in accordance with applicable regulations, and the need for funds to support further business expansion plans, without diminishing the rights of the Annual General Meeting of Shareholders (AGMS) to make a decision in accordance with the company's Articles of Association. With due regard to the company's financial position and/or health level, the targeted dividend policy is 10%-15% of net profit, unless otherwise determined by the General Meeting of Shareholders.

Pursuant to the applicable regulations, the company is required to make cash dividend payments to eligible shareholders no later than 30 (thirty) days after the announcement of the summary of the minutes of the General Meeting of Shareholders (GMS) that decides on the cash dividend distribution, if the company decides to declare a dividend payment.

Dividend Payment

In 2024, based on the decision of the Company's Annual General Meeting of Shareholders (AGMS) on May 8, 2024, the Company decided to distribute a cash dividend of 4% or IDR 274,808,657,437. As a result, the dividend portion for the Government of the Republic of Indonesia, with a 70% shareholding, amounts to IDR 192,366,060,206.

Tabel Pembayaran Dividen
Table of Dividend Payment

(dalam miliar Rupiah)
(in billion Rupiah)

Uraian Description	Tahun Buku Fiscal Year				
	2024	2023	2022	2021	2020
Laba Bersih Net Profit	4.535,6	6.793,6	2.746,9	1.615,3	501,1
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
Laba Bersih per Saham (Rupiah penuh) Earning per Share (full Rupiah)	624,9	936,0	378,5	222,6	69,0
Jumlah Dividen yang Dibayarkan Dividend Paid	*	274,8	549,4	-	-
Rasio Pembayaran Dividen Dividend Payout Ratio	*	4%	20%	-	-
Dividen per Saham (Rupiah penuh) Dividends per Share (full Rupiah amount)	*	37,86	75,69	-	-
Tanggal Pengumuman Dividen Dividen Announcement Date	*	13 Mei 2024 May 13, 2024	12 Mei 2023 May 12, 2024	-	-
Tanggal Pembayaran Dividen Date of Dividend Payment	*	07 Juni 2024 June 07, 2024	09 Juni 2023 June 09, 2023	-	-

Keterangan/Notes:
*Akan diputuskan pada RUPS Tahunan Tahun Buku 2024.
*It will be decided at Annual GMS FY 2024.

Adapun besaran dividen dan pembayaran dividen atas kinerja keuangan tahun buku 2024 akan diputuskan pada Rapat Umum Pemegang Saham Tahunan tahun buku 2024 yang akan diselenggarakan di tahun 2025.

The amount and payment of dividends for the financial performance of the fiscal year 2024 will be decided at the Annual General Meeting of Shareholders for the fiscal year 2024, which will be held in 2025.

Program Kepemilikan Saham oleh Karyawan dan Manajemen (ESOP/MSOP)

Employee and Management Stock Ownership Program (ESOP/MSOP)

Hingga akhir tahun 2024, Perseroan tidak memiliki program Kepemilikan Saham oleh Karyawan dan Manajemen atau *Employee Stock Option Program* (ESOP) dan *Management Stock Option Program* (MSOP).

As of the end of 2024, the company does not have an Employee Stock Ownership Program (ESOP) or 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 aimed at fostering a sense of belonging among employees towards the Company, with the hope of boosting work productivity, which in turn impacts the overall corporate performance.

The ESA program consists of:

1. Bonus Shares
   Commissioners (excluding Independent Commissioners), the Board of Directors, and all permanent employees of the Company who meet certain criteria may receive Bonus Shares during the Initial Public Offering (IPO), equivalent to one month's salary as of June 2007. The Company anticipates allocating approximately 11,862,000 shares within the Bonus Share scheme, with 1.70% allocated to non-Independent Commissioners, 98.30% to the Board of Directors, and employees.

2. Certain Ratio Shares
   In addition to the Bonus Shares, participants are also given the opportunity to purchase Certain Ratio Shares during the IPO. The total number of Certain Ratio Shares is approximately 192,138,000 shares. These shares are allocated proportionally based on the employee's monthly salary and other specific limitations.

Jumlah Saham ESA

RUPS Luar Biasa pada tanggal 12 September 2007 menyetujui pelaksanaan Program ESA, dengan memberikan kesempatan bagi peserta untuk memiliki maksimum 10% dari saham yang ditawarkan kepada publik (atau sebanyak 204.000.000 lembar).

Amount of ESA Shares

The Extraordinary General Meeting of Shareholders on September 12, 2007, approved the implementation of the ESA Program, providing participants with the opportunity to own a maximum of 10% of the shares offered to the public (or up to 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).*

Duration of ESA

Bonus shares, which are part of the ESA program, cannot be sold or transferred for a period of 3 (three) years (lock-up period).

Persyaratan Peserta Program ESA

Sesuai Surat Keputusan Direksi No. 182.1/KPTS/2007 tentang Program Kepemilikan Saham oleh Karyawan dan Manajemen PT Jasa Marga (Persero) Tbk, peserta program ESA adalah Karyawan Tetap, Direksi, Dewan Komisaris yang bukan Komisaris Independen, Sekretaris Dewan Komisaris, dan Staf Sekretaris Direksi yang tercatat dalam Administrasi Sistem Informasi Manajemen Sumber Daya Manusia Perseroan pada tanggal 31 Oktober 2007.

Eligibility Requirements for ESA Program Participants

Pursuant to the Director's Decree No. 182.1/KPTS/2007 regarding the Employee and Management Stock Ownership Program at PT Jasa Marga (Persero) Tbk, ESA program participants include permanent employees, the Board of Directors, the Board of Commissioners (excluding Independent Commissioners), the Secretary of the Board of Commissioners, and the staff of the Director's Office, all of whom were recorded in the Company's Human Resources Management Information System on 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

Perseroan menerbitkan Obligasi Berkelanjutan II Jasa Marga Tahap I Tahun 2020 dengan tingkat bunga tetap sebesar Rp2,0 triliun pada 9 September 2020. Sesuai dengan prospektus, dana hasil Penawaran Umum Obligasi setelah dikurangi dengan biaya-biaya emisi akan digunakan seluruhnya untuk modal kerja Jasa Marga.

Perseroan menerbitkan Obligasi Berkelanjutan III Jasa Marga Tahap I Tahun 2024 dengan tingkat bunga tetap sebesar Rp932,4 miliar pada 5 Juli 2024. Sesuai dengan prospektus, dana hasil Penawaran Umum Obligasi setelah dikurangi dengan biaya-biaya emisi akan digunakan seluruhnya untuk modal kerja Jasa Marga.

Realization of the Use of Bonds

The company issued Shelf Registration Bonds II Jasa Marga Phase I Year 2020 with a fixed interest rate of IDR 2.0 trillion on September 9, 2020. Pursuant to the prospectus, the funds from the Public Offering of Bonds, after deducting issuance costs, will be used entirely for Jasa Marga's working capital.

The company issued Shelf Registration Bonds III Jasa Marga Phase I Year 2024 with a fixed interest rate of Rp932.4 billion on July 5, 2024. Pursuant to the prospectus, the funds from the Public Offering of Bonds, after deducting issuance costs, will be used entirely for Jasa Marga's working capital.

Tabel Realisasi Penggunaan Dana Hasil Penawaran Umum
Tabel of Realization of Use of Public Offering Proceeds

(dalam jutaan Rupiah)
(in milion Rupiah)

No	Jenis Penawaran Umum Type of Public Offering	Tanggal Efektif Effective Date	Uraian Description			Rencana Penggunaan Dana Menurut Prospektus Proceeds Utilization Plan According to the Prospectus	Realisasi Penggunaan Dana Menurut Prospektus Proceeds Realization According to the Prospectus	Sisa Dana Hasil Penawaran Umum Remaining Funds from Public Offering
			Jumlah Hasil Penawaran Umum Number of Public Offering Results	Biaya Penawaran Umum Public Offering Fee	Hasil Bersih Net Results			
1	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	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 Shelf Registration Bonds III Jasa Marga Phase I Year 2024	5 Juli 2024 July 5, 2024	932.350	5.792	926.558	926.558	926.558	0

Adapun rincian realisasi penggunaan dana Obligasi adalah sebagai berikut:

The details of the realized use of the bond funds are as follows:

Tabel Rincian Realisasi Penggunaan Dana Obligasi Berkelanjutan II Jasa Marga Tahap I Tahun 2020
Table of the Realization Details of the Use of Jasa Marga Shelf Registration Bonds II Phase I Funds in 2020

(dalam Rupiah penuh)
(in fully Rupiah)

No	Realisasi Penggunaan Dana Obligasi Bonds Proceeds Realization	Jumlah Total
Modal Kerja **Working Capital**		
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) Shareholder Loans of 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 the Realization Details of the Use of Jasa Marga Shelf Registration Bonds III Phase I Funds in 2024

(dalam Rupiah penuh)
(in fully Rupiah)

No	Realisasi Penggunaan Dana Obligasi Bonds Proceeds Realization	Jumlah Total
1	Modal Kerja Pengoperasian dan Pemeliharaan Jalan Tol Toll Road Operation and Maintenance Working Capital	926.558.213.373
Total		**926.558.213.373**

Sesuai dengan Peraturan Otoritas Jasa Keuangan No. 30/POJK.04/2015 tentang Laporan Realisasi Penggunaan Dana Hasil Penawaran Umum, seluruh dana hasil penawaran umum obligasi telah digunakan sesuai rencana penggunaan dana yang diungkapkan dalam Prospektus dan telah dilaporkan kepada Otoritas Jasa Keuangan (OJK) dan Bursa Efek Indonesia (BEI).

In accordance with Financial Services Authority Regulation No. 30/POJK.04/2015 regarding the Realization Report on the Use of Funds from Public Offerings, all proceeds from the bond offering have been utilized in accordance with the planned use of funds disclosed in the Prospectus and has been reported to the Financial Services Authority (OJK) and the Indonesia Stock Exchange (IDX).

Perseroan telah melaporkan 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 perihal Laporan Realisasi Penggunaan Dana Hasil Penawaran Umum Obligasi Berkelanjutan II Jasa Marga Tahap I Tahun 2020 per 31 Desember 2020. Laporan realisasi tersebut juga telah dimasukkan ke dalam salah satu Mata Acara Rapat Umum Pemegang Saham Tahunan (RUPST) Tahun Buku 2020 yang telah diselenggarakan pada tanggal 27 Mei 2021, serta telah disahkan dalam RUPST tersebut sesuai dengan Berita Acara RUPST Nomor 47 Tahun 2021.

The Company has reported the use of fund realization from Jasa Marga Continuous Bonds II Phase I 2020 Public Offering through letter No. BF.KU09.02.18 dated January 13, 2021 regarding the use of fund realization report of Jasa Marga Continuous Bonds II Phase I 2020 Public Offering as of 31 December 2020. The realization report has also been inserted into one of the Agendas of Annual General Meeting of Shareholders (AGMS)in 2020 Financial Year which was held on May 27, 2021, and has been ratified at the AGM accordingly with Minutes of AGMS Number 47 of 2021.

Selain itu, 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 perihal Laporan Realisasi Penggunaan Dana Hasil Penawaran Umum Obligasi Berkelanjutan III Jasa Marga Tahap I Tahun 2024 per 31 Desember 2024. Laporan realisasi tersebut akan dimasukkan ke dalam salah satu Mata Acara Rapat Umum Pemegang Saham Tahunan (RUPST) Tahun Buku 2024 yang akan diselenggarakan pada tahun 2025 untuk disahkan dalam RUPST dan dituangkan dalam Berita Acara RUPST.

Moreover, the Company has also reported the use of fund realization from Bonds Sustainable III Jasa Marga Phase I Year 2024 Public Offering through letter No. AB.HM.04.06 dated January 8, 2025 regarding the use of fund realization report from Jasa Marga Continuous Bond III Phase I Year 2024 Public Offering as of 31 December 2024. The realization report will included in one of the Annual General Meeting Shareholders (AGMS) Agendas for Fiscal Year 2024 which will be held in 2025 to be ratified in AGMS and stated in the AGMS 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 2024:

The information on material transactions and affiliated transactions conducted by the Company in 2024 is as follows:

Tabel Daftar Informasi Transaksi Perseroan selama Tahun 2024 yang termasuk Informasi Material
Table of the Company's Transaction Information in 2024 Classified as Material Information

No.	Tanggal Date	Nilai (Rp) Value (Rp)	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 Facts	Penjelasan Kewajaran Transaksi Explanation of the Transaction Fairness	Pemenuhan Ketentuan Terkait Fulfillment of Related Provisions	Jenis Transaksi Material Material Transaction Types	Keterangan Description
1.	21 Maret 2024 March 21, 2024	Rp1.047.146.434.012,-	Pemberian *Shareholder Loan* (SHL) PT Jasamarga Akses Patimban (JAP) Provision of Shareholder Loan (SHL) for PT Jasamarga Akses Patimban (JAP)	1. PT Jasa Marga(Persero) Tbk 2. PT Jasamarga Akses Patimban (JAP)	JAP merupakan pihak afiliasi dari Jasa Marga, mengingat Jasa Marga memiliki pengendalian langsung terhadap JAP JAP is an affiliated party of Jasa Marga, as Jasa Marga has direct control over JAP.	Transaksi pemberian SHL untuk memenuhi kebutuhan pendanaan JAP. Berdasarkan analisis transaksi, kualitatif dan kuantitatif serta kewajaran transaksi, dapat disimpulkan bahwa transaksi afiliasi melalui pemberian SHL dari Jasa Marga kepada JAP tersebut adalah wajar. The SHL granting transaction was carried out to meet JAP's funding needs. Based on transaction analysis—both qualitative and quantitative—as well as the fairness assessment, it can be concluded that the affiliated transaction through the SHL granting from Jasa Marga to JAP is fair.	Pasal 3 jo Pasal 4 POJK 42/2020	Transaksi Afiliasi Afilliate Transactions	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, both individually and collectively, declare that: 1. This transaction does not involve a 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 2024 yang termasuk Informasi Material
Table of the Company's Transaction Information in 2024 Classified as Material Information

No.	Tanggal Date	Nilai (Rp) Value (Rp)	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 Facts	Penjelasan Kewajaran Transaksi Explanation of the Transaction Fairness	Pemenuhan Ketentuan Terkait Fulfillment of Related Provisions	Jenis Transaksi Material Material Transaction Types	Keterangan Description
2.	8 Mei 2024 May 8, 2024		Pembubaran PT Jalantol Lingkarluar Jakarta (dalam proses likuidasi) (JLJ) Termination of PT Jalantol Lingkarluar Jakarta (in the process of liquidation) (JLJ)	1. PT Jasa Marga (Persero) Tbk 2. PT Jalantol Lingkarluar Jakarta (dalam likuidasi) (JLJ)	Pembubaran JLJ yang merupakan entitas anak perusahaan Jasa Marga dengan kepemilikan saham sebesar 99,99%. Termination of PT Jalantol Lingkarluar Jakarta (JLJ), a subsidiary of Jasa Marga with a 99.99% share ownership.	Penutupan pada JLJ melalui mekanisme pembubaran yang diikuti dengan likuidasi untuk menghentikan kerugian JLJ. The closure of JLJ through a dissolution mechanism followed by liquidation to halt JLJ's losses.	Pasal 6 POJK 31/ POJK.04/2015	Fakta Material/ Material Facts	-
3.	28 Juni 2024 June 28, 2024		Pendanaan Berbasis Ekuitas (Equity Financing) di PT Jasamarga Transjawa Tol (JTT) Equity Financing in PT Jasamarga Transjawa Tol (JTT)	1. PT Jasa Marga (Persero) Tbk 2. PT Jasamarga Transjawa Tol (JTT)	Penjualan Sebagian Saham JTT Milik Perseroan dan Penerbitan Saham Baru JTT yang merupakan satu rangkaian transaksi. The Divestment of a Portion of the Company's Shares in JTT and the Issuance of New Shares by JTT as part of a Series of Transactions.	Setelah diselesaikannya seluruh rangkaian transaksi *Equity Financing*, kepemilikan saham Jasa Marga dalam JTT sebesar 65% dan 35% sisanya akan dimiliki oleh Calon Mitra Strategis . Upon the completion of the entire Equity Financing transaction, Jasa Marga's ownership in JTT will be 65%, while the remaining 35% will be held by the prospective strategic partner.	POJK 17/2020	Fakta Material/ Material Facts	-
4.	28 Juni 2024 June 28, 2024	Rp315.000.000.000,-	Pemberian *Shareholder Loan* (SHL) PT Jasamarga Manado Bitung (JMB) Provision of Shareholder Loan (SHL) for PT Jasamarga Manado Bitung (JMB)	1. PT Jasa Marga (Persero) Tbk 2. PT Jasamarga Manado Bitung (JMB)	JMB merupakan pihak afiliasi dari Jasa Marga, mengingat Jasa Marga memiliki pengendalian langsung terhadap JMB. JMB is an affiliated party of Jasa Marga, as Jasa Marga has direct control over JMB.	Transaksi pemberian SHL untuk memenuhi kebutuhan pendanaan JMB. Berdasarkan analisis transaksi, kualitatif dan kuantitatif serta kewajaran transaksi, dapat disimpulkan bahwa transaksi afiliasi melalui pemberian SHL dari Jasa Marga kepada JMB tersebut adalah wajar. The SHL provision transaction was carried out to meet JMB's funding needs. Based on transaction analysis, both qualitative and quantitative, as well as fairness assessment, it can be concluded that the affiliated transaction through the SHL provision from Jasa Marga to JMB is fair.	POJK 17/2020 POJK 35/2020 POJK 42/2020	Transaksi Afiliasi / Affiliate Transactions	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, both individually and collectively, declare that: 1. This transaction does not involve a 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 2024 yang termasuk Informasi Material
Table of the Company's Transaction Information in 2024 Classified as Material Information

No.	Tanggal Date	Nilai (Rp) Value (Rp)	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 Facts	Penjelasan Kewajaran Transaksi Explanation of the Transaction Fairness	Pemenuhan Ketentuan Terkait Fulfillment of Related Provisions	Jenis Transaksi Material Material Transaction Types	Keterangan Description
5.	11 Juli 2024 July 11, 2024		Penandatanganan Akta Jual Beli Saham PT Jasamarga Kunciran Cengkareng (JKC) Signing of the Sales Purchase Agreement of PT Jasamarga Kunciran Cengkareng (JKC)	1. PT Jasa Marga (Persero) Tbk. 2. PT Jasamarga Kunciran Cengkareng (JKC).	Penandatanganan Akta Jual Beli Saham PT Jasamarga Kunciran Cengkareng (JKC) Signing of the Share Purchase Deed of PT Jasamarga Kunciran Cengkareng (JKC)	Aksi korporasi berupa pembelian saham tidak menyebabkan perubahan pengendalian terhadap JKC oleh Jasa Marga The corporate action in the form of share acquisition does not result in a change of control over JKC by Jasa Marga.	Pasal 6 POJK 31/ POJK 04/2015 Article 6 POJK 31/ POJK 04/2015	Fakta Material/ Material Facts	-
6.	13 September 2024 September 13, 2024	Rp4.394.000.000,-	Pendirian Badan Usaha Jalan Tol PT Bogor Serpong Infra Selaras The Establishment of the Toll Road Business Entity PT Bogor Serpong Infra Selaras.	1. PT Jasa Marga (Persero) Tbk; 2. PT Persada Utama Infra ("PUI"); 3. PT Adhi Karya (Persero) Tbk ("ADHI"); 4. PT Hutama Karya Infrastruktur ("HKI")	Pembentukan usaha patungan PT Bogor Serpong Infra Selaras oleh Jasa Marga, PUI, ADHI dan HKI termasuk dalam jenis Fakta Material. The establishment of the joint venture PT Bogor Serpong Infra Selaras by Jasa Marga, PUI, ADHI, and HKI qualifies as a Material Fact.	Para pihak melakukan penyertaan saham pada suatu perusahaan patungan bernama PT Bogor Serpong Infra Selaras. The parties made an equity investment in a joint venture company named PT Bogor Serpong Infra Selaras.	Pasal 2 jo Pasal 6 POJK 31/2015 Article 2 jo Article 6 POJK 31/2015	Fakta Material Ekspansi / Material Facts Expansion	-
7.	27 September 2024 September 27, 2024	Rp15.325.000.000.000,-	Aksi Korporasi *Equity Financing* di PT Jasamarga Transjawa Tol Corporate Action Equity Financing in PT Jasamarga Transjawa Tol	1. PT Jasa Marga (Persero) Tbk; 2. PT Jasamarga Transjawa Tol (JTT); 3. PT Metro Pacific Tollways Indonesia Services ("MPTIS"); 4. PT Margautama Nusantara ("MUN"); 5. Warrington Investment Pte., Ltd. ("WIPL")	Penjualan sebagian saham JTT milik Jasa Marga, yakni 6.200.042.303 lembar saham JTT milik Jasa Marga atau ekuivalen dengan 30,18% Penerbitan saham baru JTT yakni 1.208.585.244 lembar saham baru yang diterbitkan oleh JTT Struktur kepemilikan JTT setelah dilakukan transaksi penjualan saham menjadi Jasa Marga 65,000%, MPTIS 20,300%, WIPL 10,465%, MUN 4,235%. Jasa Marga divested 6,200,042,303 JTT shares, equivalent to 30.18% ownership, and JTT issued 1,208,585,244 new shares, resulting in a revised shareholding structure of JTT as follows: Jasa Marga 65.000%, MPTIS 20.300%, WIPL 10.465%, and MUN 4.235%.	Aksi Korporasi Equity Financing di JTT yang melakukan penjualan sebagian saham JTT milik Jasa Marga dan penerbitan saham baru yang diterbitkan JTT, berdasarkan analisis transaksi, kualitatif dan kuantitatif serta kewajaran transaksi, dapat disimpulkan bahwa transaksi material yang dilakukan Jasa Marga tersebut adalah wajar. The Corporate Action of Equity Financing in JTT, involving the partial divestment of JTT shares owned by Jasa Marga and the issuance of new shares by JTT, has been analyzed from both qualitative and quantitative perspectives, including transaction fairness. Based on this analysis, it can be concluded that the material transaction carried out by Jasa Marga is fair.	Pasal 3 POJK 17/ POJK.04/2020 Pasal 3 POJK 17/ POJK.04/2020 Article 3 POJK 17/ POJK.04/2020 Article 3 POJK 17/ POJK.04/2020	Transaksi Material / Transaction Material	Direksi dan Dewan Komisaris Perseroan, baik secara sendiri-sendiri maupun bersama-sama menyatakan bahwa: 1. Transaksi ini bukan merupakan suatu transaksi afiliasi dan tidak mengandung benturan kepentingan sebagaimana dimaksud dalam POJK 42/2020; dan 2. Semua informasi material telah diungkapkan dan informasi tersebut tidak menyesatkan. The Board of Directors and Board of Commissioners of the Company, both individually and collectively, declare that: 1. This transaction is not an affiliated transaction and does not contain any conflict of interest as referred to in POJK 42/2020; and 2. All material information has been disclosed, and such information is not misleading.

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 7 (Revisi 2010), "Pengungkapan Pihak-pihak Berelasi".

Transactions with Related Parties

The Group conducts transactions with related parties as defined in PSAK 7 (Revised 2010), "Disclosure of Related Parties".

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 that have ownership or management relationships, either directly or indirectly, with the Company. The table below shows the details of related parties with the Company, along with the nature of the transactions involved.

Tabel Transaksi dan Sifat Hubungan Berelasi
Table of Transactions and Nature of Related Parties

Pihak Berelasi Related Parties	Hubungan Nature of Transaction	Jenis Transaksi Nature of Relationship
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, GovernmentAssistance 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 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 Transaction	Jenis Transaksi Nature of Relationship
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
BPJS Ketenagakerjaan	Dikendalikan oleh Pemerintah Pusat Republik Indonesia Controlled by Central Government of the Republic of Indonesia	Beban Asuransi Kecelakaan Kerja Karyawan, Pemegang Saham Non-Pengendali Employee Accident Insurance Expenses, Non-Controlling Shareholders
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 Perusahaan Listrik Negara (Persero)	Dikendalikan oleh Pemerintah Pusat Republik Indonesia Controlled by Central Government of the Republic of Indonesia	Beban Listrik Peralatan Tol dan Gedung Electrical Expenses for Highway Equipment and Buildings
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
Koperasi Jasa Marga Bhakti	Pengendalian Manajemen Kunci Key Management System	Pembelian Aset dan Perlengkapan, Beban Outsourcing Pegawai, Sewa Kendaraan dan Peralatan Tol Purchase of Assets and Equipment, Employee Outsourcing Expenses, Rental Vehicles and Toll Equipment
PT Pilar Sinergi BUMN Indonesia	Entitas Asosiasi Associate Entities	Investasi pada Perusahaan Asosiasi Investments in Associates
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

Tabel Transaksi dan Sifat Hubungan Berelasi
Table of Transactions and Nature of Related Parties

Pihak Berelasi Related Parties	Hubungan Nature of Transaction	Jenis Transaksi Nature of Relationship
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
PT Yodya Karya (Persero)	Entitas yang Berelasi dengan Pemerintah Government-Related Entities	Beban Akrual Accrued Expenses
PT Bank Mandiri Taspen	Entitas yang Berelasi dengan Pemerintah Government-Related Entities	Penempatan Giro Current Account Placement
PT Hutama Marga Waskita (HAMAWAS)	Entitas yang Berelasi dengan Pemerintah Government-Related Entities	Aset Keuangan Lainnya Other Financial Assets
PT Pertamina Gas	Entitas yang Berelasi dengan Pemerintah Government-Related Entities	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

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 2024 dan 31 Desember 2023 adalah sebagai berikut:

Realization of Transactions

In its business activities, the Company conduct transactions with related parties which are carried out under normal terms and conditions. This transaction includes payment by the Company for the expenses of related parties or vice versa.

Transaction balances with related parties as of December 31, 2024 and December 31, 2023 are as follows:

Tabel Realisasi Transaksi Pihak Berelasi
Table of Realization of Related Party Transactions

(dalam jutaan Rupiah)
(in milion Rupiah)

Uraian Description	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Aset **Assets**				
Kas dan Setara Kas Cash and Cash Equivalents	3.972.597	3.739.008	233.589	6,2%
Piutang Lain-Lain Lancar Other Current Receivables	381.362	350.775	30.587	8,7%
Piutang Lain-Lain Tidak lancar Other Non-current Receivabels	312.946	275.000	37.946	13,8%
Dana Dibatasi Penggunaannya Restricted Funds	555.446	688.463	(133.017)	-19,3%
Liabilitas **Liabilities**				
Beban Akrual Accrued Expenses	2.641.318	2.693.578	(51.363)	-1,9%
Utang Bank Jangka Pendek Short Term Bank Loans	-	2.726.257	(2.726.257)	-100,0%
Utang Bank Jangka Panjang - Bagian Jangka Pendek Long Term Bank Loans - Current Maturities	2.642.602	815.638	1.826.964	224,0%
Utank Bank Jangka Panjang - Bagian Jangka Panjang Long Term Bank Loans - Long Term Portion	33.688.868	35.263.080	(1.574.212)	-4,5%
Total Utang Bank Total Bank Loans	36.331.470	38.804.975	(2.473.505)	-6,4%
Utang Lembaga Keuangan Bukan Bank Jangka Pendek Non - Bank Financial Institution Short Term Loan	-	908.102	(908.102)	-100,0%
Utang Lembaga Keuangan Bukan Bank Jangka Panjang Bagian Jangka Pendek Non - Bank Financial Institution Long - Current Maturities	-	200.000	(200.000)	-100,0%
Utang Lembaga Keuangan Bukan Bank Jangka Panjang Non-Bank Financial Institution Long Term Loan	272.000	-	272.000	100,0%
Total Utang Lembaga Keuangan Bukan Bank Total Non - Bank Financial Institution Loan	272.000	1.108.102	(836.102)	-75,5%
Utang Usaha Accounts Payable	4.470	9.523	(5.053)	-53,1%
Utang Kontraktor Jangka Pendek Short Term Contractors Payable	100.733	336.172	(235.439)	-70,0%
Utang Kontraktor Jangka Panjang Long Term Contractor Payable	351.737	267.658	84.079	31,4%
Liabilitas Pembebasan Tanah Jangka Panjang – Bagian Jangka Pendek Long-term Land Acquisition Liabilities - Current Maturities	-	1.298.844	(1.298.844)	-100,0%
Liabilitas Pembebasan Tanah Jangka Panjang – Bagian Jangka Panjang Long-term Land Acquisition Liabilities - Long-term Portion	109.008	251.066	(142.058)	-56,6%
Liabilitas Keuangan Jangka Pendek Lainnya Other Current Financial Liabilities	52.923	42.254	10.669	25,2%

Kewajaran dan Alasan Dilakukan Transaksi

Seluruh transaksi yang dilakukan hingga Desember 2024 dilakukan secara wajar (*Arm's Length*) dan sesuai dengan persyaratan komersial normal. Kewajaran transaksi dengan pihak terkait atau mengandung benturan kepentingan telah dilakukan secara wajar sesuai peraturan perundang-undangan. Transaksi dilakukan atas dasar alasan kebutuhan Perseroan dan bebas dari konflik kepentingan.

Jasa Marga melakukan transaksi dengan pihak-pihak berelasi sebagaimana didefinisikan dalam PSAK 7 (Revisi 2010), "Pengungkapan Pihak-pihak Berelasi". Seluruh transaksi dan saldo yang signifikan dengan pihak-pihak berelasi diungkapkan dalam catatan atas laporan keuangan konsolidasian yang terkait.

Fairness and Reason of the Transactions

All transactions until December 2024 were carried out fairly (Arm's Length) and in accordance with normal commercial requirements. The fairness of transactions with related parties or containing conflicts of interest have been conducted fairly in accordance with statutory regulations. Transactions are carried out based on the Company's needs and are free from conflicts of interest.

Jasa Marga conduct transactions with related parties as defined in PSAK 7 (Revised 2010), "Related Party Disclosures". All significant transactions and balances with related parties are disclosed in the notes to the related consolidated financial statements.

Pemenuhan Peraturan dan Ketentuan Terkait

Transaksi dengan pihak afiliasi yang dilakukan Perusahaan 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;
   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;

Fulfillment of Related Provisions and Regulations

Transactions with affiliated parties carried out by the Company are in accordance with Regulation of Bapepam and LK No. KEP-347/BL/2012 dated June 25, 2012 concerning Presentation and Disclosure of Financial Statements of Issuers or Public Companies, which is defined as:

1. Related parties are persons or entities related to the Group (reporting entity):
   a. The person or immediate family member has relationship with the reporting entity if the person:
   b. Have control or joint control of the reporting entity;
   c. Have significant influence over the reporting entity; or
   d. Represent 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 fulfills one of the following:
   a. The entity and the reporting entity are members of the same business group (meaning the parent entity, subsidiary entity and subsequent subsidiaries are related to another entity);
   b. One entity is associated entity or joint venture of another entity (or an associated entity or joint venture that is a member of the group, of which the other entity is a member);
   c. Both entities are joint ventures of the same third party;
   d. One entity is joint venture of third entity and the other entity is associate entity of a third entity;

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 diidentifkasi 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.

e. The entity is post-employment benefit program for employee benefits from one of the reporting entities or an entity related to the reporting entity. If reporting entity is the entity that organize the program, then the sponsoring entity is also related to the reporting entity;
f. Entity controlled or jointly controlled by the person identified in number (1);
g. The person identified in item (1)(2) has significant influence over the entity or key management personnel of the entity (or parent entity of the entity); and
h. The entity, or member of a group of which the entity is part, provides key management personnel services to the reporting entity or to 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 transaction carried out with related parties, whether carried out with the same conditions and terms as third parties or not, are disclosed in the consolidated financial statements.

Kebijakan Mekanisme *Review* atas Transaksi dan Pemenuhan Peraturan Terkait

Perseroan memiliki kebijakan mengenai persyaratan dan kondisi transaksi yang mengandung benturan kepentingan dan/atau transaksi dengan pihak berelasi. Secara umum, persyaratan dan kondisi transaksi dengan pihak berelasi dilakukan sebagaimana dengan pihak ketiga yang dievaluasi oleh Komite Audit serta wajib mendapatkan persetujuan dari Dewan Komisaris. Selama tahun 2024, tidak terdapat pelanggaran atas peraturan perundang-undangan terkait transaksi dengan pihak berelasi serta tidak terdapat transaksi yang mengandung benturan kepentingan.

Review Mechanism Policy on Transactions and Compliance with Related Regulations

The Company has policy regarding terms and conditions of transactions that contain conflicts of interest and/or transactions with related parties. In general, the terms and conditions of transactions with related parties are carried out as with third parties which evaluated by the Audit Committee and must obtain approval from the Board of Commissioners. During 2024, there were no violations of laws and regulations related to transactions with related parties and there were no transactions containing conflicts of interest.

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 2024 adalah sebesar Rp3.254,2 miliar, atau naik sebesar 140,2% dibandingkan dengan tahun 2023 yang tercatat sebesar Rp1.354,7 miliar.

The Company contribution to the state is realized through the fulfilment of the Company's obligations as a taxpayer and as a tax withholder/collector. As a taxpayer, as a taxpayer, the Corporate Income Tax liability deposited for 2024 is Rp3,254.2 billion or a decrease of 140.2% compared to the re-adjusted 2023 tax year of Rp1,354.7 billion.

Rincian pembayaran pajak tahun 2024 dan 2023 adalah sebagai berikut:

Details of tax payment for 2024 and 2023 are as follows:

Tabel Pembayaran Pajak di Tahun 2024
Table of Tax Payment in 2024

(dalam jutaan Rupiah)
(in milion Rupiah)

Uraian Pajak Uraian Pajak	2024	2023	Pertumbuhan (Penurunan) Growth (Decrease)
PPh Pasal 25 dan 29 Income Tax Article 25 and 29	2.163.657	496.960	335,4%
PPh Pasal 21 Income Tax Article 21	207.364	162.977	27,2%
PPh Pasal 22 Income Tax Article 22	297	412	-27,9%
PPh Pasal 23 Income Tax Article 23	26.781	19.578	36,8%
PPh Pasal 26 Income Tax Article 26	20.233	10.847	86,5%
PPh Final Final Income Tax	39.336	29.488	33,4%
PPN Keluaran Output Value-Added Tax	10.979	3.433	219,8%
PPN Pungut Input Value-Added Tax	348.951	212.687	64,1%
PBB Property Tax	436.627	418.343	4,4%
Total	**3.254.225**	**1.354.725**	**140,2%**

Hingga 31 Desember 2024, tidak terdapat ketidakpatuhan Perseroan dalam kewajiban membayar pajak (NIHIL).

Until 31 December 2024, there was no non-compliance by the Company in its obligation to pay taxes (NIHIL).

Perubahan Peraturan Perundang-Undangan Terhadap Perseroan Pada Tahun Buku Terakhir

Changes to the Laws And Regulations on the Company in the Last Financial Year

Tabel Peraturan Perundang-undangan terhadap Perseroan di Tahun 2024
Table of Laws and Regulation Toward the Company in 2024

No.	Peraturan Peraturan	Penjelasan Penjelasan	Pengaruh Pengaruh
1.	UU Nomor Nomor 59 Tahun 2024 tentang Rencana Pembangunan Jangka Panjang Nasional Tahun 2025-2045 Law Number 59 of 2024 concerning the National Long-Term Development Plan for 2025-2045	Pengaturan tentang arah, tujuan, dan strategi pembangunan Indonesia untuk 20 tahun ke depan, dengan fokus pada penguatan ekonomi, infrastruktur, sosial, dan sumber daya manusia yang berkelanjutan demi mencapai kesejahteraan nasional. Regulations on the direction, goals, and strategies of Indonesian development for the next 20 years, focus on strengthening the economy, infrastructure, social, and sustainable human resources in order to achieve national prosperity.	Bahwa rencana pembangunan ini dapat mempengaruhi arah kebijakan, investasi, dan pengembangan sumber daya Perusahaan dalam mendukung agenda pembangunan nasional yang berkelanjutan. The development plan can influence the direction of the Company's policies, investments and resource development in supporting the sustainable national development agenda.
2.	PP Nomor 23 Tahun 2024 tentang Jalan Tol PP Number 23 of 2024 concerning Toll Roads	Pengaturan mengenai pembangunan, pengoperasian, dan pengelolaan jalan tol di Indonesia serta peran pemerintah dan badan usaha dalam pengembangan infrastruktur jalan tol, termasuk hak dan kewajiban pihak-pihak yang terlibat. Regulations regarding the construction, operation and management of toll roads in Indonesia and the role of the government and business entities in the development of toll road infrastructure, including the rights and obligations of the parties involved.	Memberikan pedoman bagi Perseroan dalam pengusahaan jalan tol. Providing guidelines for the Company in toll road management.
3.	Kepmen Pekerjaan Umum Dan Perumahan Rakyat Nomor 941/KPTS/M/2024 Tentang Penugasan Kepada Kepala Badan Pengatur Jalan Tol Untuk Menandatangani Perjanjian Pengusahaan Jalan Tol Decree of the Minister of Public Works and Public Housing Number 941/KPTS/M/2024 Concerning Assignment to the Head of the Toll Road Regulatory Agency to Sign the Toll Road Business Agreement	Pengaturan mengenai penugasan kepada Kepala Badan Pengatur Jalan Tol dengan Badan Usaha Jalan Tol untuk menandatangani perjanjian pengusahaan jalan tol untuk dan atas nama Menteri Pekerjaan Umum dan Perumahan Rakyat. Regulations regarding assignment to the Head of the Toll Road Regulatory Agency with the Toll Road Business Entity to sign a toll road management agreement for and on behalf of the Minister of Public Works and Public Housing.	Bahwa dalam hal akan diadakannya perubahan dan/atau pembatalan/pengakhiran Perjanjian Pengusahaan Jalan Tol, maka pihak penandatangannya akan berganti menjadi Kepala Badan Pengatur Jalan Tol. That in the event of changes and/or cancellation/termination of the Toll Road Business Agreement, the signatory party will change to the Head of the Toll Road Regulatory Agency.
4.	Peraturan Menteri Keuangan Nomor 85 Tahun 2024 Tentang Penilaian Pajak Bumi dan Bangunan Perdesaan Dan Perkotaan Regulation of the Minister of Finance Number 85 of 2024 Concerning Rural and Urban Land and Building Tax Assessment	Merupakan prosedur dan metodologi penilaian Pajak Bumi dan Bangunan (PBB) untuk sektor perdesaan dan perkotaan, yang bertujuan untuk memastikan penetapan nilai objek pajak yang adil dan akurat sesuai dengan kondisi pasar dan potensi ekonomi wilayah tersebut. It is a procedure and methodology for assessing Land and Building Tax (PBB) for the rural and urban sectors, which aims to ensure the determination of fair and accurate tax object values in accordance with market conditions and the economic potential of the region.	Memberikan pedoman bagi Perseroan dalam penilaian Pajak Bumi dan Bangunan Perdesaan dan Perkotaan (PBB-P2) atas bumi dan/atau bangunan yang dimiliki, dikuasai, dan/atau dimanfaatkan oleh Perseroan. Providing guidelines for the Company in assessing Rural and Urban Land and Building Tax (PBB-P2) on land and/or buildings owned, controlled and/or utilized by the Company.

Tabel Peraturan Perundang-undangan terhadap Perseroan di Tahun 2024
Table of Laws and Regulation Toward the Company in 2024

No.	Peraturan Peraturan	Penjelasan Penjelasan	Pengaruh Pengaruh
5	Peraturan Dirjen Pajak Nomor PER-2/PJ/2024 tentang Bentuk dan Tata Cara Pembuatan Bukti Pemotongan Pajak Penghasilan Pasal 21 dan/atau Pajak Penghasilan Pasal 26 Serta Bentuk, Isi, Tata Cara Pengisian, dan Tata Cara Penyampaian Surat Pemberitahuan Masa Pajak Penghasilan Pasal 21 dan/atau Pajak Penghasilan Pasal 26 Regulation of the Director General of Taxes Number PER-2/PJ/2024 concerning the Form and Procedure for Making Proof of Withholding of Income Tax Article 21 and/or Income Tax Article 26 as well as the Form, Content, Procedure for Filling in, and Procedure for Submitting Periodic Notification Letters for Income Tax Article 21 and/or Income Tax Article 26	Ketentuan untuk pemotong Pajak PPh 21 dan PPh 26, yang mana pemotong pajak PPh 21 dan PPh 26 harus membuat bukti pemotongan untuk diterbitkan kepada penerima penghasilan/wajib pajak. Pemotong pajak harus melaporkan bukti pemotongan PPh kepada Direktur Jenderal melalui surat pemberitahuan tahunan masa pajak PPh 21 dan/atau PPh 26 yang relevan. Provisions for PPh 21 and PPh 26 tax withholdings, where PPh 21 and PPh 26 tax withholdings must create proof of withholding to be issued to income recipients/taxpayers. Tax withholdings must report proof of PPh withholdings to the Director General through the relevant annual tax period notification letter for PPh 21 and/or PPh 26.	Memberikan pedoman kepada Perseroan dalam permotongan Pph 21 dan/atau Pph 26 selaku Permotong Pajak. Providing guidance to the Company in withholding Income Tax Article 21 and/or Income Tax Article 26 as a Tax Withholding Agent.
6	Peraturan Otoritas Jasa Keuangan Republik Indonesia Nomor 21 Tahun 2024 Tentang Laporan Berkala Dana Pensiun Financial Services Authority Regulation Republic of Indonesia Number 21 of 2024 About Pension Fund Periodic Reports	Mengatur tentang kewajiban Dana Pensiun dalam menyusun dan menyampaikan laporan berkala secara lengkap, akurat, dan tepat waktu kepada Otoritas Jasa Keuangan. Regulates the Pension Fund's obligations to prepare and submit complete, accurate and timely periodic reports to the Financial Services Authority.	Memberikan pedoman bagi Perseroan dalam menyusun dan menyampaikan laporan berkala terkait Dana Pensiun kepada Otoritas Jasa Keuangan. Providing guidelines for the Company in preparing and submitting periodic reports related to Pension Funds to the Financial Services Authority.
7	Keputusan Menteri Pekerjaan Umum dan Perumahan Rakyat Nomor 2790 /KPTS/M/2024 Tentang Rencana Umum Proyek Kerja Sama Pemerintah dengan Badan Usaha Dan Pembiayaan Kreatif Sektor Jalan Tol Tahun 2025-2029 Decree of the Minister of Public Works and Public Housing Number 2790 /KPTS/M/2024 About the General Plan of the Government Cooperation Project with Business Entities and Creative Financing in the Toll Road Sector for 2025-2029	Merupakan pengaturan tentang rencana implementasi, pemilihan mitra, serta pengaturan mekanisme kolaborasi antara pemerintah dan badan usaha dalam proyek-proyek jalan tol di Indonesia yang direncanakan pada periode 2025-2029. This is a regulation regarding the implementation plan, partner selection, and regulation of collaboration mechanisms between the government and business entities in toll road projects in Indonesia planned for the period 2025-2029.	Memberikan pedoman bagi Perseroan dalam kemitraan yang lebih fleksibel dan pembiayaan kreatif dalam pengembangan serta pengelolaan proyek jalan tol. Providing guidance for the Company in more flexible partnerships and creative financing in the development and management of toll road projects.
8	Keputusan Menteri BUMN Nomor SK-190/MBU/07/2024 tentang Petunjuk Teknis Pelaporan, Audit, dan Penilaian Penyelenggaraan Teknologi Informasi Badan Usaha Milik Negara Decree of the Minister of SOEs Number SK-190/MBU/07/2024 concerning Technical Instructions for Reporting, Auditing, and Assessment of Information Technology Implementation of State-Owned Enterprises	Merupakan petunjuk teknis pelaporan, audit, dan penilaian penyelenggaraan teknologi informasi Badan Usaha Milik Negara This is a technical guide for reporting, auditing and assessing the implementation of information technology in State-Owned Enterprises.	Memberikan pedoman bagi Perseroan dalam penyusunan dan penyampaian pelaporan penyelenggaraan Teknologi Informasi. Providing guidelines for the Company in preparing and submitting reports on the implementation of Information Technology.

Tabel Peraturan Perundang-undangan terhadap Perseroan di Tahun 2024
Table of Laws and Regulation Toward the Company in 2024

No.	Peraturan Peraturan	Penjelasan Penjelasan	Pengaruh Pengaruh
9	Keputusan Menteri Badan Usaha Milik Negara Nomor SK-275/MBU/11/2024 Tahun 2024 tentang Prioritas Penerapan Keamanan Siber Di Lingkungan Badan Usaha Milik Negara Decree of the Minister of State-Owned Enterprises Number SK-275/MBU/11/2024 of 2024 concerning Priority Implementation of Cyber Security in State-Owned Enterprises	Merupakan pengaturan standar minimum prioritas penerapan keamanan siber di lingkungan Badan Usaha Milik Negara. It is a minimum standard setting for the priority of implementing cyber security in the State-Owned Enterprise environment.	Memberikan pedoman bagi Perseroan dalam memastikan keamanan siber yang optimal di lingkungan Perseroan. Provide guidelines for the Company in ensuring optimal cyber security in the Company's environment.
10	SE Menteri BUMN Nomor SE-1/MBU/DHK/04/2024 tentang Penyelesaian Permasalahan Hukum/*Dispute* Antar BUMN/Anak Perusahaan BUMN/Perusahaan Terafiliasi BUMN SE of the Minister of BUMN Number SE-1/MBU/DHK/04/2024 concerning Settlement of Legal Problems/Disputes Between SOE/SOE Subsidiaries/SOE Affiliated Companies	Merupakan pengaturan penyelesaian sengketa antar BUMN/Anak Perusahaan BUMN/Perusahaan Terafiliasi BUMN yang mana dapat dilakukan dengan mengajukan permohonan penyelesaian permasalahan hukum yang terjadi antar BUMN/Anak Perusahaan BUMN/Perusahaan Terafiliasi BUMN kepada Menteri BUMN. This is a dispute resolution arrangement between SOE/SOE Subsidiaries/SOE Affiliated Companies which can be carried out by submitting an application for resolution of legal problems that occur between SOE/SOE Subsidiaries/SOE Affiliated Companies to the Minister of SOE.	Memberikan pedoman bagi Perseroan dalam penyelesaian permasalahan hukum yang terjadi antara BUMN/Anak Perusahaan BUMN/Perusahaan Terafiliasi BUMN. Providing guidelines for the Company in resolving legal issues that occur between SOE/SOE Subsidiaries/SOE Affiliated Companies.
11	SE Menteri BUMN Nomor SE-1/MBU/01/2024 tentang *Employee Well-Being Policy* (EWP) SE Minister of SOE Number SE-1/MBU/01/2024 concerning Employee Well-Being Policy (EWP)	Merupakan kebijakan kesejahteraan karyawan di perusahaan BUMN dengan tujuan meningkatkan kualitas hidup dan kesejahteraan pekerja. EWP mencakup berbagai aspek, seperti kesehatan fisik dan mental, pengembangan karir, keseimbangan kehidupan kerja, serta peningkatan fasilitas dan lingkungan kerja yang mendukung kesejahteraan secara menyeluruh karyawan di perusahaan BUMN. It is an employee welfare policy in state-owned companies with the aim of improving the quality of life and welfare of workers. EWP covers various aspects, such as physical and mental health, career development, work-life balance, and improving facilities and work environments that support the overall welfare of employees in state-owned companies.	Memberikan pedoman bagi Perseroan dalam pelaksanaan dan penerapan *Employee Well-Being Policy*. Provide guidelines for the Company in the implementation and application of the Employee Well-Being Policy.
12	SE Menteri PUPR Nomor 02/SE/M/2024 tentang Panduan Komunikasi Publik Penetapan Tarif Tol Circular of the Minister of PUPR Number 02/SE/M/2024 concerning Public Communication Guidelines for Determining Toll Tariffs	Ketentuan mengenai panduan komunikasi publik terkait penetapan tarif tol, dengan tujuan untuk memastikan penyampaian informasi yang jelas, transparan, dan akurat kepada masyarakat mengenai perubahan atau penetapan tarif tol. Provisions regarding public communication guidelines related to toll tariff determination, with the aim of ensuring the delivery of clear, transparent and accurate information to the public regarding changes or determination of toll tariffs.	Memberikan pedoman bagi Perseroan dalam tata kelola komunikasi publik terkait pelaksanaan sosialisasi penetapan tarif tol awal dan penyesuaian tarif tol yang dilakukan oleh Perusahaan. Providing guidelines for the Company in the governance of public communication related to the implementation of the socialization of the initial toll tariff determination and toll tariff adjustments carried out by the Company.

Perubahan Kebijakan Akuntansi yang Diterapkan Perseroan pada Tahun Buku Terakhir

Changes in Accounting Policies Implemented by the Company in the Last Fiscal Year

Tabel Perubahan Kebijakan Akuntansi yang Diterapkan Perseroan di Tahun 2024
Table of Changes in Accounting Policies Implemented by the Company in 2024

No.	Kebijakan Akuntansi Accounting Policy	Penjelasan Explanation	Pengaruh terhadap Laporan Keuangan Perseroan Influence of the Company's Financial Statements
1.	Amendemen PSAK 201: Penyajian Laporan Keuangan tentang Kewajiban Diklasifikasikan Sebagai Lancar atau Tidak Lancar Amendment to PSAK 201: Presentation of Financial Statements on Liabilities Classified as Current or Non-current	Amendemen ini memberikan panduan lebih jelas terkait kriteria pengklasifikasian kewajiban sebagai lancar atau tidak lancar, termasuk penjelasan mengenai hak entitas untuk menunda penyelesaian kewajiban hingga setidaknya 12 bulan setelah periode pelaporan. Perubahan ini bertujuan meningkatkan konsistensi dalam pelaporan posisi keuangan. These amendments provide clearer guidance on the criteria for classifying liabilities as current or non-current, including clarification of an entity's right to defer settlement of a liability until at least 12 months after the reporting period. These changes are intended to improve consistency in reporting financial position.	Tidak ada dampak yang signifikan No significant impact
2.	Amendemen PSAK 201: Penyajian Laporan Keuangan tentang Liabilitas Jangka Panjang dengan Kovenan Amendment to PSAK 201: Presentation of Financial Statements on Long-Term Liabilities with Covenants	Amendemen ini mengatur bagaimana liabilitas jangka panjang yang memiliki kovenan (persyaratan tertentu) diklasifikasikan dan diungkapkan. Liabilitas yang tunduk pada kovenan hanya diklasifikasikan sebagai tidak lancar jika entitas mematuhi kovenan tersebut pada akhir periode pelaporan atau memiliki hak substantif untuk menunda penyelesaian kewajiban. These amendments organize how long-term liabilities subject to covenants are classified and disclosed. Liabilities subject to covenants are only classified as non-current if the entity is in compliance with the covenant at the end of the reporting period or has a substantive right to defer settlement of the obligation.	Tidak ada dampak yang signifikan No significant impact
3.	Amendemen PSAK 116: Sewa tentang Liabilitas Sewa dalam Jual dan Sewa–Balik Amendment to PSAK 116: Leases on Lease Liabilities in Sale and Leaseback	Perubahan ini memberikan panduan yang lebih rinci tentang bagaimana mencatat liabilitas sewa dalam transaksi jual dan sewa-balik, termasuk pengakuan keuntungan atau kerugian yang sesuai. Amendemen ini bertujuan untuk memastikan perlakuan akuntansi yang konsisten dan mencerminkan substansi ekonomi dari transaksi tersebut. These amendments provide more detailed guidance on how to account for lease liabilities in sale and leaseback transactions, including the recognition of appropriate gains or losses. These amendments aim to ensure consistent accounting treatment and reflect the economic substance of the transactions.	Tidak ada dampak yang signifikan No significant impact

Tabel Perubahan Kebijakan Akuntansi yang Diterapkan Perseroan di Tahun 2024
Table of Changes in Accounting Policies Implemented by the Company in 2024

No.	Kebijakan Akuntansi Accounting Policy	Penjelasan Explanation	Pengaruh terhadap Laporan Keuangan Perseroan Influence of the Company's Financial Statements
4.	Amandemen PSAK 207: Laporan Arus Kas dan amendemen PSAK 107: Instrumen Keuangan Pengungkapan tentang Pengaturan Pembiayaan Pemasok Amendments to PSAK 207: Cash Flow Statement and amendments to PSAK 107: Financial Instruments Disclosures about Supplier Financing Arrangements	Amendemen ini mewajibkan pengungkapan yang lebih transparan terkait pengaturan pembiayaan pemasok *(supplier finance arrangements)*, termasuk dampaknya terhadap arus kas operasional. Perubahan ini bertujuan untuk memberikan informasi yang lebih jelas kepada pemangku kepentingan mengenai risiko likuiditas dan manajemen modal entitas. The amendments require more transparent disclosures regarding supplier finance arrangements, including their impact on operating cash flows. The changes aim to provide stakeholders with clearer information about an entity's liquidity risk and capital management.	Tidak ada dampak yang signifikan No significant impact
5.	Revisi PSAK 409: Akuntansi Zakat, Infak, dan Sedekah dan Revisi PSAK 401: Penyajian Laporan Keuangan Syariah Revision of PSAK 409: Accounting for Zakat, Infak, and Sedekah and Revision of PSAK 401: Presentation of Sharia Financial Statements	Revisi PSAK 409 memberikan panduan yang lebih komprehensif dalam pengakuan, pengukuran, penyajian, dan pengungkapan zakat, infak, dan sedekah sesuai prinsip syariah. Sementara itu, revisi PSAK 401 memperbarui ketentuan penyajian laporan keuangan syariah agar selaras dengan standar internasional dan memberikan transparansi yang lebih baik terkait aktivitas berbasis syariah. The revision of PSAK 409 provides more comprehensive guidance in the recognition, measurement, presentation, and disclosure of zakat, infaq, and sedekah in accordance with sharia principles. Meanwhile, the revision of PSAK 401 updates the provisions for the presentation of sharia financial statements to align with international standards and provide better transparency regarding sharia-based activities.	Tidak ada dampak yang signifikan No significant impact

Informasi Kelangsungan Usaha
Information on Business Continuity

Hal-hal yang Berpotensi Berpengaruh terhadap Kelangsungan Usaha

Perseroan secara aktif menerapkan manajemen risiko yang efektif dan efisien guna menjaga keberlanjutan bisnisnya. Setiap jenjang organisasi Perseroan, yaitu korporat dan unit bisnis, wajib menerapkan prinsip manajemen risiko dengan memperhatikan sasaran, prioritas, serta kebermanfaatan setiap program kerja bagi keberlangsungan Perseroan. Diharapkan dengan keterlibatan seluruh pihak, Perseroan akan mampu mengelola risikonya dengan baik dan mengurangi dampak terhadap kelangsungan usahanya.

Adapun beberapa risiko yang dihadapi oleh Perseroan, antara lain: eskalasi biaya investasi atas pembangunan jalan tol baru, penundaan penyesuaian tarif tol, potensi pendapatan usaha yang tidak tercapai, peningkatan beban biaya keuangan, alternatif pendanaan tidak berjalan, kebocoran atau kehilangan data Perseroan, dan ketidaksesuaian antara asumsi pada perjanjian pengusahaan jalan tol (PPJT) dengan realisasi.

Issues with Potential Impact on Business Continuity

The company actively implements effective and efficient risk management to ensure the sustainability of its business. Every level of the company, including corporate and business units, is required to apply risk management principles while considering the objectives, priorities, and benefits of each work program for the company's continuity. It is expected that with the involvement of all parties, the company will be able to manage its risks effectively and reduce the impact on its business continuity.

Some of the risks faced by the company include: escalation of investment costs for the construction of new toll roads, delays in toll rate adjustments, potential unmet business revenue, increased financial costs, unsuccessful funding alternatives, data leakage or loss, and discrepancies between assumptions in the toll road concession agreement (PPJT) and actual performance.

Asesmen Manajemen

Manajemen Perseroan telah melakukan penilaian atas kemampuan Perseroan untuk melanjutkan kelangsungan usahanya dan berkeyakinan bahwa Perseroan memiliki sumber daya untuk melanjutkan usahanya di masa mendatang. Selain itu, manajemen Perseroan tidak melihat adanya ketidakpastian material yang dapat menimbulkan keraguan yang signifikan terhadap kemampuan Perseroan untuk melanjutkan usahanya.

Management Assessment

The Company's management has assessed the Company's ability to continue its business continuity and believes that the Company has resources to continue its business in the future. In addition, the Company's management does not see any material uncertainty that could raise significant doubts about the Company's ability to continue its business.

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.

Assumption Applied by Management to Conduct the Assessment

Several factors that management considers when conducting assessment of business continuity are:

1. Financial performance;
2. Liquidity;
3. Solvency;
4. Internal problem;
5. Lawsuit; and
6. Macroeconomic conditions, such as inflation and interest rates.

Tingkat Kesehatan Perusahaan
Company's Health Level

Tingkat kesehatan Perseroan diukur berdasarkan 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. PT Pemeringkat Efek Indonesia (Pefindo) sebagai perusahaan pemeringkat melakukan penilaian tingkat kesehatan Perseroan dengan hasil penilaian yakni idAA/*Stable*.

The health level of the company is measured based on the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia No. PER-2/MBU/2023 concerning the Guidelines for Corporate Governance and Significant Activities of State-Owned Enterprises, Chapter IV, Section One, Article 76. PT Pemeringkat Efek Indonesia (Pefindo), as a rating agency, conducts the assessment of the company's health level, with the assessment result being idAA/Stable.

Komitmen dan Kontingensi
Commitments and Contingencies

Jasa Marga memiliki komitmen dan kontinjensi yang diungkapkan pada Catatan 47 dalam Laporan Keuangan Konsolidasian tanggal 28 Februari 2025, halaman 200.

Jasa Marga has commitment and contingency which disclosed in Note 47 in Consolidated Financial Statements dated February 28, 2025, page 200.

05

Fungsi Penunjang Bisnis

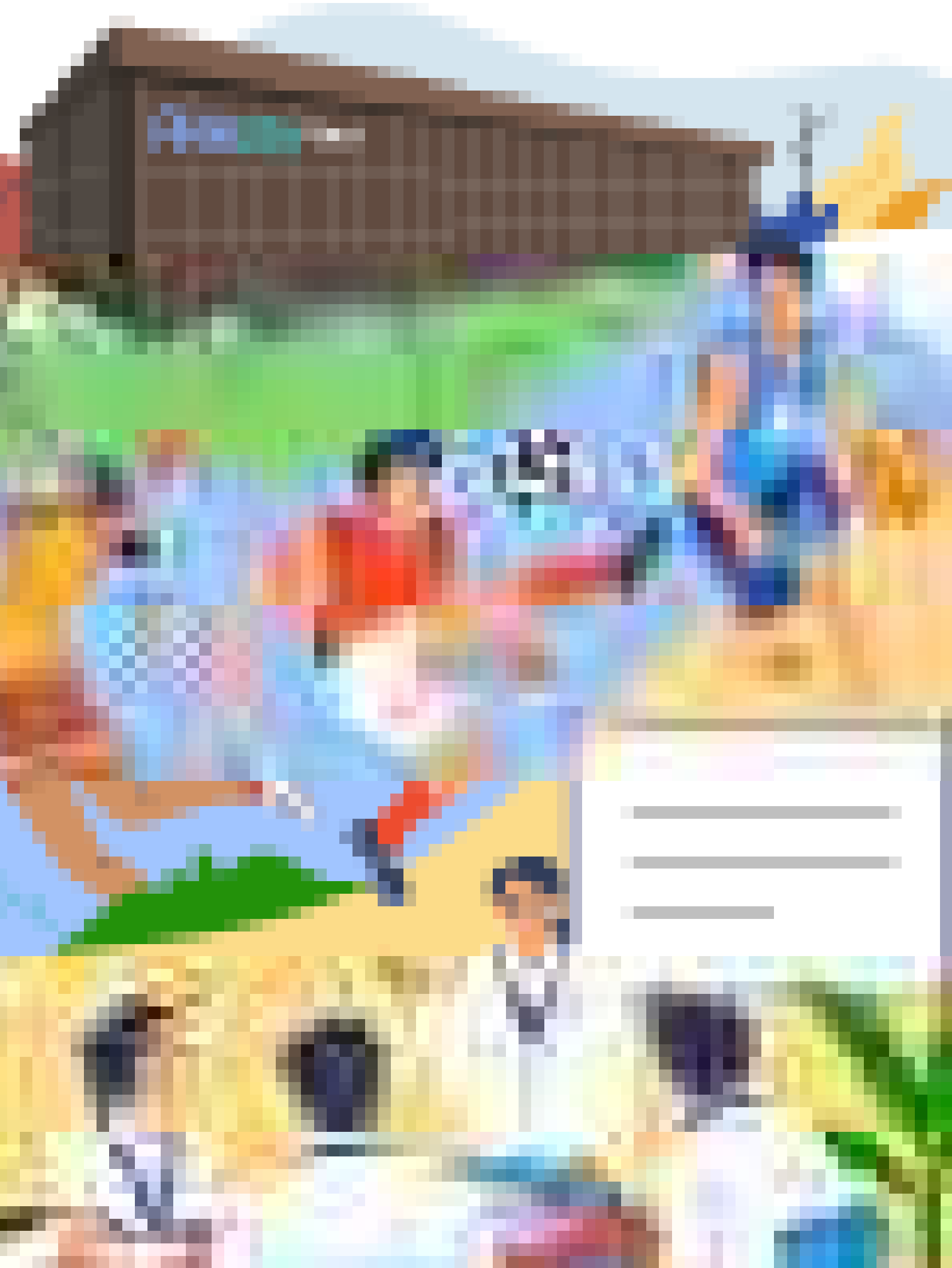
Business Function Support

378	*Human Capital* Human Capital
385	Strategi Pengelolaan *Human Capital* Human Capital Management Strategy
390	Pengembangan Organisasi Organization Development
391	Manajemen *Human Capital* Organization Development
395	Pengembangan Karyawan Employee Development
400	Pengelolaan Kinerja Performance Management
402	Kesejahteraan Karyawan Employee Welfare
404	Program Pasca Kerja Post-Employment Program
405	Penghargaan kepada Karyawan Reward to Employees
406	Hubungan Industrial Industrial Relation
408	Teknologi Informasi Information Technology
412	Inovasi Teknologi Technology Innovation



Peningkatan kapabilitas *human capital* dan penerapan inovasi teknologi berperan penting dalam menghadapi tantangan bisnis yang semakin kompleks, mendorong efisiensi operasional, dan meningkatkan kecepatan adaptasi sehingga Perseroan dapat memastikan keberlanjutan bisnis dalam jangka panjang.

Enhancing the Company's human capital capabilities and implementation technological innovation plays an important role in facing complex business challenges, driving operational efficiency, and increasing the adaptation speed so that the Company can ensure long-term business sustainability.



Human Capital
Human Capital



Program *Employee Well-Being* Bertajuk Semangat Gotong Royong Membangun Kolaborasi
The Employee Well-Being program is Entitled The Spirit of Mutual Cooperation in Building Collaboration

Pengembangan *Human Capital* yang Unggul

Peningkatan kapabilitas *human capital* menjadi fokus utama Perseroan untuk mendukung pertumbuhan kinerja Perseroan pada tahun 2024. Sebagai respon terhadap arahan dari Kementerian BUMN, Perseroan berkomitmen untuk menerapkan program *employee well-being* yang bertujuan untuk meningkatkan keterikatan karyawan. Dengan menciptakan lingkungan kerja yang sehat dan sejahtera, diharapkan karyawan dapat berkontribusi secara maksimal, yang pada akhirnya akan meningkatkan produktivitas dan mendukung pertumbuhan berkelanjutan bagi Perseroan.

Pada tahun 2024, Perseroan meluncurkan Jasa Marga AKHLAK *Space* (JMAS) dalam rangka menyediakan ruang dan tempat yang representatif sebagai *coworking space*, bagi Karyawan dalam bekerja, berinovasi dan berkolaborasi. Selain itu, Perseroan juga meluncurkan Roadster Sportivo (*Sport, Art, Interest, Activity & Community*) yang merupakan wadah bagi karyawan dalam mengembangkan kegiatan olah raga, kesenian, hobi, aktivitas, dan komunitas.

Perseroan juga telah 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 antarkaryawan dan menciptakan suasana kerja yang mendukung kolaborasi dan inovasi.

Development of Outstanding Human Capital

Enhancing human capital capabilities remains the Company's primary focus to support performance growth in 2024. In response to directives from the Ministry of State-Owned Enterprises (SOEs), the Company is committed to implementing an employee well-being program aimed at increasing employee engagement. By fostering a healthy and prosperous work environment, employees are expected to contribute optimally, ultimately driving productivity and supporting sustainable growth for the Company.

In 2024, the Company introduced the Jasa Marga AKHLAK Space (JMAS), providing a representative coworking space where employees can work, innovate, and collaborate. Additionally, the Company launched the Roadster Sportivo (Sport, Art, Interest, Activity & Community) program, a platform for employees to engage in sports activities, arts, hobbies, activities, and communities.

The Company has also implemented the Respectful Workplace Policy (RWP), emphasizing respectful behavior in the workplace. This policy aims to create an environment free from discrimination, harassment, and violence, ensuring every employee feels safe and valued. By cultivating a positive work culture, the Company aspires to strengthen relationships among employees and foster a work atmosphere conducive to collaboration and innovation.

Selain itu, Perseroan juga telah menyelenggarakan program konseling yaitu berupa Rosela *(Roadster Assertiveness Counseling Program)* untuk membantu karyawan dapat mempelajari cara yang lebih Konstruktif dalam menangani masalah kesehatan mental. Dengan program ini diharapkan mampu memperkuat kesehatan mental karyawan sehingga meningkatkan produktivitas serta menciptakan lingkungan kerja yang positif.

In addition, the Company has also organized a counseling program called Rosela (Roadster Assertiveness Counseling Program) to help employees learn more constructive ways to address mental health issues. This program is expected to strengthen employees' mental health, thereby improving productivity and fostering a positive work environment.

Perseroan juga menyambut karyawan baru melalui program rekrutmen bersama BUMN, guna memperkuat regenerasi *human capital* Perseroan. Regenerasi yang efektif memungkinkan Perseroan untuk terus beradaptasi dengan perubahan lingkungan bisnis dan mendorong produktivitas secara keseluruhan. Perseroan juga mencatatkan tingkat keterwakilan milenial dan perempuan yang tinggi yakni 38,9% untuk milenial dan 55,6% untuk perempuan.

To welcome new talent, the Company participated in the joint SOE recruitment program, which not only increased workforce numbers but also strengthened the regeneration of the Company's human capital. Effective regeneration enables the Company to adapt to changes in the business environment and drive overall productivity. The company also recorded a high level of representation of millennials and women, with 38.9% for millennials and 55.6% for women.

Selain itu, Perseroan kembali melakukan kajian terhadap struktur organisasi dan kebutuhan keahlian agar selaras dengan Rencana Jangka Panjang Perusahaan (RJPP) baru. Melalui pendekatan ini, Perseroan dapat mengidentifikasi kekuatan dan kelemahan dalam struktur yang ada serta merumuskan strategi pengembangan yang tepat.

Furthermore, the Company has conducted a review of its organizational structure and skill requirements to align with the new Long-Term Corporate Plan (RJPP). Through this approach, the Company can identify strengths and weaknesses within the existing structure and formulate appropriate development strategies.

Transformasi Jasa Marga

Program terkait *human capital* dan transformasi dijalankan dalam rangka meningkatkan kapabilitas dan produktivitas kerja karyawan. Perseroan sadar bahwa diperlukan adanya transformasi dan perbaikan proses bisnis secara berkelanjutan di seluruh lini bisnis usaha untuk dapat mencapai visi, misi, dan arahan strategis Perseroan. Dimulainya Proses transformasi Perseroan dikawal oleh unit Strategic Transformation (STO) Group.

Transformasi Jasa Marga menjadi krusial mengingat tantangan yang semakin kompleks dan ekspektasi pemangku kepentingan yang semakin tinggi. Untuk menghadapi kondisi tersebut, Perseroan menginisiasi berbagai program inovasi yang bertujuan mempersiapkan landasan yang kokoh untuk pertumbuhan yang berkelanjutan. Melalui fokus pada pengembangan kapabilitas sumber daya manusia, Perseroan berupaya memastikan bahwa setiap karyawan dapat berkontribusi secara maksimal, sekaligus mengadaptasi perubahan yang diperlukan untuk memenuhi tuntutan pasar. Selain itu, inovasi teknologi juga terus dilakukan guna meningkatkan efisiensi operasional.

Proses transformasi Jasa Marga terus berlanjut sebagai langkah untuk mencapai visi, misi, dan arahan strategis bisnis Perseroan. Meskipun terdapat berbagai tantangan dalam pelaksanaan program transformasi, namun secara umum, program tersebut berjalan dengan baik. Keberhasilan transformasi ini tidak hanya akan memperkuat posisi Perseroan di industri, tetapi juga memastikan bahwa *human capital* menjadi pilar utama dalam mendukung pertumbuhan berkelanjutan dan inovasi di masa depan.

Transformation of Jasa Marga

Programs related to human capital and transformation are implemented to enhance employee capabilities and productivity. The Company recognizes the need for continuous transformation and improvement of business processes across all business lines to achieve its vision, mission, and strategic objectives. The start of the Company's transformation process is overseen by the Group's Strategic Transformation (STO) unit.

The transformation of Jasa Marga is critical, given the increasingly complex challenges and heightened stakeholder expectations. To address these conditions, the Company has initiated various innovation programs aimed at laying a solid foundation for sustainable growth. By focusing on developing human resource capabilities, the Company strives to ensure that each employee can contribute optimally while adapting to the necessary changes to meet market demands. In addition, technological innovations are continuously pursued to enhance operational efficiency.

Jasa Marga's transformation process remains ongoing as a step toward achieving the Company's vision, mission, and strategic business directives. Despite facing numerous challenges in executing the transformation programs, the overall progress has been positive. The success of this transformation will not only strengthen the Company's position within the industry but also ensure that human capital serves as a central pillar supporting sustainable growth and innovation in the future.

Dalam Rencana Jangka Panjang Perusahaan Tahun 2021-2025, Perseroan menetapkan 4 (empat) tema strategis yang dijabarkan menjadi 10 (sepuluh) arahan strategis di setiap lini bisnis. Tema dan arahan strategis ini dijabarkan ke dalam 27 (dua puluh tujuh) program transformasi beserta sub-programnya sebagaimana rincian berikut:

In the Company's Long-Term Plan for 2021-2025, the Company has set 4 (four) strategic themes, which are further elaborated into 10 (ten) strategic directions for each business line. These themes and strategic directions are translated into 27 (twenty-seven) transformation programs along with their sub-programs, as detailed below:

Tabel Empat Tema Utama Program Transformasi Jasa Marga Berdasarkan Rencana Jangka Panjang Perusahaan Tahun 2021-2025
Table of the Four Main Themes of Jasa Marga's Transformation Programs Based on the Company's Long-Term Plan for 2021-2025

No	Tema Utama Main Theme	No	Arahan Strategis Strategic Direction	No	*Program*
1.	Meningkatkan portofolio bisnis dan efisiensi operasional. Increasing business portfolio and operational efficiency.	1.	Melakukan integrasi data untuk rekayasa lalu lintas dan memastikan kenaikan tarif. Perform data integration for traffic engineering and ensure tariff increases.	1.	Pengembangan Kompetensi dan *Platform Traffic Forecast* untuk kontrol finansial & kontrol proyek jalan tol. Competency Development and Traffic Forecast Platform for financial control & control of toll road projects.
		2.	Mengoptimalkan portofolio yang ada dan memperluas pasar PT Jasamarga Tollroad Operator (JMTO) dan PT Jasamarga Tollroad Maintenance (JMTM). Optimizing the existing portfolio and expanding the market of PT Jasamarga Tollroad Operator (JMTO) and PT Jasamarga Tollroad Maintenance (JMTM).	2.	Mengubah PT Jasamarga Tollroad Operator (JMTO) menjadi Perusahaan berbasis teknologi dan kinerja. Changing PT Jasamarga Tollroad Operator (JMTO) business model into a technology and performance based company.
				3.	Mengubah PT Jasamarga Tollroad Maintenance (JMTM) menjadi Perusahaan berbasis teknologi dan kinerja. Changing PT Jasamarga Tollroad Maintenance (JMTM) business model into a technology and performance based company.
				4.	Transformasi model bisnis PT JMTM sebagai *Service Provider* Preservasi Jalan Tol. Transformation of PT Jasamarga Tollroad Maintenance (JMTM) business model as Toll Road Preservation Service Provider.
		3.	Optimalisasi biaya pendapatan dan biaya umum & administrasi serta melakukan kontrol financial untuk konsesi jalan tol. Optimization of revenue costs and general & administrative costs as well as performing a financial control for toll road concessions.	5	Formalisasi Standard Biaya Unit dan Layanan Bersama a. Formalisasi Standard Biaya Unit dan Layanan Bersama Bidang Administrasi, Umum, dan Penjualan (SG&A). b. Formalisasi Standard Biaya Unit dan Layanan Bersama Bidang Operasi dan Preservasi. c. Pengembangan *Shared Service* IT untuk Jasa Marga Grup. d. Pengembangan *Shared Service* HC untuk Jasa Marga Grup. e. Pengembangan *Shared Service Legal* untuk Jasa Marga Grup. f. Pengembangan *Shared Service Procurement* untuk Jasa Marga Grup. Formalize Unit Cost Standards and Shared Services a. Formalize Unit Cost Standards and Shared Services in SG&A Sector. b. Formalize Unit Cost Standards and Shared Services in Operation and Preservation Sector. c. Develop IT Shared Service for Jasa Marga Group. d. Develop HC Shared Service for Jasa Marga Group. e. Develop Legal Shared Service for Jasa Marga Group. f. Develop Procurement Shared Service for Jasa Marga Group.
				6.	Pengembangan Sistem Pengelolaan Aset Terintegrasi di Lingkungan Jasa Marga Grup. Develop Integrated Asset Management System for Jasa Marga Group.
		4.	Melakukan internalisasi budaya dan peremajaan organisasi. Carry out cultural internalization and organizational rejuvenation.	7.	Mengoptimalkan peran strategis Jasa Marga Grup dengan meningkatkan proses bisnis dan modal interaksi. Optimise the strategic role of Jasa Marga Group by improving business process and interaction model.
				8.	Menerapkan Arsitektur SDM. Implement HC Architecture.
				9.	Menerapkan Program *Crash Training* untuk Karyawan Operasional. Implement a Crash Training Program for Operational Employees.
				10.	Mengembangkan proses bisnis bidang preservasi. Developing business processes in the field of preservation.
				11.	a. Penataan *Human Capital* JMTO akibat disrupsi teknologi. b. Meningkatkan keterampilan untuk menghadapi disrupsi teknologi. c. Human Capital Structuring of JMTO Due to Disruptive Technology. d. Improve Skills to Deal with Disruptive Technology.
				12.	Internalisasi *Core Values* AKHLAK. Internalization of AKHLAK Core Values.
				13.	Program Budaya Perseroan *(Impactful* AKHLAK Program). Corporate Culture Program (Impactful AKHLAK Program).
				14.	Implementasi Program Akselerasi kompetensi untuk pengembangan usaha lain. Competency Acceleration Program for other business development.
				15.	Pengukuran budaya AKHLAK Jasa Marga Grup dengan Metode AKHLAK *Culture Health Index* (ACHI). Measurement of the AKHLAK Culture of Jasa Marga Group Using the AKHLAK Culture Health Index (ACHI) Method.

Program Awal
Initial Program

Enhanced / Rename Initiatives

New Initiatives

Tabel Empat Tema Utama Program Transformasi Jasa Marga Berdasarkan Rencana Jangka Panjang Perusahaan Tahun 2021-2025

Table of the Four Main Themes of Jasa Marga's Transformation Programs Based on the Company's Long-Term Plan for 2021-2025

No	Tema Utama Main Theme	No	Arahan Strategis Strategic Direction	No	*Program*
1.	Meningkatkan portofolio bisnis dan efisiensi operasional. Increasing business portfolio and operational efficiency.	5.	Meningkatkan percepatan adaptasi teknologi operasi dan pemeliharaan untuk mempersiapkan penerapan *Single Lane Free Flow* (SLFF)/ *Multi Lane Free Flow* (MLFF) dan *Traffic Information Center* (TIC). Increase the acceleration of adaptation of operation and maintenance technology to prepare for the implementation of Single Lane Free Flow (SLFF)/ Multi Lane Free-Flow (MLFF) and Traffic Information Center (TIC).	16.	Mengembangkan rencana induk IT terintegrasi dan alokasi peran fungsi teknologi. Developing an integrated IT master plan and allocating the roles of technology functions.
				17.	Mengembangkan aplikasi perencanaan dan konsolidasi bisnis. Develop business planning and consolidation platform.
				18.	Memanfaatkan Teknologi *Electronic Toll Collection* (ETC) dan akselerasi implementasi *Single Lane Free Flow* (SLFF) / *Multi Lane Free Flow* (MLFF). Utilization of Electronic Toll Collection (ETC) technology and accelerated implementation of Multi-Lane Free-Flow (MLFF).
				19.	Mengembangkan pusat komando media sosial. Develop social media command center.
				20.	Pemanfaatan *Weigh In Motion* (WIM) untuk penindakan kendaraan kelebihan muatan di jalan tol. Utilization of WIM to take action against overloaded vehicles on toll roads.
				21.	Menerapkan prioritas perawatan untuk perkerasan jalan berbasis *Artificial Intelligence* (AI). Implement Artificial Intelligence (AI) based maintenance prioritization for pavement technology.
				22.	*Motorway Incident Detection & Automatic Signalling* (MIDAS) untuk layanan lalu lintas. Motorway Incident Detection & Automatic Signaling (MIDAS) for traffic services.
				23.	Menerapkan pemantauan lalu lintas untuk rekayasa lalu lintas berbasis *Artificial Intelligence* (AI). Implement Artificial Intelligence (AI) based traffic monitoring for traffic engineering.
				24.	Meningkatkan Aplikasi Travoy dengan Menerapkan *Geofencing.* Enhancing Travoy apps by implementing geofencing.
				25.	Pengembangan aplikasi JIMMS (Jasa Marga *Integrated Maintenance Management System).* Development of JIMMS (Jasa Marga Integrated Maintenance Management System) application.
				26.	Menerapkan otomatisasi proses internal di bidang kearsipan. Implement automation of internal processes in the field of archiving.
				27.	Peningkatan manajemen arsip perusahaan yang dapat diakses secara *real-time.* Enhancement of corporate archive management that is accessible in real-time.
2.	Pemilihan investasi dan pemilihan ruas jalan tol baru dilakukan dengan prinsip kehati-hatian. Investment and new toll roads selection with prudent principle	6.	Melakukan inisiasi proyek konsesi ruas jalan tol baru yang terintegrasi berdasarkan portofolio bisnis Perseroan. Initiate new integrated toll road concession projects based on the Company's business portfolio.	28.	Pengintegrasian operasi ruas-ruas jalan tol. Integrate the operation of toll roads.
				29.	Pemilihan dan perencanaan proyek yang terintegrasi di seluruh *business portfolio.* Selection and planning of integrated projects across the entire business portfolio.
				30.	Pengembangan *platform* perencanaan dan seleksi proyek investasi. Develop investment project planning and selection platform.
		7.	Meningkatkan kapabilitas dalam analisa data. Improve capability in data analysis.	31.	Mengembangkan dan melembagakan kemampuan analisis data *(data analytics)* Perusahaan. Development and institutionalise data analytics capabilities.
				32.	Pengelolaan Data *Human Capital* Jasa Marga Grup. Human Capital Data Governance Jasa Marga Group.
		8.	Melakukan pengintegrasian dan peran fungsi teknologi. Perform the integration and role of technology functions.	33.	Meningkatkan JM Click untuk menjadi *Integrated HC Technology.* Enhance JM-Click to become integrated HC Technology.
				34.	Digital Transaksi Finansial. Financial Transaction Digitalization.
3.	Menyiapkan kembali portofolio bisnis pendukung. Re-preparing supporting business portfolio.	9.	Mengoptimalkan portofolio yang ada dan meningkatkan kontribusi dari bisnis prospektif dengan mempertimbangkan kemampuan investasi. Optimize existing portfolios and increase contributions from prospective business taking into account investment capabilities.	35.	a. Mendefinisikan kembali fokus portofolio bisnis dan model bisnis PT Jasamarga Related Business (JMRB). Redefine JMRB business portfolio focus and business model.
					b. Transformasi Model Bisnis dan Organisasi PT JMRB. Transformation of Business Model and Organization of PT Jasamarga Related Business (JMRB).
					c. Optimalisasi pendapatan iklan di *Rest Area.* Optimize advertising revenue in Rest Area.
					d. Peningkatan pelayanan *Rest Area.* Improved service in the Rest Area.
4.	Optimalisasi aset *existing (asset recycling).* Existing assets optimizing (asset recycling).	10.	Mengoptimalkan *financial sustainability.* Optimize financial sustainability.	36.	Formalisasi fungsi komite investasi untuk menentukan potensi aksi korporasi. Formalize the function of the investment committee to determine potential corporate actions.
				37.	a. Melakukan *Spin-off* dan IPO *(Initial Public Offering)* untuk ruas jalan tol transjawa. Conduct Spin-off and IPO (Initial Public Offering) for the Trans Java toll road.
					b. *Equity Financing* di JTT. Equity Financing JTT.
					c. Menetapkan kerangka kerja manajemen portofolio. Establishing Portfolio management framework.
				38.	Mengekspolrasi dan melaksanakan *assets recycling* untuk aset terpilih. Explore and execute asset recycling for selected assets

Program Awal
Initial Program

Enhanced / Rename Initiatives

New Initiatives

Di tahun 2024, fokus pengelolaan program transformasi Jasa Marga adalah sebanyak 20 (dua puluh) program dan sub program transformasi untuk mendukung 6 (enam) bidang transformasi yang menjadi pondasi utama dalam mendukung pencapaian visi misi yang dijalankan oleh Perseroan:

1. **Perbaikan Fundamental *(Fix Fundamentals)***
   Bidang Perbaikan Fundamental memanfaatkan data terintegrasi untuk meningkatkan rekayasa lalu lintas dan memastikan kenaikan tarif. Selain itu, bidang *fix fundamentals* juga mengoptimalkan biaya pendapatan dan biaya SG&A dan menegakkan kontrol keuangan untuk konsesi tol. Adapun program transformasi dalam bidang ini meliputi:
   a. Pengembangan kompetensi dan *platform traffic forecast* untuk kontrol finansial & kontrol proyek jalan tol.
   b. Formalisasi standar biaya unit dan layanan bersama bidang operasi dan preservasi.
   c. Pengembangan *Shared Service* HC untuk Jasa Marga Grup.
   d. Pengembangan *Shared Service Procurement* untuk Jasa Marga Grup.

2. **Pengembangan Bisnis Inti *(Core Business Expansion)***
   Bidang Pengembangan Bisnis Inti melembagakan pemilihan dan perencanaan proyek konsesi tol terintegrasi di seluruh portofolio bisnis Jasa Marga. Selain itu, bidang ini juga meningkatkan operasi dan nilai pasar dan Jasamarga Tollroad Operator (JMTO) PT Jasamarga Tollroad Maintenance (JMTM) dengan menjadi berbasis teknologi dan kinerja. Adapun program transformasi dalam bidang ini meliputi:
   a. Transformasi model bisnis PT JMTM sebagai *service provider* preservasi jalan tol.
   b. Mengubah model bisnis PT JMTO menjadi perusahaan berbasis teknologi dan kinerja.

3. **Pengembangan Bisnis Terkait *(Related Business Expansion)***
   Bidang Pengembangan Bisnis Terkait menentukan fokus bisnis dan model bisnis PT Jasamarga Related Business (JMRB) untuk menjadi pengoptimal aset tol. Adapun program transformasi dalam bidang ini meliputi:
   a. Optimalisasi pendapatan iklan di *rest area.*
   b. Peningkatan pelayanan di *rest area.*
   c. Pengembangan sistem pengelolaan aset terintegrasi di lingkungan Jasa Marga Grup.

4. **Pembiayaan dan Penataan Portfolio *(Financing & Asset Recycling)***
   Bidang Pembiayaan dan Penataan Portfolio bertujuan untuk meningkatkan kesinambungan keuangan dengan mengutamakan pertumbuhan, penataan portoflio dan mempercepat *Initial Public Offering* (IPO) Anak Perusahaan. Adapun program transformasi dalam bidang ini meliputi:
   a. *Equity Financing* PT Jasamarga Transjawa Tol (JTT).

In 2024, Jasa Marga's transformation program management focuses on 20 (twenty) programs and sub-programs to support 6 (six) transformation areas that form the core foundation for achieving the Company's vision and mission:

1. **Perbaikan Fundamental *(Fix Fundamentals)***
   The Fix Fundamentals area utilizes integrated data to enhance traffic engineering and ensure toll rate increases. Additionally, this area optimizes revenue costs, SG&A expenses, and enforces financial control for toll concessions. The transformation programs in this area include:
   a. Development of competency and traffic forecast platform for financial control & toll road project control.
   b. Formalization of unit cost standards and shared services for operations and preservation.
   c. Development of Shared Service HC for Jasa Marga Group.
   d. Development of Shared Service Procurement for Jasa Marga Group.

2. **Core Business Expansion**
   The Core Business Expansion area institutionalizes the selection and planning of integrated toll concession projects across Jasa Marga's business portfolio. It also enhances operations and market value for Jasamarga Tollroad Operator (JMTO) and PT Jasamarga Tollroad Maintenance (JMTM) by becoming technology-based and performance-driven. The transformation programs in this area include:
   a. Transformation of PT JMTM's business model as a service provider for toll road preservation.
   b. Transformation of PT JMTO's business model into a technology and performance-based company.

3. **Related Business Expansion**
   The Related Business Expansion area focuses on defining the business and business model of PT Jasamarga Related Business (JMRB) to optimize toll asset management. The transformation programs in this area include:
   a. Optimization of advertising revenue at rest areas.
   b. Enhancement of services at rest areas.
   c. Development of an integrated asset management system within the Jasa Marga Group.

4. **Financing & Asset Recycling**
   The Financing & Asset Recycling area aims to enhance financial sustainability by prioritizing growth, portfolio structuring, and expediting the Initial Public Offering (IPO) of subsidiaries. The transformation program in this area includes:
   a. Equity financing of PT Jasamarga Transjawa Tol (JTT).

5. **Organisasi, SDM dan Kapabilitas *(Organization, HR & Capabilities)***
   Bidang Organisasi, SDM dan Kapabilitas bertujuan untuk menginternalisasi kembali budaya dan meremajakan organisasi. Selain itu, bidang *organization, HR and capabilities* juga bertujuan untuk mengembangkan dan melembagakan kemampuan analisis data perusahaan. Adapun program transformasi dalam bidang ini meliputi:
   a. Mengembangkan proses bisnis bidang preservasi.
   b. Penataan *human capital* PT JMTO akibat disruptif teknologi.
   c. Mengembangkan dan melembagakan kemampuan data analitik.

6. **Teknologi *(Technology)***
   Bidang Teknologi berfokus untuk mengembangkan *roadmap* teknologi terintegrasi dan mengalokasikan fungsi teknologi. Selain itu, bidang ini juga akan mempercepat adopsi teknologi operasi dan pemeliharaan, seperti *Single Lane Free Flow* (SLFF) atau *Multi Lane Free Flow* (MLFF) dan *Traffic Information Collector* (TIC).
   a. Digitalisasi transaksi keuangan.
   b. Memanfaatkan teknologi *Electronic Toll Collection* (ETC) dan mempercepat implementasi MLFF.
   c. Penerapan *traffic counting* sebagai pendukung rekayasa lalu lintas.
   d. Pengembangan aplikasi *Jasamarga Integrated Maintenance Management System* (JIMMS).
   e. Mengembangkan JM-Click untuk menjadi teknologi HC terintegrasi.
   f. Menerapkan otomatisasi proses internal di bidang kearsipan.
   g. Peningkatan manajemen arsip perusahaan yang dapat diakses secara *real-time.*

Jasa Marga telah menyelesaikan sejumlah program transformasi sepanjang tahun 2021-2023 yang menciptakan nilai tambah bagi pelanggan dan juga pemangku kepentingan, di antaranya sebagai berikut:

1. Formalisasi Standar Biaya Unit dan Layanan Bersama Bidang Administrasi, Umum dan Penjualan (SG&A).
2. Pengembangan *Shared Service* IT untuk Jasa Marga Grup.
3. Pengembangan *Shared Service* Legal untuk Jasa Marga Grup.
4. Pengintegrasian Operasi Ruas-Ruas Jalan Tol.
5. Pemilihan dan perencanaan proyek yang terintegrasi di seluruh *business portfolio.*
6. Mengubah PT Jasamarga Tollroad Maintenance (JMTM) menjadi Perusahaan berbasis teknologi dan kinerja.
7. Mendefinisikan kembali fokus portofolio bisnis dan model bisnis PT Jasamarga Related Business (JMRB).
8. Transformasi Model Bisnis dan Organisasi PT JMRB.
9. Menetapkan kerangka kerja manajemen portofolio.
10. Melakukan *Spin-Off* dan *Initial Public Offering* (IPO) untuk Ruas Jalan Tol Transjawa.
11. Mengeksplorasi dan Melaksanakan *Asset Recycling* untuk Aset Terpilih.

5. **Organization, HR & Capabilities**

   This area focuses on reinternalizing corporate culture and rejuvenating the organization. It also aims to develop and institutionalize the company's data analytics capabilities. The transformation programs in this area include:

   a. Developing preservation business processes.
   b. Restructuring PT JMTO's human capital in response to technological disruption.
   c. Developing and institutionalizing data analytics capabilities.

6. **Technology**
   The Technology area focuses on developing an integrated technology roadmap and optimizing technological functions. It also accelerates the adoption of operational and maintenance technologies, such as Single Lane Free Flow (SLFF) or Multi Lane Free Flow (MLFF) and Traffic Information Collector (TIC).

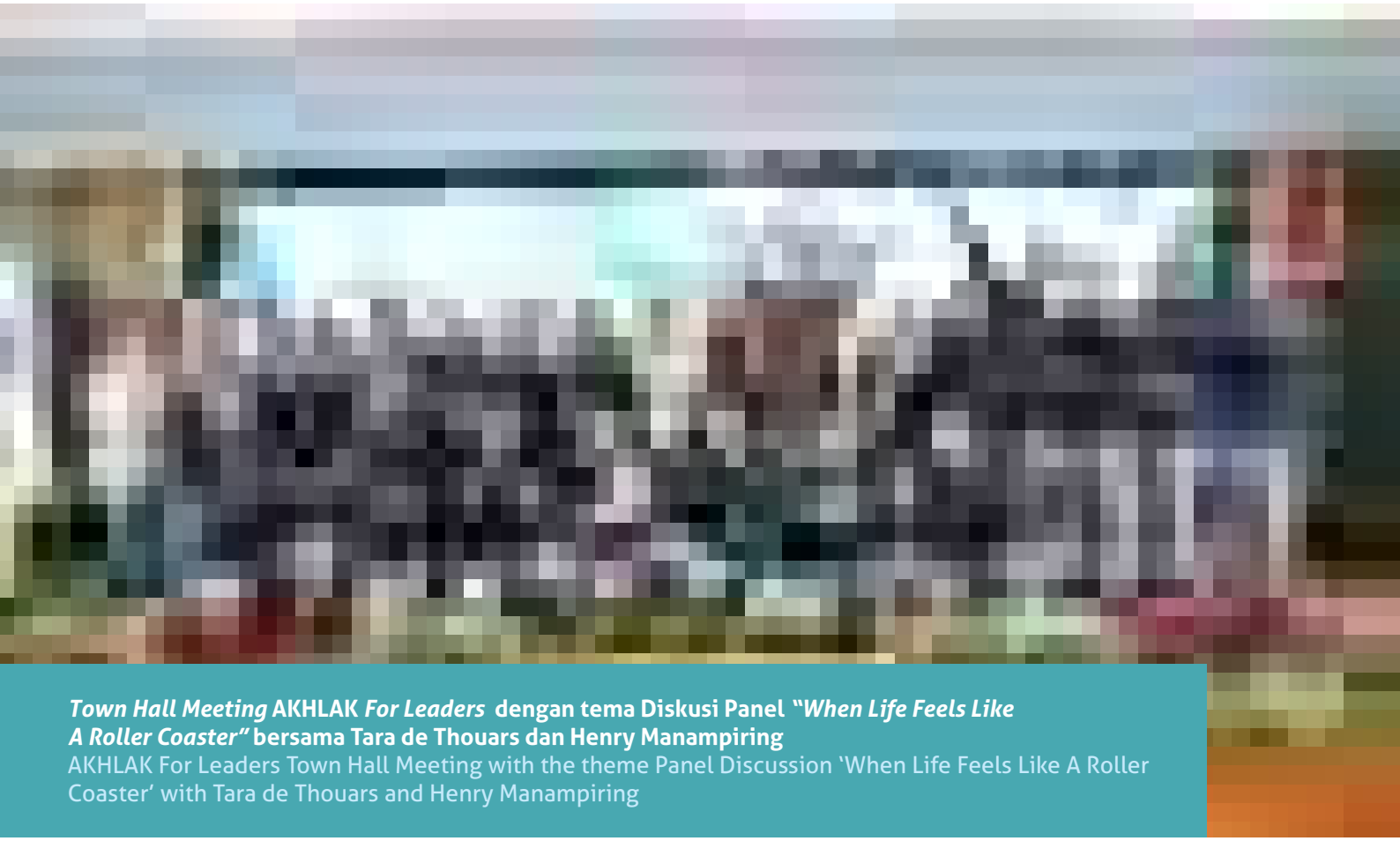
   a. Digitization of financial transactions.
   b. Utilizing Electronic Toll Collection (ETC) technology and accelerating MLFF implementation.
   c. Implementing traffic counting to support traffic engineering.
   d. Developing the Jasamarga Integrated Maintenance Management System (JIMMS) application.
   e. Enhancing JM-Click to become an integrated HC technology.
   f. Automating internal processes in archiving.
   g. Improving corporate archive management for real-time accessibility.

Jasa Marga has successfully completed several transformation programs from 2021 to 2023, creating added value for customers and stakeholders. Some key achievements include:

1. Formalization of Unit Cost Standards and Shared Services in Administration, General Affairs, and Sales (SG&A).
2. Development of Shared Service IT for Jasa Marga Group.
3. Development of Shared Service Legal for Jasa Marga Group.
4. Integration of Toll Road Operations.
5. Selection and planning of integrated projects across the entire business portfolio.
6. Transforming PT Jasamarga Tollroad Maintenance (JMTM) into a technology and performance-based company.
7. Redefining the business portfolio focus and business model of PT Jasamarga Related Business (JMRB).
8. Business Model and Organizational Transformation of PT JMRB.
9. Establishing a portfolio management framework.
10. Spin-Off and Initial Public Offering (IPO) for the Transjawa Toll Road.
11. Exploring and Implementing Asset Recycling for Selected Assets.

12. Formalisasi Fungsi Komite Investasi untuk Menentukan Potensi Aksi Korporasi.
13. Mengoptimalkan peran strategis Jasa Marga Grup dengan meningkatkan proses bisnis dan modal interaksi.
14. Menerapkan Arsitektur SDM.
15. Menerapkan Program *Crash Training* untuk Karyawan Operasional.
16. Internalisasi *Core Values* AKHLAK.
17. Meningkatkan keterampilan untuk menghadapi disrupsi teknologi
18. Implementasi program akselerasi kompetensi untuk pengembangan usaha lain.
19. Pengukuran budaya AKHLAK Jasa Marga Grup dengan metode AKHLAK *Culture Health Index (*ACHI)
20. Program Budaya Perseroan (*Impactful* AKHLAK Program).
21. Mengembangkan rencana induk IT terintegrasi dan alokasi peran fungsi teknologi.
22. Mengembangkan pusat komando media sosial.
23. Pemanfaatan *Weigh in Motion* (WIM) untuk penindakan Kendaraan Kelebihan Muatan di Jalan Tol.
24. Menerapkan prioritas perawatan untuk perkerasan jalan berbasis *Artificial Intelligence* (AI).
25. *Motorway Incident Detection & Automatic Signaling* (MIDAS) untuk Layanan Lalu Lintas.
26. Meningkatkan Aplikasi Travoy dengan menerapkan *Geofencing*.
27. Pengembangan platform perencanaan dan seleksi proyek investasi.
28. Mengembangkan aplikasi perencanaan dan konsolidasi bisnis.
29. Pengelolaan data *Human Capital* Jasa Marga Grup.

12. Formalizing the Investment Committee function to determine potential corporate actions.
13. Optimizing the strategic role of Jasa Marga Group by improving business processes and interaction capital.
14. Implementing Human Capital Architecture.
15. Implementing a Crash Training Program for Operational Employees.
16. Internalizing Core Values AKHLAK.
17. Enhancing skills to face technological disruptions.
18. Implementing a competency acceleration program for business development.
19. Measuring the AKHLAK culture of Jasa Marga Group using the AKHLAK Culture Health Index (ACHI) method.
20. Corporate Culture Program (Impactful AKHLAK Program).
21. Developing an integrated IT master plan and allocation of technology function roles.
22. Developing a social media command center.
23. Utilizing Weigh in Motion (WIM) for enforcement of Overloaded Vehicles on Toll Roads.
24. Implementing pavement maintenance prioritization based on Artificial Intelligence (AI).
25. Motorway Incident Detection & Automatic Signaling (MIDAS) for Traffic Services.
26. Enhancing the Travoy Application by implementing Geofencing.
27. Developing a project investment planning and selection platform.
28. Developing business planning and consolidation applications.
29. Managing Human Capital data for Jasa Marga Group.



***Town Hall Meeting* AKHLAK *For Leaders* dengan tema Diskusi Panel *"When Life Feels Like A Roller Coaster"* bersama Tara de Thouars dan Henry Manampiring**
AKHLAK For Leaders Town Hall Meeting with the theme Panel Discussion 'When Life Feels Like A Roller Coaster' with Tara de Thouars and Henry Manampiring

Strategi Pengelolaan *Human Capital*
Human Capital Management Strategy

Pengelolaan *human capital* yang efektif menjadi landasan bagi Perseroan dalam meraih visi, misi, dan kesuksesan usaha yang berkelanjutan. Andal, loyal, dan kompeten menjadi kunci karakter *human capital* Perseroan untuk mendorong Perseroan dapat beradaptasi dan tetap bertahan di tengah persaingan dan kondisi lingkungan bisnis yang selalu berubah. Perseroan memastikan bahwa sistem pengelolaan *human capital* selaras dengan strategi Perseroan dalam jangka panjang.

Effective human capital management serves as the foundation for the Company in achieving its vision, mission, and sustainable business success. Reliability, loyalty, and competence are the key characteristics of the Company's human capital, enabling it to adapt and remain resilient amid competition and the ever-changing business environment. The Company ensures that its human capital management system aligns with its long-term strategic objectives.

Arsitektur *Human Capital*

Perseroan menetapkan arsitektur *human capital* dalam rangka mewujudkan insan Jasa Marga yang mampu beradaptasi dan mendukung implementasi strategi bisnis Perseroan ke arah yang positif bagi keberlanjutan Perseroan. Arsitektur *human capital* ini diharapkan mampu beradaptasi dan sesuai dengan perubahan lingkungan bisnis yang dinamis.

Perseroan sedang melakukan penyesuaian terhadap Arsitektur Sumber Daya Manusia sebagaimana Surat Edaran Menteri Badan Usaha Milik Negara Nomor: SK- 286/MBU/11/2024 tanggal 28 November 2024 tentang Arsitektur Sumber Daya Manusia Badan Usaha Milik Negara. Dalam rangka membangun keseragaman pengelolaan Sumber Daya Manusia di lingkungan Jasa Marga, maka ketentuan ini diimplementasikan secara utuh pada seluruh Jasa Marga Grup tanpa pengurangan atau penambahan atribut Arsitektur Sumber Daya Manusia. Arsitektur Sumber Daya Manusia merupakan panduan umum dalam pengelolaan Sumber Daya Manusia bagi seluruh Karyawan Jasa Marga di seluruh lingkungan Perseroan maupun di Jasa Marga Grup.

Human Capital Architecture

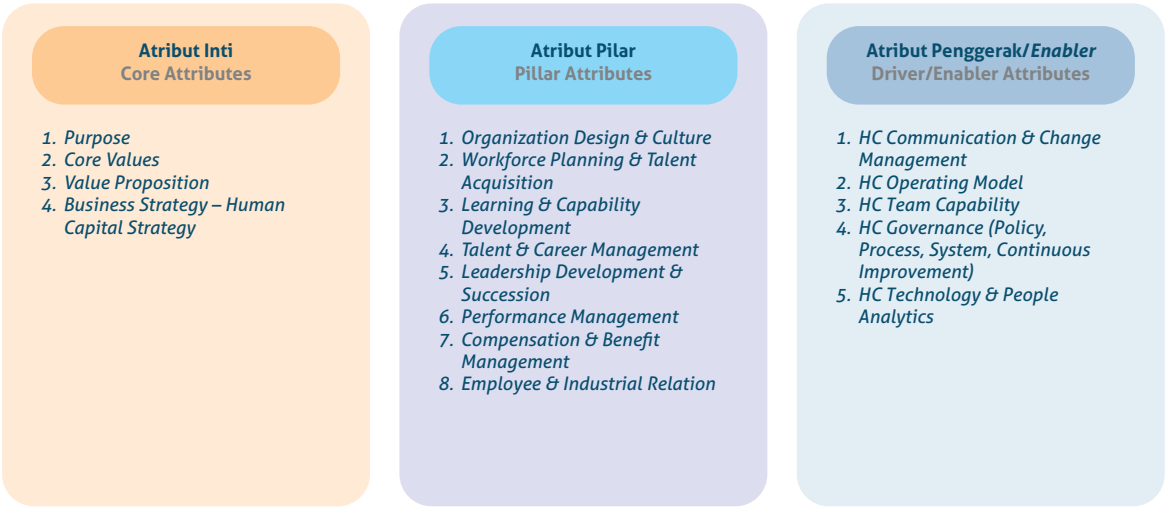
The Company has established a human capital architecture to cultivate Jasa Marga personnel who can adapt and support the implementation of the Company's business strategies in a manner that positively contributes to its sustainability. This human capital architecture is designed to be adaptable and aligned with the dynamic changes in the business environment.

The company is making adjustments to the Human Capital Architecture as outlined in the Minister of State-Owned Enterprises Circular Letter Number: SK-286/MBU/11/2024 dated November 28, 2024, regarding the Human Capital Architecture of State-Owned Enterprises. In order to establish uniformity in human resource management within Jasa Marga, these provisions are implemented in full across the entire Jasa Marga Group without any reduction or addition to the attributes of the Human Capital Architecture. The Human Capital Architecture serves as a general guideline for managing Human Capital for all employees of Jasa Marga within the company and across the Jasa Marga Group.



Arsitektur Sumber Daya Manusia Jasa Marga terdiri dari :

Human Capital Architecture Jasa Marga consists of:



Arsitektur Sumber Daya Manusia digunakan sebagai panduan umum dalam pengelolaan bagi seluruh Karyawan Jasa Marga di seluruh lingkungan Perseroan maupun di Jasa Marga Grup.

Adapun yang termasuk dalam Atribut Inti dari Arsitektur Sumber Daya Manusia yaitu:

1. ***Purpose,*** yaitu suatu alasan utama yang menjadi dasar atas perumusan visi dan misi Perseroan. Visi dan misi tersebut dapat menjelaskan mengapa Perseroan ada, apa yang ingin dicapai, bagaimana cara mencapainya, serta bagaimana Perseroan berorientasi pada dampak sosial, ekonomi, budaya, lingkungan, dan sebagainya.
2. ***Core Values,*** yaitu prinsip-prinsip utama yang dianut secara kolektif oleh semua anggota untuk mencapai tujuan bersama dan membentuk budaya Perseroan, dalam hal ini ditetapkan oleh Kementerian BUMN menjadi panduan utama bagi BUMN, Anak Perusahaan BUMN, dan Perusahaan Afiliasi Terkonsolidasi. *Core Values* BUMN tersebut menjadi standar nilai berperilaku bagi SDM BUMN dalam kehidupan sehari-hari, serta menjadi identitas dan perekat budaya kerja Perseroan.
3. ***Values Proposition***, yaitu suatu nilai tambah yang dihasilkan Perseroan dan memiliki dampak positif yang dapat dirasakan oleh karyawan, pelanggan, mitra maupun *stakeholder* baik secara *tangible* maupun *intangible*. *Employee Value Proposition* (EVP) juga berlaku sebagai imbalan *intangible* yang dirasakan oleh karyawan sebagai balasan dari hasil kerja terbaik yang diberikan karyawan untuk kemaslahatan Perseroan. *Generic EVP* Grup BUMN adalah *Learn, Grow, and Contribute to Indonesia.*
4. ***Business Strategy & HC Strategy,*** yaitu rencana komprehensif dan lengkap untuk mencapai target korporasi, serta mencapai visi dan misi Perseroan dan strategi pengelolaan SDM di Perusahaan yang disusun selaras dengan strategi bisnis sehingga mampu menjawab tantangan Perseroan, dapat diaplikasikan sesuai kondisi bisnis, serta memberikan nilai tambah kepada seluruh lini organisasi Perseroan.

Human Capital Architecture is used as a general guide in the management of all employees of Jasa Marga across the entire company environment as well as within the Jasa Marga Group.

The core attributes of the Human Capital Architecture include:

1. **Purpose,** refers to the main reason that forms the basis for the formulation of the company's vision and mission. These vision and mission statements explain why the company exists, what it aims to achieve, how it plans to achieve it, and how the company is oriented towards social, economic, cultural, environmental impacts, and so on.
2. **Core Values,** refer to the main principles collectively adopted by all members to achieve common goals and shape the company's culture. In this case, they are established by the Ministry of State-Owned Enterprises (BUMN) as the primary guide for State-Owned Enterprises (BUMN), their subsidiaries, and consolidated affiliated companies. These BUMN Core Values serve as behavioral standards for BUMN human resources in daily life and become the identity and unifying element of the company's work culture.
3. **Values Proposition,** refers to the added value generated by the company, which has a positive impact that can be felt by employees, customers, partners, and stakeholders, both tangible and intangible. Employee Value Proposition (EVP) also serves as an intangible reward felt by employees in return for the best results they contribute to the company's welfare. The Generic EVP of the State-Owned Enterprises (BUMN) Group is Learn, Grow, and Contribute to Indonesia.
4. **Business Strategy & HC Strategy,** refers to a comprehensive and complete plan to achieve corporate targets, as well as to achieve the Company's vision and mission. It is a human resource management strategy that is developed in alignment with the business strategy, enabling the Company to address challenges, be applicable to business conditions, and provide added value to all lines of the Company's organization.

Adapun yang termasuk dalam Atribut Pilar dari Arsitektur Sumber Daya Manusia yaitu:

1. ***Organization Design & Culture,*** yaitu proses sistematis yang mengatur struktur, peran, dan tanggung jawab dalam suatu organisasi untuk memastikan keselarasan dengan tujuan bisnis serta strategi Jasa Marga dan budaya Jasa Marga yang saat ini ada dan menjadi penggerak untuk mewujudkan visi, misi, dan tujuan Jasa Marga. Melalui internalisasi dan implementasi nilai-nilai utama (AKHLAK), Jasa Marga diharapkan mampu menciptakan *high performance culture* yang selaras dengan cita-cita pendirian Jasa Marga.
2. ***Workforce Planning & Talent Acquisition***
   a. ***Workforce Planning,*** yaitu strategi sistematis dan proaktif yang didesain secara *co-create* bersama Unit Bisnis untuk menyelaraskan kapabilitas tenaga kerja dengan kebutuhan dalam mencapai tujuan strategi bisnis jangka pendek serta jangka panjang Jasa Marga.
   b. ***Talent Acquisition,*** yaitu strategi untuk mencari dan menarik karyawan yang sesuai dengan kebutuhan bisnis jangka panjang, melalui proses identifikasi, penarikan, perekrutan, dan *On-boarding* yang efektif, serta membangun citra positif Perseroan sebagai tempat kerja yang ideal.
3. ***Learning & Capability Development,*** yaitu proses membangun ekosistem pembelajaran dan pengembangan SDM berkelanjutan yang dirancang secara sistematis untuk membangun kompetensi serta keterampilan karyawan di dalam fungsi tugasnya sehingga dapat meningkatkan kinerja secara efektif dan berdampak positif bagi organisasi dalam jangka pendek serta jangka panjang.
4. ***Talent & Career Management,*** yaitu proses strategis untuk mengidentifikasi, mengembangkan, dan mempertahankan individu berbakat di Jasa Marga melalui serangkaian program yang dirancang untuk mendukung karyawan dalam mengembangkan keterampilan serta kompetensi sebagai bagian dari pengelolaan karier karyawan.
5. ***Leadership Development & Succession***
   a. ***Leadership Development,*** yaitu proses terstruktur dan sistematis untuk meningkatkan keterampilan kepemimpinan seluruh karyawan Perseroan melalui berbagai metode dengan tujuan menciptakan pemimpin yang tidak hanya mampu menjawab tantangan bisnis, namun juga dapat memberikan kontribusi bagi sosial dan lingkungan sekitar sesuai *Purpose* Jasa Marga.
   b. ***Succession Plan,*** yaitu strategi terperinci yang menggambarkan langkah-langkah konkret dalam mengidentifikasi, mengevaluasi, dan mempersiapkan calon pemimpin masa depan Perseroan.
   c. ***Performance Management,*** yaitu suatu proses pengelolaan kinerja berkelanjutan, yang terdiri dari proses perencanaan, *review*, pengarahan dan bimbingan, serta penilaian kinerja. Hal tersebut bertujuan untuk mendorong dan mengarahkan SDM dalam menjalankan fungsi dan tugasnya sesuai dengan tanggung jawab jabatan/posisi yang diduduki serta tujuan Jasa Marga.

The attributes included in the Pillar Attributes of the Human Capital Architecture are:

1. **Organization Design & Culture,** refers to a systematic process that arranges the structure, roles, and responsibilities within an organization to ensure alignment with the business objectives and strategies of Jasa Marga, as well as the existing culture of Jasa Marga, which drives the realization of its vision, mission, and goals. Through the internalization and implementation of core values (AKHLAK), Jasa Marga is expected to create a high-performance culture that aligns with the founding aspirations of Jasa Marga.
2. **Workforce Planning & Talent Acquisition**
   a. **Workforce Planning,** refers to a systematic and proactive strategy that is co-created with the Business Units to align the capabilities of the workforce with the needs to achieve both the short-term and long-term business strategy goals of Jasa Marga.
   b. **Talent Acquisition,** refers to a strategy for seeking and attracting employees who align with long-term business needs, through effective processes of identification, attraction, recruitment, and on-boarding, as well as building a positive company image as an ideal workplace.
3. **Learning & Capability Development,** refers to the process of building a sustainable learning and development ecosystem for human resources, systematically designed to develop competencies and skills of employees within their job functions, enabling them to improve performance effectively and have a positive impact on the organization both in the short-term and long-term.
4. **Talent & Career Management,** refers to a strategic process for identifying, developing, and retaining talented individuals at Jasa Marga through a series of programs designed to support employees in developing their skills and competencies as part of career management.
5. **Leadership Development & Succession**
   a. **Leadership Development,** refers to a structured and systematic process to enhance the leadership skills of all employees in the company through various methods, with the goal of creating leaders who are not only capable of addressing business challenges but also able to contribute to society and the surrounding environment in line with Jasa Marga's Purpose.
   b. **Succession Plan,** refers to a detailed strategy that outlines concrete steps in identifying, evaluating, and preparing future leaders of the Company.
   c. **Performance Management,** refers to a continuous performance management process, which includes planning, reviewing, directing, coaching, and performance evaluation. The aim is to encourage and guide human capital in carrying out their functions and duties in accordance with the responsibilities of the positions held, as well as the objectives of Jasa Marga.

6. ***Compensation & Benefit Management,*** yaitu panduan prinsip dan proses pengelolaan imbal jasa untuk menarik *(to attract),* memotivasi *(to motivate),* dan meretensi *(to retain)* karyawan, dengan memperhatikan daya saing *(market competitiveness)* serta kemampuan Jasa Marga, guna mendukung pencapaian bisnis Jasa Marga.
7. ***Employee & Industrial Relations,*** yaitu suatu sistem hubungan yang terbentuk antara para pelaku dalam proses produksi barang dan/atau jasa yang terdiri dari unsur pengusaha, karyawan, dan pemerintah yang didasarkan pada nilai-nilai Pancasila dan Undang-Undang Dasar Negara Republik Indonesia Tahun 1945.

Adapun yang termasuk dalam Atribut Penggerak (Enabler) dari Arsitektur Sumber Daya Manusia (Human Capital Architecture) yaitu:

1. ***Human Capital Communication & Change Management***
   a. ***Human Capital Communication,*** yaitu seluruh aktivitas, metode dan teknologi terkait pengelolaan komunikasi SDM yang melibatkan pihak internal maupun eksternal Jasa Marga, untuk memastikan tujuan program SDM dapat diterima dengan baik oleh seluruh pemangku kepentingan/*stakeholder* Jasa Marga.
   b. ***Change Management,*** yaitu seluruh aktivitas, metode dan teknologi terkait dengan pengelolaan perubahan organisasi, termasuk memastikan penerimaan yang baik dari pemangku kepentingan/stakeholder terhadap perubahan, meminimalkan resistensi, serta mendorong efektivitas implementasi, sehingga memberikan nilai tambah kepada Jasa Marga.
2. ***Human Capital Operating Model,*** yaitu struktur pengelolaan fungsi *Human Capital* yang selaras dengan strategi dan tujuan Jasa Marga untuk memberikan layanan pada seluruh pemangku kepentingan/*stakeholder* dengan cara yang efektif dan efisien.
3. ***Human Capital Team Capability,*** yaitu kombinasi perilaku, keterampilan, proses, dan pengetahuan yang mempengaruhi suatu hasil. *Human Capital Team Capability* menggambarkan profil kapabilitas yang harus dimiliki personel SDM yang memiliki kemampuan dan pemahaman yang baik untuk mengimplementasikan *Human Capital Architecture* dalam mendukung strategi dan tujuan Perseroan.
4. ***Human Capital Governance,*** yaitu aktivitas merancang, membangun, mengimplementasikan serta melakukan *monitoring*/evaluasi untuk seluruh aspek pengelolaan SDM dalam rangka mendukung pencapaian bisnis dan keberlangsungan Perseroan dengan memperhatikan kepatuhan terhadap praktik *Good Corporate Governance,* peraturan perundang-undangan, peraturan Perseroan/ perjanjian kerja bersama, serta memenuhi aspirasi pemegang saham pada seluruh aspek pengelolaan SDM.
5. ***Human Capital Technology & People Analytic,*** yaitu berkaitan dengan aktivitas pengelolaan dan pemanfaatan data SDM serta pengembangan teknologi untuk mendukung penyelenggaraan layanan SDM yang terintegrasi, sehingga dapat menghasilkan pengambilan keputusan secara efektif di bidang SDM di Jasa Marga atau Jasa Marga Grup.

6. **Compensation & Benefit Management,** refers to the principles and processes for managing rewards to attract, motivate, and retain employees, considering market competitiveness and Jasa Marga's capabilities, in order to support the achievement of Jasa Marga's business goals.
7. **Employee & Industrial Relations,** refers to a system of relationships formed between the parties involved in the production process of goods and/or services, consisting of employers, employees, and the government, based on the values of Pancasila and the 1945 Constitution of the Republic of Indonesia.

The attributes included in the Driver (Enabler) Attributes of the Human Capital Architecture are:

1. **Human Capital Communication & Change Management**
   a. **Human Capital Communication,** refers to all activities, methods, and technologies related to the management of HR communication that involve both internal and external parties of Jasa Marga, to ensure that the goals of HR programs are well received by all stakeholders of Jasa Marga.
   b. **Change Management,** refers to all activities, methods, and technologies related to managing organizational change, including ensuring positive acceptance from stakeholders, minimizing resistance, and promoting effective implementation, thereby providing added value to Jasa Marga.
2. **Human Capital Operating Model,** refers to the structure of managing the Human Capital function that aligns with Jasa Marga's strategy and objectives to provide services to all stakeholders in an effective and efficient manner.
3. **Human Capital Team Capability,** refers to a combination of behaviors, skills, processes, and knowledge that influence an outcome. Human Capital Team Capability describes the capability profile that HR personnel must possess, with the ability and understanding to implement the Human Capital Architecture in supporting the company's strategy and objectives.
4. **Human Capital Governance,** refers to the activities of designing, building, implementing, and monitoring/ evaluating all aspects of HR management to support the achievement of business goals and the sustainability of the Company, while ensuring compliance with Good Corporate Governance practices, laws and regulations, the Company regulations/collective labor agreements, as well as fulfilling shareholder aspirations in all aspects of HR management.
5. **Human Capital Technology & People Analytics,** refers to activities related to the management and utilization of HR data, as well as the development of technology to support the delivery of integrated HR services, enabling effective decision-making in the HR field at Jasa Marga or the Jasa Marga Group.

Berdasarkan fokus tersebut, maka Direktorat Human Capital & Transformasi melakukan inisiatif-inisiatif strategis, sebagai berikut:

1. Restrukturisasi organisasi Jasa Marga Grup, baik di level *asset owner, asset manager*, dan *service provider* selaras dengan penyesuaian strategi bisnis.
2. Integrasi fungsi *Human Capital Information System* (HCIS) melalui JM-Click.
3. Program pembelajaran mandiri berbasis digital melalui JM-Click dan *platform* pembelajaran digital lainnya yang bekerja sama dengan Perseroan.
4. Penyempurnaan pelaksanaan program insiatif strategis transformasi.
5. Peningkatan *employee experience* dalam rangka mewujudkan *employee well-being* yang berdampak pada kinerja Perseroan.

Based on these focuses, the Directorate of Human Capital & Transformation has implemented the following strategic initiatives:

1. Restructuring the Jasa Marga Group organization at the asset owner, asset manager, and service provider levels, in alignment with the adjustment of business strategies.
2. Integration of the Human Capital Information System (HCIS) through JM-Click.
3. Self-learning programs based on digital platforms via JM-Click and other digital learning platforms in collaboration with the Company.
4. Refinement of the implementation of strategic transformation initiatives.
5. Enhancement of Employee Experience aimed at realizing Employee Well-being, which impacts the Company's performance.

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 2024, yaitu:

A. KPI Bersama

1. EBITDA.
2. Penyelesaian Anak Perusahaan Jalan Tol (APJT) yang membutuhkan perhatian khusus.
3. Persentase perempuan dalam *nominated talent.*
4. Persentase milenial (<42 tahun) dalam *nominated talent.*
5. Implementasi *roadmap* penyehatan dana pensiun manfaat pasti.
6. Pemenuhan kualifikasi organ pengelola risiko.

B. KPI Direktorat

1. Produktivitas karyawan.
2. Program akselerasi kompetensi karyawan.
3. *Core values sustainability assessment.*
4. Evaluasi implementasi program *employee well-being.*
5. Program transformasi Perseroan.
6. Pemenuhan data pada portal *human capital* BUMN.
7. Pemenuhan data pada portal HCIS.

Targets and Plans of the Directorate of Human Capital & Transformation

To ensure that human capital management proceeds according to plan, the Company has set several targets, particularly for the Directorate of Human Capital & Transformation, in the form of Key Performance Indicators (KPIs) for the Directorate in 2024, namely:

A. Joint KPIs

1. EBITDA
2. Resolution of Toll Road Subsidiaries (APJT) Requiring Special Attention.
3. Percentage of Women in Nominated Talent.
4. Percentage of Millennials (<42 years) in Nominated Talent
5. Implementation of the Defined Benefit Pension Fund Recovery Roadmap.
6. Fulfillment of Qualifications for the Risk Management Body.

B. Directorate KPIs

1. Employee Productivity.
2. Employee Competency Acceleration Program.
3. Core Values Sustainability Assessment.
4. Evaluation of the Employee Well-Being Program Implementation.
5. The Company Transformation Program.
6. Data Fulfillment on the State-Owned Enterprises Human Capital Portal.
7. Data Fulfillment on the HCIS Portal.

Pengembangan Organisasi
Organization Development

Sejak tahun 2019, Jasa Marga 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 Rencana Jangka Panjang Perusahaan (RJPP), maka pengelolaan efektivitas organisasi yang telah dilakukan pada tahun 2024 yaitu:

1. Implementasi *Shared Services* pada bagian *Procurement, Legal,* dan *Information Technology* 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.
3. Penyetaraan *Grading* Struktural Anak Perusahaan, Melakukan penyusunan kajian penyetaraan *grading* bagi Karyawan penugasan di Anak Perusahaan yang menduduki jabatan struktural, yang semula secara remunerasi dihargai sebagai Fungsional menjadi Struktural disesuaikan berdasarkan bobot evaluasi jabatan. Sehingga terdapat kesetaraan dan mengurangi kesenjangan antara pejabat struktural di Induk maupun pejabat struktural di Anak Perusahaan.
4. Melakukan penyusunan kajian *Area of Expertise* 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.

Since 2019, Jasa Marga has initiated organization revitalization through division of three roles and responsibilities with Asset Owner (AO), Asset Manager (AM) and Service Provider (SP) schemes. Organization structuring is aimed at creating organizational agility, optimizing role functions and efficiency.

1. Asset Owner, in principle is a holding investment, plays role in determining vision, mission and strategy and also optimize the Company's business portfolio with various corporate action schemes.
2. Asset Manager, whose role is to manage subsidiaries in the toll road concession business line to ensure the level of return expected by the Asset Owner.
3. Service Provider, whose role is to provide toll road operation and preservation services as well as prospective business management both within the Jasa Marga Group and outside the Jasa Marga Group.

To ensure that the organizational transformation aligns with the company's strategic direction as outlined in the Company's Long-Term Plan (RJPP), the management of organizational effectiveness carried out in 2024 is as follows:

1. Implementasi Shared Services pada tower Procurement, Legal, dan Information Technology di beberapa Anak Perusahaan;
2. The organizational study based on PER/02/MBU/03/2023 indicates that the Company has developed a study on the changes in both macro and micro organizational structure as a result of PER/02/MBU/03/2023 dated March 3, 2023, regarding the Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises (BUMN), impacting the Company's organizational structure and the associated cost requirements. The priority for fulfilling the Risk Management function in subsidiaries focuses on Service Providers (JMTO, JMTM, and JMRB) as well as the subholding PT JTT.
3. Standardization of Structural Grading in Subsidiaries: A study was conducted to standardize grading for employees assigned to structural positions in subsidiaries, who were previously compensated as functional roles. This was adjusted based on the job evaluation weight. The aim is to create equality and reduce the gap between structural officers in the Parent Company and structural officers in the subsidiaries.
4. A study was conducted on the Area of Expertise in core fields (Operation, Engineering, Information Technology), as well as the Area of Expertise for supporting fields, in order to create new career paths for employees who possess specific skills.

5. *Review* Perubahan Struktur Organisasi PT JTT, telah dilakukan perubahan struktur organisasi PT JTT setelah *equity financing*. Mengubah susunan Dewan Komisaris PT JTT, serta mengubah jajaran Direksi PT JTT sehingga terdiri atas 5 (lima) Direksi: Direktur Utama, Direktur Operasional, Direktur Keuangan, Direktur Bisnis & Strategi, Direktur Risiko & Kepatuhan.

6. Penyusunan Kajian Restrukturisasi PT Jasamarga Manado Bitung (JMB) dan PT Jasamarga Balikpapan Samarinda (JBS), dengan konsep perangkapan berdasarkan kajian *Work Load Analysis* (WLA) untuk meningkatkan efisiensi dan optimalisasi organisasi.

5. Review of Organizational Structure Changes at PT JTT: The organizational structure of PT JTT has been revised after equity financing. Changing the composition of the Board of Commissioners of PT JTT, as well as restructuring the Board of Directors of PT JTT to consist of 5 (five) Directors: President Director, Operational Director, Financial Director, Business & Strategy Director, Risk & Compliance Director.
6. Preparation of the Restructuring Study for PT Jasamarga Manado Bitung (JMB) and PT Jasamarga Balikpapan Samarinda (JBS), with a dual-role concept based on the Work Load Analysis (WLA) study to improve efficiency and optimize the organization.

Manajemen *Human Capital*
Human Capital Management

Perseroan meyakini bahwa pengelolaan *human capital* merupakan kunci dalam pencapaian tujuan Perseroan. Untuk itu, dibutuhkan pola pengelolaan *human capital* yang komprehensif dan berkesinambungan. Jasa Marga melanjutkan 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 44/KPTS/2023 tanggal 28 April 2023. Proses tersebut dimulai dari rekrutmen karyawan hingga karyawan memasuki masa purnabakti.

The Company believes that the management of Human Capital is key to achieving the company's goals. Therefore, a comprehensive and sustainable Human Capital management approach is needed. Jasa Marga continues the Talent Management program that started in 2021 as part of the human capital management renewal process, which is a series of interconnected processes outlined in Decision of the Board of Directors No. 13/KPTS/2021 dated February 16, 2021, concerning Talent Management, as amended by the Decision of the Board of Directors of PT Jasa Marga (Persero) Tbk. No. 06/KPTS/2022 dated January 24, 2022, and further amended in the Decision No. 44/KPTS/2023 dated April 28, 2023. The process starts from employee recruitment to their retirement period.

Prinsip *equality, inclusive* dan *fairness* senantiasa dijunjung oleh Perseroan dalam rangka mengembangkan karir seluruh karyawan dengan tetap memperhatikan perkembangan kinerja/pemenuhan KPI karyawan, tingkat pendidikan, serta kompetensi tiap individu yang mengacu kapada kompetensi Kementerian BUMN (KBUMN). 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.

The principles of equality, inclusiveness, and fairness are always upheld by the company in developing the careers of all employees, while still considering their performance development/KPI achievement, education level, and individual competencies, which are based on the competencies of the Ministry of State-Owned Enterprises (SOE). All employees are encouraged to continuously exert their best performance to be able to occupy higher positions. This is also supported by the implementation of an employee development program that requires leaders to conduct coaching for all team members.

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 scope of Talent Management consists ofTalent Acquisition, Talent Classification, Talent Development, Talent Mobility, and Talent Retention where in its implementation there is a role for the Talent Committee as shown in the following picture:

Gambar Alur Proses *Talent Management*
Talent Management Process Flow Diagram



Talent Acquisition

Talent acquisition bertujuan untuk mendapatkan *talent* Perseroan dengan pendekatan strategis dalam mengenali, menarik dan mengorientasi Individu berbakat yang sesuai dengan budaya Perseroan 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 Direski Nomor 121/KPTS/2022 tanggal 26 September 2022.

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* dengan mempertimbangkan arah pengembangan bisnis jangka panjang, produktivitas, kapasitas dan kapabilitas.

Pemenuhan kebutuhan *human capital* dilakukan melalui rekrutmen karyawan baru, baik *fresh graduate* maupun tenaga pengalaman. Rekrutmen 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.

Talent Acquisition

Talent acquisition aims to attract the Company's talent through a strategic approach in identifying, recruiting, and orienting individuals who align with the Company's culture to meet the dynamic business needs set forth in the Board of Directors' Decree No. 21/KPTS/2019 dated February 14, 2019, as last amended by Director's Decree No. 121/KPTS/2022 dated September 26, 2022.

In order to prepare human capital that is needed to support organization's growth in achieving its vision and mission, Jasa Marga conducted a study related to the Human Capital Needs Plan by considering the direction of long-term business development, productivity, capacity, and capability.

Fulfilling human capital needs is carried out through recruitment of new employees, both fresh graduates and experienced staff. Recruitment is carried out through the SOE Joint Recruitment Program or in collaboration with various universities in Indonesia. The Company's recruitment program policy is to open up wide opportunities by recruiting from all regions of Indonesia.

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.
2. *Professional Hire*
   Dilaksanakan untuk mendapatkan tenaga kerja profesional di bidangnya dan memiliki kompetensi khusus sesuai dengan kebutuhan Perseroan.

Di tahun 2024, Perseroan kembali melakukan rekrutmen yang dinamakan Jet Roadster 2024 sebanyak 24 orang melalui program Rekrutmen Bersama BUMN. Proses rekrutmen dimulai pada bulan Maret 2024 sampai dengan Juli 2024. Proses rekrutmen dimulai dari tahap registrasi kandidat dan *job apply,* tes kompetensi dasar (TKD), tes AKHLAK, wawasan kebangsaan, tes bahasa inggris, tes kemampuan bidang, wawancara, dan tes kesehatan. Selain itu, untuk memenuhi kebutuhan Karyawan Perseroan juga melakukan rekrutmen melalui *campus hiring* yang bekerja sama dengan berbagai universitas di dalam negeri. Selain itu , untuk memenuhi kebutuhan Karyawan Perseroan juga melakukan rekrutmen melalui campus hiring yang bekerja sama dengan berbagai universitas di dalam negeri dan telah diperoleh sebanyak 16 orang.

The Company's recruitment program is carried out through 2 (two) channels, namely:

1. Management Trainee
   To obtain High-Capacity Talent within framework of the Talent Pipeline (availability of Talent) Expertise candidates with special competency specialties and/or Company Executive Leaders.
2. Professional Hire
   Implemented to obtain professional workers in their fields and have special competencies in accordance with the Company's needs.

In 2024, the Company once again conducted recruitment under the Jet Roadster 2024 program, hiring 24 candidates through the Joint SOE Recruitment Program. The recruitment process took place from March to July 2024 and consisted of several stages, including candidate registration and job application, basic competency test (TKD), AKHLAK test, national insight assessment, English proficiency test, technical skills test, interviews, and medical examination. Additionally, to meet workforce needs, the Company also conducted campus hiring in collaboration with various universities across the country.
In addition, to meet the company's employee needs, recruitment is also conducted through campus hiring in collaboration with various universities in the country, resulting in the hiring of 16 candidates.

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 karyawan, frekuensi mobilitas karyawan dan pemberian program retensi. Dalam pelaksanannya, *talent committee* dibantu oleh *Human Capital Business Partner* (HCBP) dalam mempertimbangkan kapasitas dan kinerja karyawan.

Talent Classification

Talent Classification is the process of classifying employees into 5 (five) classifications, namely Road Runner, Promotable, Sleeping Tiger, Solid Contributor, and Unfit. This aims to determine employee development patterns, the frequency of employee mobility, and the provision of retention programs. In its implementation, the Talent Committee is assisted by Human Capital Business Partners in considering the Capacity and Performance of employees.

Gambar *Talent Classification* berdasarkan Kapasitas dan Kinerja Karyawan
Talent Classification Diagram Based on Employee Capacity and Performance



Talent Development

Talent development dilaksanakan dengan 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 *Human Capital Integrated System* yaitu JM Click.

Talent Development

Talent Development implemented by considering Talent Classification, an initiative of the talent concerned and delivered through communication with Team Leader. Preferences for the effectiveness of Learning and Development Model are as follows:

1. Learn and Develop through Experiences.
2. Learn and Develop through Others.
3. Learn and Develop through Formal Sources.

From the aspect of talent development, talent development is carried out in accordance with talent classification possessed by the individual. To develop talent with road runner classification, the Company provides assignment and acceleration program to more challenging jobs and implements cross mentoring activities. For the talent development program across all talent classification levels, learning programs are provided through experience-sharing with other employees, along with coaching and mentoring conducted via the Human Capital Integrated System application, 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 Mobility

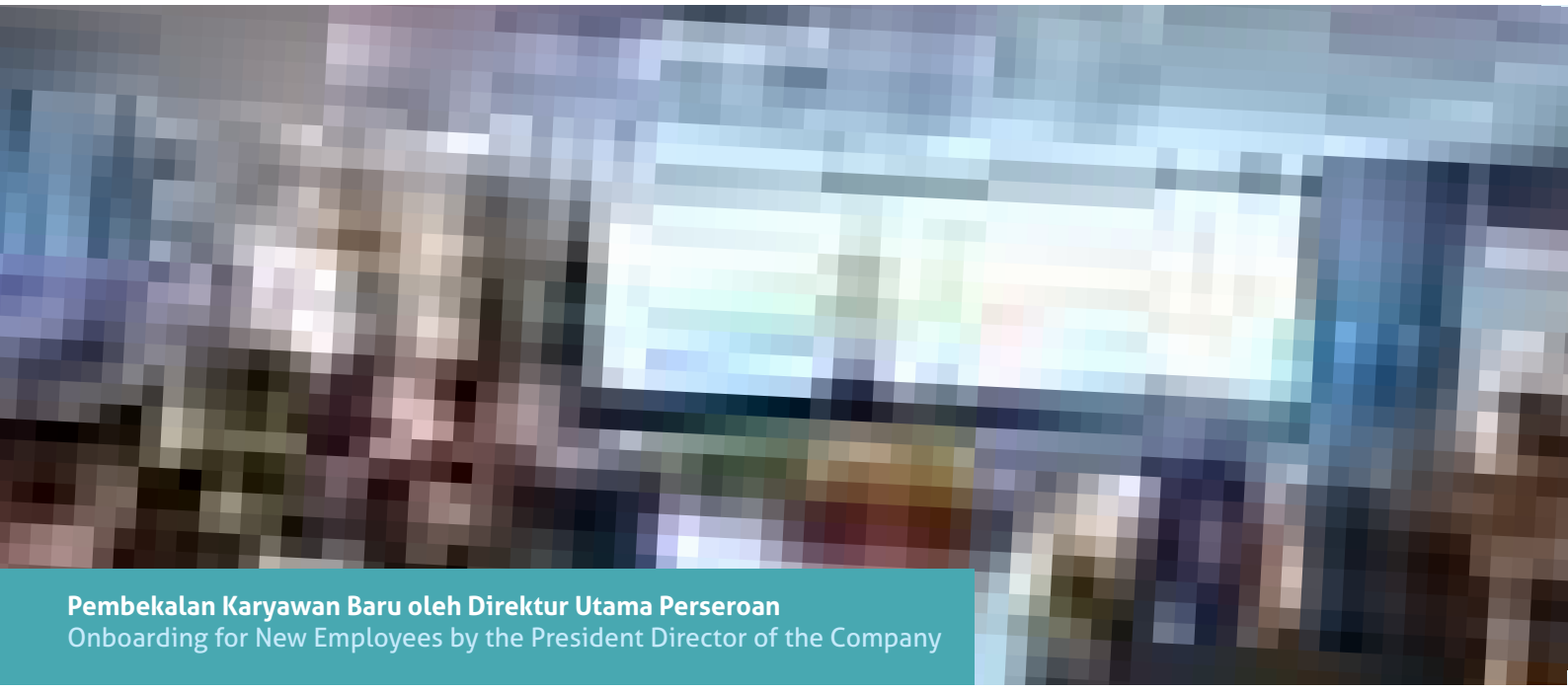
Talent Mobility is mechanism for transferring/muting employees from their current position to another position in order to develop capacity and enrich their experience arranged according to their classification.

Talent Retention

Bentuk penghargaan atau apresiasi Perseroan terhadap *talent*, baik berupa *special development program, reward, accelerated mobility* atau *special assignment* dan lain-lain.

Talent Retention

Is a form of the Company's appreciation for talent, whether in the form of special development programs, rewards, accelerated mobility or special assignments
and others.



Pembekalan Karyawan Baru oleh Direktur Utama Perseroan
Onboarding for New Employees by the President Director of the Company

Pengembangan Karyawan
Employee Development

Kebijakan *Learning and Development*

Kebijakan *learning and development* menjadi salah satu ruang lingkup *Talent Management* yang bertujuan untuk meningkatkan kapasitas karyawan sehingga Perseroan memiliki daya saing tinggi dalam 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 2024 bertemakan *Enhancing Business Portfolio*, dengan fokus pada pengembangan kompetensi digital dan pelaksanaan sertifikasi untuk mendorong transformasi bisnis yang lebih adaptif dan inovatif.

Di tahun 2024, program pelatihan prioritas korporasi menyasar pada peningkatan kompetensi *digital talent*, pengembangan kepemimpinan (*leadership*), pelaksanaan program beasiswa, dan sertifikasi kompetensi karyawan. Selain itu, perhatian khusus diberikan pada sertifikasi organ pengelola risiko untuk memastikan tata kelola yang efektif dan mendukung pencapaian kebutuhan bisnis yang terus berkembang, sekaligus memperkuat daya saing perusahaan secara berkelanjutan.

Pelaksanaan program dirancang sesuai kebutuhan bisnis yang dikelompokkan berdasarkan *learning academy (Project Development, Technological Innovation, Leadership Development, Operational Services, Business Support)*. Di sepanjang tahun 2024, program-program yang telah berhasil dilaksanakan adalah sebagai berikut:

1. Program Pelatihan di Bidang *Data Analytic* yang ditujukan untuk karyawan Operasional maupun Non Operasional, seperti Pelatihan *Basic* seperti *MS Office*, maupun aplikasi terapan seperti *Power BI*, Audit IT, dan lainnya.
2. Program Sertifikasi meliputi Program Sertifikasi *Human Capital*, Sertifikasi Audit, Sertifikasi *Information Technology*, Sertifikasi Bidang Risiko, serta Sertifikasi *Procurement*.
3. Program Pembelajaran dan Sertifikasi Organ Pengelola Risiko sebagai salah satu KPI Korporat yang menjadi perhatian dan dievaluasi secara berkala Kementerian BUMN.
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.

Learning and Development Policy

The learning and development policy is a key aspect of talent management, aimed at enhancing employee capacity to ensure the Company maintains a high level of competitiveness in driving performance growth. Employee competency development is implemented through digital-based learning, utilizing active learning methods within the Human Capital Management Integrated System (JM-Click) and the Company's Learning Academy. The 2024 Talent Development program is themed Enhancing Business Portfolio, with a focus on developing digital competencies and implementing certification programs to support a more adaptive and innovative business transformation.

In 2024, the Company's priority training programs focus on enhancing digital talent competencies, leadership development, scholarship programs, and employee competency certifications. Special attention is also given to certifications for risk management personnel to ensure effective governance, support the evolving business needs, and strengthen the Company's sustainable competitiveness.

The program implementation is designed based on business needs and categorized into five learning academies: Project Development, Technological Innovation, Leadership Development, Operational Services, and Business Support. Throughout 2024, the successfully executed programs include:

1. Training Programs in Data Analytics for both operational and non-operational employees, covering basic training such as MS Office and applied applications like Power BI, IT Audit, and others.
2. Certification Programs, including Human Capital Certification, Audit Certification, Information Technology Certification, Risk Management Certification, and Procurement Certification.
3. Learning and Certification Program for Risk Management Personnel, a key corporate KPI that is regularly monitored and evaluated by the Ministry of State-Owned Enterprises (BUMN).
4. JM Talk and Webinar Programs for internal and external participants, featuring expert speakers in their respective fields. These sessions are conducted online or in a hybrid format, managed through an internal online system/ studio by JMLI.

5. 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.
6. Program pengembangan pemimpin berskala global yang bekerja sama dengan BUMN School of Excellence (BSE) dirancang untuk para BOD-1 dan *top talent* Perseroan. Program ini bertujuan mendukung transformasi BUMN dengan memberikan wawasan strategis dari perspektif bisnis dan kepemimpinan global, serta bekerja sama dengan instansi berskala internasional. Pada tahun 2024, program ini diselenggarakan di berbagai negara, termasuk Singapura, Swiss, Dubai, China, dan Jepang.
7. 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.
8. Program *Digital Talent*, termasuk melakukan kajian dan konsep penyusunan Kamus Pengembangan Kompetensi Digital Perseroan. Program ini bertujuan untuk mengembangkan talenta digital unggul di lingkungan Perseroan. Program ini fokus pada peningkatan keterampilan berbasis teknologi terkini guna mendukung transformasi digital dan menciptakan inovasi berkelanjutan dalam operasional bisnis.
9. Program *employee well-being* 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.
10. Turut berperan aktif dalam program BUMN *Learning Festival* 2024 dengan tema *Building Sustainable Learning Culture* yang bertujuan untuk menumbuhkan budaya pembelajaran yang berkelanjutan di seluruh BUMN, termasuk di Jasa Marga.
11. Mendorong kegiatan belajar mandiri (*self-learning initiatives*) melalui platform pembelajaran eksternal seperti LinkedIn Learning dan Inspigo.
12. 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.
13. Program *Learning Journey* Jet Roadster 2024 yang sedang melakukan *job assignment* di Unit Kerja.

5. Leadership Development Programs designed to enhance strategic competencies, leadership vision, and high-level managerial capabilities, preparing future leaders to support sustainable transformation and growth within the Company.
6. A global-scale leadership development program in collaboration with the BUMN School of Excellence (BSE) is designed for the BOD-1 and top talents of the Company. This program aims to support the transformation of state-owned enterprises (SOE) by providing strategic insights from a business and global leadership perspective, as well as collaborating with international institutions. In 2024, this program was held in various countries, including Singapore, Switzerland, Dubai, China, and Japan.
7. Participation in International Conferences is one of the Company's strategic steps in building a global mindset among employees, where they serve as speakers at global forums. Following these events, employees engage in knowledge-sharing sessions, ensuring that the knowledge gained is widely beneficial and contributes to the development of competencies across the entire workforce.
8. The Digital Talent Program, which includes a study and the development of a Digital Competency Development Dictionary for the Company, aims to cultivate superior digital talent within the Company. This program focuses on enhancing skills in the latest technologies to support digital transformation and create sustainable innovation in business operations.
9. The Employee Wellbeing Program is designed to support the welfare of employees through learning and webinars covering various important topics such as mental health, work-life balance, and financial literacy. This program not only enhances the quality of employees' lives but also fosters a productive and harmonious work environment, enabling employees to contribute their best to the Company.
10. Active participation in the 2024 BUMN Learning Festival with the theme "Building Sustainable Learning Culture" aims to foster a culture of continuous learning across state-owned enterprises, including in Jasa Marga.
11. Encouraging self-learning initiatives through external learning platforms such as LinkedIn Learning and Inspigo.
12. The Human Capital Sharing Session, also known as Ngobrol Santai Human Capital (Ngobras HC), is a sharing, collaborating, and brainstorming program related to Human Capital, involving both Human Capital managers and Roadster employees at Jasa Marga.
13. The Jet Roadster Learning Journey Program 2024 is currently conducting job assignments in the Work Unit.

Tabel Jumlah Pelatihan Karyawan Perseroan
Table of Number of the Company's Employee Training

Uraian Description	BOD-1	BOD-2	BOD-3	BOD-4
Triwulan-1 1st Quarter	33	51	50	48
Triwulan-2 2nd Quarter	40	48	54	54
Triwulan-3 3rd Quarter	69	78	77	88
Triwulan-4 4th Quarter	80	103	101	107
Total	**221**	**279**	**281**	**297**

Perseroan memperkuat komitmennya terhadap pengembangan talenta melalui 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.

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, pada tahun 2024, Beasiswa Eksternal Luar Negeri tersedia melalui pendanaan dari Lembaga Pengelola Dana Pendidikan (LPDP). Melalui skema ini, Roadster berkesempatan memperoleh beasiswa dari LPDP untuk melanjutkan studi di universitas terkemuka di luar negeri, sejalan dengan kebutuhan strategis Perseroan dan prioritas nasional dalam pengembangan sumber daya manusia unggul.

Selanjutnya, 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).

Dengan proses seleksi sesuai dengan kriteria yang dipersyaratkan, program ini tidak hanya mempersiapkan individu terbaik tetapi juga memperkokoh daya saing Perseroan melalui investasi jangka panjang pada sumber daya manusia unggul.

Human capital memainkan peran penting bagi Perseroan untuk mewujudkan visi dan misinya. Berkaitan dengan hal tersebut, program pengembangan kompetensi menjadi salah satu prioritas utama Perseroan untuk memastikan karyawan memiliki keahlian yang relevan dan siap menghadapi dinamika tantangan bisnis. Melalui pendekatan ini, Perseroan tidak hanya memperkuat daya saing tetapi juga menciptakan fondasi yang kokoh untuk pertumbuhan bisnis yang berkelanjutan di tengah persaingan global.

The Company strengthens its commitment to talent development through both Internal and External Scholarship Programs for Master's (S2) and Doctoral (S3) education, with study majors related to the Company's business processes and strategic directions.

The Overseas Internal Scholarship is specifically aimed at selected Roadster employees to pursue education at top-ranked global universities, ensuring optimal education quality at the global level. In addition, in 2024, External Overseas Scholarships are available through funding from the Educational Fund Management Agency (LPDP). Through this scheme, Roadster participants have the opportunity to receive scholarships from LPDP to continue their studies at prestigious universities abroad, in line with the company's strategic needs and national priorities in the development of superior human resources.

Furthermore, the Company provides opportunities for employees to pursue Master's degrees domestically at several universities, such as Universitas Indonesia, Universitas Gadjah Mada, and the School of Business and Management at the Bandung Institute of Technology. The Company also collaborates with the Ministry of Public Works and Public Housing (PUPR) to implement the Super Specialist Scholarships in both Technical (Bandung Institute of Technology and Sepuluh Nopember Institute of Technology) and Non-Technical (Universitas Indonesia) fields.

With a selection process based on required criteria, this program not only prepares the best individuals but also strengthens the Company's competitiveness through long-term investment in outstanding human resources.

Human capital plays a crucial role for the Company in realizing its vision and mission. In this regard, competence development programs become one of the Company's main priorities to ensure that employees have relevant skills and are prepared to face the dynamic challenges of business. Through this approach, the Company not only strengthens its competitiveness but also builds a solid foundation for sustainable business growth amid global competition. berkelanjutan di tengah persaingan global.

Peningkatan Kapabilitas *Human Capital*

Sebagai salah satu aset penting dalam mendorong pertumbuhan bisnis secara berkelanjutan, Perseroan terus meningkatkan pengembangan kompetensi dan kapabilitas *human capital* Jasa Marga sesuai dengan kebutuhan bisnis Perseroan saat ini dan di masa yang akan datang. Pengembangan kompetensi 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 *gender*, ras, dan agama.

Perseroan memiliki unit bernama Jasa Marga Learning Institute (JLI), 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 mikro *(byte sized)* learning 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 tetap kami kembangkan dan rancang 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.

Improvement of Human Capital Capabilities

As one of the important assets in driving sustainable business growth, the Company continues to enhance the development of Jasa Marga's human capital competencies and capabilities in line with the Company's current and future business needs. Competency development also serves as a bridge to fill the generational gap and prepare management succession. The Company provides equal opportunities for every employee to participate in training and human capital development programs, regardless of gender, race, or religion.

The Company has a unit called the Jasa Marga Learning Institute (JLI), which is responsible for managing employee competency development programs. Technological advancements are adapted by JLI to facilitate digital learning and development through personalized and customized training concepts, multi-access, and micro (byte-sized) learning, facilitated by the Human Capital Management Integrated System (formerly known as JM Click). This application has multi-integrated features, including 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 application continues to be developed and designed to support the lifelong learning concept 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 both business needs and their personal development, thus fostering an innovative and adaptive learning culture in the workplace.

The priority of training implementation by the Company is divided into 3 (three) Learning Programs, which include:

1. Primary Program related to digital capabilities and business acumen capabilities.
2. Booster Program, which consists of scholarship programs, coaching and mentoring, JM Preneurship, enhancing JM Click, and the Jet Roadster Program.
3. Improvement Program for competency enhancement aligned with business goals in accordance with the 5 JLI learning academies.

Selain itu, JLI juga menyelenggarakan JM Talk Series yang merupakan program webinar dengan pembicara dari internal dan eksternal Perseroan. Pada tahun 2024, telah dilakukan 24 kegiatan, dengan konten *webinar series* berfokus pada kompetensi 5 akademi yang dimiliki JLI, yaitu:

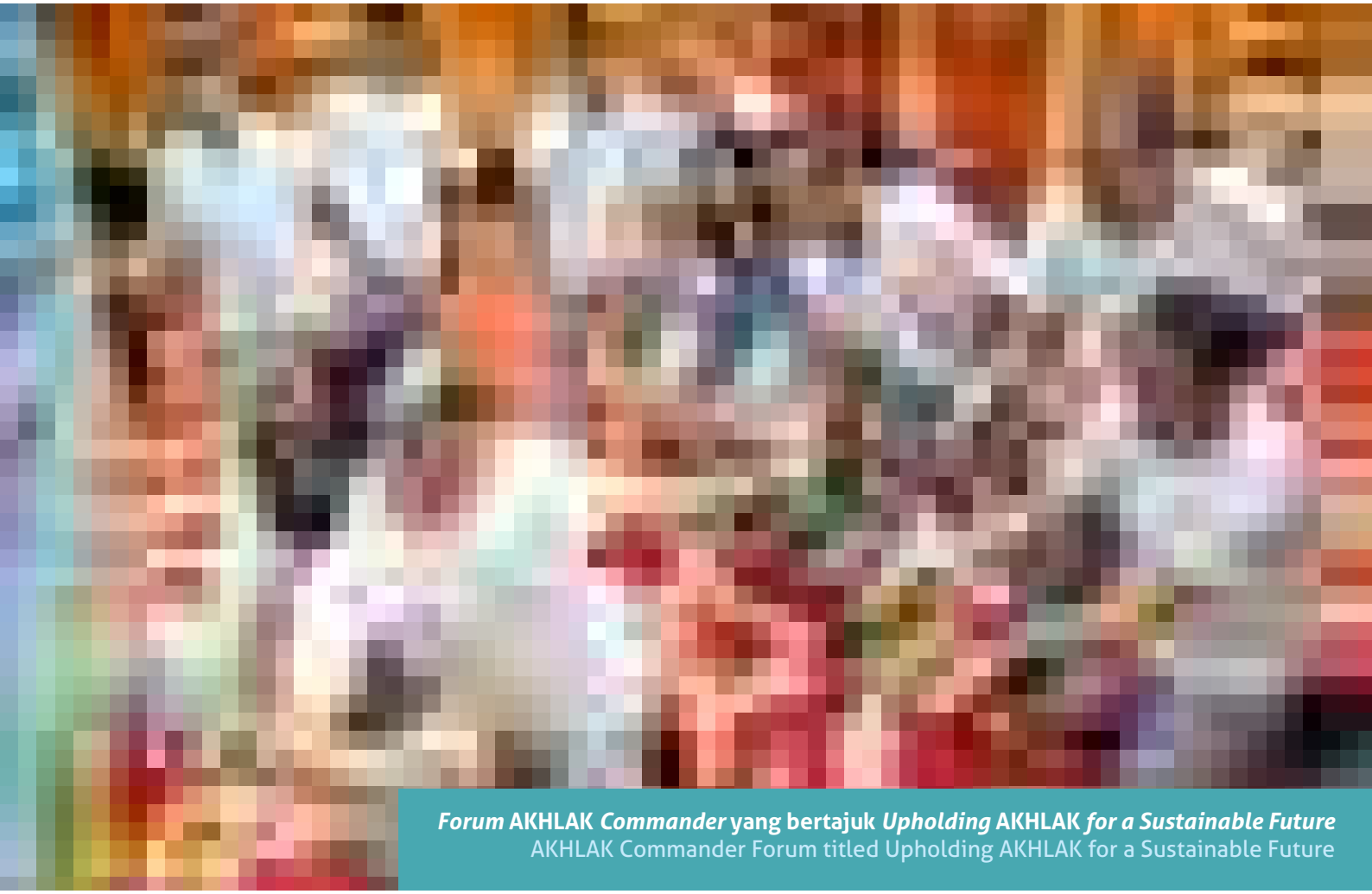
1. *Project Development Academy.*
2. *Operational Services Academy.*
3. *Technological Innovation Academy.*
4. *Business Support Academy.*
5. *Leadership Development Academy.*

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 sumber daya manusia yang tangguh dan berintegritas.

Additionally, JLI also organizes the JM Talk Series, a webinar program featuring speakers from both internal and external sources. In 2024, 24 activities were conducted, with the webinar series content focusing on the competencies of the 5 academies within 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 align with the commitment to the Environmental, Social, and Governance (ESG) pillars. In the social aspect, the Company strives to create an inclusive work environment that supports professional growth and employee well-being through various development programs. Moreover, the focus on digital and leadership competencies also supports sustainable business transformation, while risk and governance certifications ensure that each learning initiative follows good governance principles. This demonstrates the Company's tangible contribution to supporting sustainable development goals through empowering resilient and ethical human resources.



Forum* AKHLAK *Commander* yang bertajuk *Upholding* AKHLAK *for a Sustainable Future
AKHLAK Commander Forum titled Upholding AKHLAK for a Sustainable Future

Pengelolaan Kinerja
Performance Management

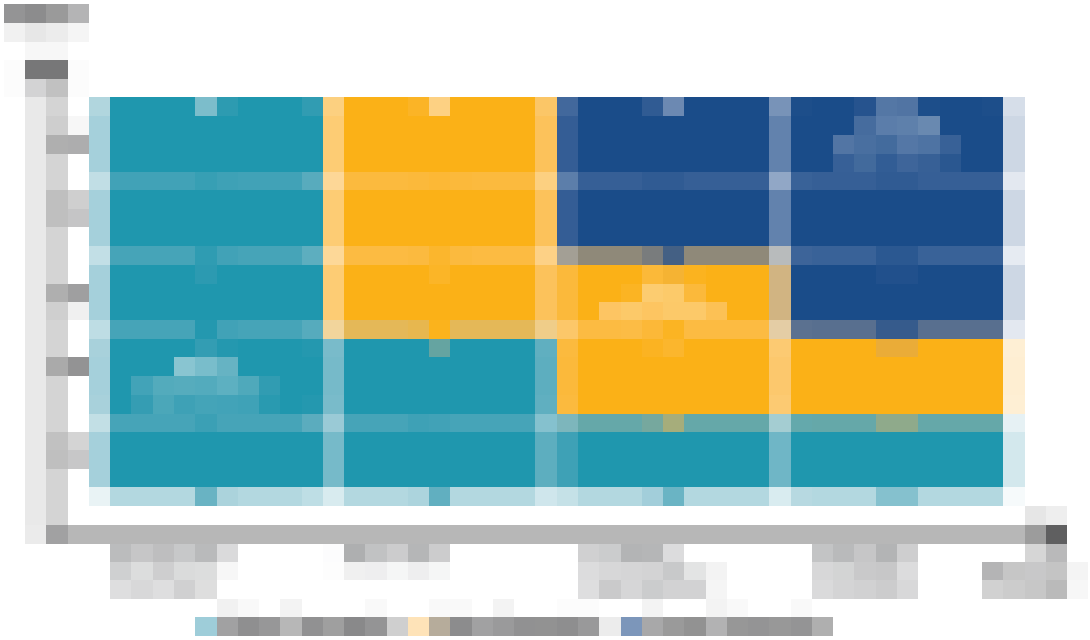
Dalam rangka mewujudkan visi dan misi Perseroan serta untuk menjalankan strategi bisnis, Jasa Marga menyusun kebijakan penilaian kinerja unit yang bertujuan memastikan tercapainya target kinerja sesuai *Key Performance Indicator* (KPI) dan untuk mendorong unit kerja meningkatkan kinerjanya dengan melakukan *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 Excpectation*, dan *Below Expectation*.

In order to realize the Company's vision and mission and to implement its business strategy, Jasa Marga has established a performance evaluation policy for its units, aimed at ensuring the achievement of performance targets in accordance with the Key Performance Indicators (KPIs) and encouraging work units to enhance their performance through disruptive innovation.

This policy is outlined in the Board of Directors' Decree No. 24/KPTS/2023 regarding Jasa Marga Performance Management (JMPM), which is the system implemented by Jasa Marga to plan, organize, and evaluate the performance of units one level below the Board of Directors. Performance Management is a combination of Unit Results and Unit Processes, which results in Unit Performance with classifications including Exceed Expectation, Meet Expectation, and Below Expectation.

Gambar Kriteria Penilaian Kinerja Unit berdasarkan Hasil dan Proses
Diagram of Performance Assessment Criteria for Units Based on Results and Processes



Perseroan menyusun kebijakan sistem pengembangan kinerja yang mendorong kecepatan dan adaptabilitas karyawan dalam menjalankan strategi Perseroan. Kebijakan ini tertuang dalam Keputusan Direksi No. 17/KPTS/2024 tentang Jasa Marga *Performance Development* (JMPD), yaitu 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.

The Company has developed a performance development system policy that promotes the speed and adaptability of employees in executing the Company's strategy. This policy is outlined in the Board of Directors' Decree No. 17/KPTS/2024 regarding Jasa Marga Performance Development (JMPD), which is a performance development system for individuals aimed at clarifying and aligning expectations between supervisors and employees, as well as enhancing employee performance through regular feedback.

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 Jasa Marga Performance Development (JMPD) msystem includes the development and assessment of individual performance results, as well as the evaluation of the alignment of employees' work behaviors with the Company's values. The results of the JMPD assessment are classified into 5 (five) categories and serve as a consideration for talent classification, total rewards, and employee career development.

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. Remunerasi yang sepadan selain meningkatkan keterikatan karyawan dan juga 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 the ways this is achieved is through adequate remuneration or compensation. Fair remuneration not only increases employee engagement but also supports the Company's progress, as each employee is expected to work optimally to help achieve the Company's targets.

Remunerasi

Jasa Marga memberikan *total reward* yang menarik 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 karirnya.

Total *reward* karyawan diatur dalam Keputusan Direksi No. 110/KPTS/2019 tentang Sistem Total *Reward* Karyawan. Pada tahun 2024, mempertimbangkan kinerja Perseroan tahun 2024 serta kondisi pasar, kenaikan gaji berkala dilakukan dengan melihat nilai inflasi tahun 2024. Hal ini sebagaimana tertuang dalam Keputusan Direksi No. 57/KPTS/2024 tanggal 01 April 2024.

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: 65/KPTS/2024 tanggal 3 Mei 2024 tentang Pemberian *Motivational Reward* Tahunan Karyawan Tahun Buku 2023.

Remuneration

Jasa Marga provides Total Rewards that attract prospective employees (attract), motivate employees to increase their capacity and performance (motivate) and maintain employee engagement (retain). Based on its philosophy, rewards for employees are given in the following form:

1. Foundational Reward is reward component in the form of fixed income that employees receive based on their position and personal attributes (person value);
2. Motivational Reward is reward component given as an effort to increase motivation in performance;
3. Benefit & Allowance is reward component given as an effort to provide comfort to employees;
4. Working Environment is reward component in the form of conditions in which a person works, which is influenced by the physical, social and/psychological environment; and
5. Growth Opportunity is reward in the form of opportunity given to employees to be able to develop their potential and career.

Employee total rewards are governed by the Board of Directors' Decree No. 110/KPTS/2019 regarding the Employee Total Reward System. In 2024, considering the Company's performance as well as market conditions, periodic salary increases will be determined by the inflation rate for 2024. This is outlined in the Board of Directors' Decree No. SK Director No. 57/KPTS/2024 dated April 1, 2024.

In addition, the provision of motivational rewards to employees is not solely based on individual performance achievements (JMPD), but also on the performance achievements of the work unit (JMPM). This is intended to motivate employees to achieve their work unit's KPIs. The implementation of this concept is outlined in the Board of Directors' Decision of PT Jasa Marga (Persero) Tbk Number: 65/KPTS/2024 dated May 3, 2024, regarding the Provision of Annual Motivational Rewards for Employees for the 2023 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

Apart from providing adequate remuneration, to support employee welfare, the Company also provides various types of facilities and benefits to employees. The provision of facilities and benefits is differentiated according to employee status.

Tabel Fasilitas dan *Benefit* Karyawan
Table of Employees' Facilities and Benefit

Jenis Fasilitas dan Benefit Type of Facilities and Benefit	Karyawan Tetap Permanent Employees	Karyawan Tidak Tetap Non-Permanent Employees	Trainee Trainee
Seragam Dinas Official Uniform	☑	☒	☒
Pakaian Olah Raga Sports Apparel	☑	☒	☒
Cuti Leaves	☑	☑	☒
Rekreasi Recreation	☑	☒	☒
Jaminan Kesehatan Perseroan Health Insurance by the Company	☑	☒	☒
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 BPJS Ketenagakerjaan Insurance JKK & JMK Program	☑	☑	☑
Asuransi BPJS Ketenagakerjaan Program JHT & JP BPJS Ketenagakerjaan Insurance JHT & JP Program	☑	☑	☒
Asuransi Purna Karya (Pasca Kerja) Post-Employment Insurance	☑	☒	☒
Dana Pensiun PPMP/PPIP (Pasca Kerja) PPMP/PPIP Pension Funds (Post-Employment)	☑	☒	☒
Kartu Dinas akses PP ke Tempat Tinggal (bagi yang memiliki kendaraan roda 4) Official Card for PP to Residential (if having 4-wheels 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.

To provide assurance of employee well-being after the end of their employment period, Jasa Marga offers benefits to employees who have reached retirement age. The postemployment program provided to employees is divided into 2 (two) categories: those that are mandatory from the Ministry of Manpower, namely the Old Age Security and Pension Guarantee Programs. Meanwhile, those that are internal to the company consist of the Defined Benefit Pension Program (PPMP), Defined Contribution Pension Program (PPIP), Post-Employment Program, and Health Insurance Program provided by the company.

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:

The mandatory programs are implemented based on Law No. 40 of 2004 concerning the National Social Security System, Government Regulation No. 45 of 2015 concerning Pension Guarantee, and Government Regulation No. 46 of 2015, as amended by No. 60 of 2015 concerning Old Age Security. The implementation of internal post-employment programs is regulated by the company's regulations. The explanation regarding each post-employment program implemented at Jasa Marga is as follows:

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 01 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.

1. Defined Benefit Pension Program (PPMP) and Defined Contribution Pension Program (PPIP)
   PPMP is organized by Jasa Marga Pension Fund (DPJM) which was established by the Company. PPMP is attended by employees who started working at the Company before July 1, 2012. Meanwhile PPIP is organized by the Financial Institution Pension Fund (DPLK) and is attended by employees who started working at the Company since July 1, 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.

2. Post-Employment Program
   This program is provided to employees with the benefit that when they stop at normal retirement age, they will receive 24 x PhDA (Basic Insurance Income), while employees who stop before normal retirement age will receive proportional benefits according to Company regulations.

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.

3. Retirement Insurance Program (JHT) and BPJS Ketenagakerjaan Insurance
   The Company includes all employees in BPJS Ketenagakerjaan and Retirement Insurance program. The basis for calculating JHT contributions is calculated from income, the proportion of which is paid at 2% by employees and 3.7% by the Company, while the calculation for Retirement Insurance contributions is calculated from income with a proportion of 1% by employees and 2% by the Company.

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.

4. Health Insurance Program for Pensionaries and Families
   Health insurance benefits provided by the Company in the form of financial assistance to maintain the health of pensioners' and their families.

Pada tahun 2024, 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 2024, the Company implemented a strategic program to support employees approaching retirement through JM Preneurship, a digital-based training program focused on developing entrepreneurial skills. This program is designed for employees interested in pursuing a "second career" as entrepreneurs after retirement. Additionally, the Company also organized Retirement Training, providing comprehensive preparation that includes 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 directed and productive retirement transition.

Penghargaan Kepada Karyawan
Reward to Employees

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 tahun, dan 35 tahun berupa piagam penghargaan dan logam mulia kepada 182 orang karyawan.

Jasa Marga recognizes performance, task execution, innovation or improvements, as well as employee loyalty. Awards for innovation and continuous improvements are given at the company's annual events. To appreciate employees who have worked for a certain period, the company grants service awards. The company presents awards to employees who have exceeded 20, 25, 30, and 35 years of service, in the form of certificates and precious metals to 182 employees.

Tabel Jumlah Karyawan Penerima Penghargaan
Table of Total Employees as Award Beneficiaries

Masa Kerja Work Period	Jumlah Karyawan Penerima Penghargaan Total Awards Beneficiaries		
	2024	2023	2022
20 tahun/ years	15	5	84
25 tahun/ years	58	156	291
30 tahun/ years	68	55	95
35 tahun/ years	41	52	39
Jumlah / Total	**182**	**268**	**509**

Hubungan Industrial
Industrial Relations

Perseroan berupaya untuk menjaga terciptanya hubungan industrial yang baik antara Perseroan dan karyawan. Komunikasi menjadi faktor penting untuk menjalin hubungan yang baik sehingga hubungan industrial yang harmonis antara manajemen dan serikat karyawan dapat tercipta. Sinergi yang harmonis antara manajemen dan karyawan dibangun dengan kebebasan karyawan untuk berserikat dalam organisasi Serikat Karyawan Jasa Marga (SKJM). Hal ini merupakan bentuk komitmen manajemen terhadap Peraturan Ketenagakerjaan yang ditetapkan oleh Pemerintah.

The Company strives to maintain a good industrial relationship between the Company and its employees. Communication is a key factor in fostering a positive relationship, ensuring a harmonious industrial relationship between management and the employee union. A harmonious synergy between management and employees is built on the freedom of employees to unionize within the Jasa Marga Employee Union (SKJM). This reflects the management's commitment to labor regulations established by the government.

Harmonisasi hubungan industrial juga tergambar dalam aktivitas Lembaga Kerjasama 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.

Harmonization of industrial relations is also reflected in the activities of the Bipartite Cooperation Institute (LKS Bipartit) which can run well, all welfare issues are always informed and discussed with the SKJM hence employees understand the Company's programs, especially in organizational transformation, which has an impact on employee welfare.

Pada tahun 2024, Perseroan bersama dengan SKJM telah menandatangani Perjanjian Kerja Bersama (PKB) Tahun 2024-2026. Tindaklanjut hasil PKB Perseroan telah menerbitkan Surat Keputusan Direksi terdampak Perjanjian Kerja Bersama Tahun 2024-2026 sebanyak 8 (delapan) buah Surat Keputusan Direksi dan sedang dalam Kajian bersama yaitu Kajian Penggajian, Program Paska Kerja dan Program Manfaat Pasti Karyawan dan Kajian Usulan Perubahan Usia Pensiun Karyawan.

In 2024, the company, together with SKJM, signed the 2024-2026 Collective Labor Agreement (PKB). As a follow-up to the results of the PKB, the company has issued 8 (eight) Director's Decrees impacted by the 2024-2026 Collective Labor Agreement. Currently, joint studies are underway, including studies on payroll, post-employment programs, employee pension benefit programs, and proposals for changes to the employee retirement age.

Pada tahun 2023, Perseroan melakukan kegiatan rapat bipartit untuk melakukan kesepakatan terkait pemberian manfaat kesejahteraan yang disesuaikan dengan perkembangan kinerja Perseroan. Pada tahun 2024, Perseroan bersama dengan SKJM telah menandatangani Perjanjian Kerja Bersama (PKB) terbaru. Adapun *review* dan penandatanganan PKB dilakukan setiap 2 (dua) tahun sekali.

In 2023, the Company conducted Bipartite meetings to make agreements related to the provision of welfare benefits that are adjusted to the development of the Company's performance. In 2024, the Company, in collaboration with SKJM, signed the latest Collective Labor Agreement (PKB). The review and signing of the PKB are conducted every 2 (two) years.

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.

Management of industrial relations within the scope of the Company is not limited to employees of PT Jasa Marga (Persero) Tbk, but also to all employees within the Jasa Marga Group. The Company always monitors and ensures that all Company provisions and policies are in accordance with applicable regulations. This synergy has proven to be able to reduce the turmoil that occurs in the field.

Dalam rangka pendukung pengelolaan hubungan industrial yang harmonis, beberapa program dilaksanakan dalam pelayanan Administrasi Kepegawaian.

In order to support the management of harmonious industrial relations, several programs are implemented in the Employee Administration Services.

Pelayanan Administrasi Hubungan Kerja

1. Pengelolaan Hubungan Industrial
   Pengelolaan komunikasi Lembaga Kerjasama Bipartit, Perundingan Bipartit dengan serikat pekerja memonitor 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.

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.

Employee Work Relationship

1. Industrial Relations Management
   The management of communication for the Bipartite Cooperation Institution, Bipartite negotiations with trade unions, monitors the employee development system, and tracks employee engagement.

2. Preparation of Employee Documents
   Managing of personnel administration (employee work certificate, cover letter for visa and passport, letter of dispensation, employee sick leave, integrity pact, and etc).

3. LHKPN Management for Employees
   Managing and administering of The State Official Wealth Report (LHKPN) and monitoring the LHKPN filling implementation.

4. Management of Employee Termination Documents (PHK)
   Managing employee exit management (normal retirement, medical retirement, early retirement, deceased retirement, voluntary resignation).

5. Anti-Bribery Management System
   Conducting Fit and Proper Test for employees, monitoring the signing of the Integrity Pact and evaluating conflicts of interests at the beginning of the year by clarifying potential conflicts of interest, whether internal with the employee or external with the stakeholders, as well as conducting self-assessment of potential conflicts of interest and the integrity of employees by evaluating and completing documents for anti-bribery management system.

6. Management of the Respectful Workplace Policy (RWP)
   Managing the RWP policy by ensuring that all Work Units have created and implemented the RWP policy, followed up on any reports of RWP violations, and prepared regular evaluation reports on the implementation of the RWP for the Board of Directors.

Teknologi Informasi
Information Technology

Perkembangan teknologi yang semakin maju dengan penerapan yang masif mendorong Perseroan untuk terus adaptif dan inovatif dalam mengembangkan teknologi digital yang dapat mendukung pengembangan dan perluasan bisnis, serta memberikan pelayanan yang terbaik kepada pelanggan melalui layanan berbasis teknologi informasi. Keandalan teknologi informasi merupakan salah satu unsur penting yang mendukung proses bisnis dan layanan yang prima. Teknologi 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.

The rapid advancement of technology, coupled with its widespread implementation, encourages the Company to remain adaptive and innovative in developing digital technologies that support business development and expansion, as well as provide the best services to customers through information technology-based services. The reliability of information technology is a crucial element that supports business processes and high-quality services. Technology is the key enabler that allows the Company to achieve efficiency, measure and track business performance, and make the right management decisions for the sustainable growth of the Company.

Pengelolaan Teknologi Informasi

Jasa Marga berkomitmen untuk senantiasa mengelola dan mengembangkan Teknologi Informasi (TI). Salah satu wujud komitmen Jasa Marga dalam pengelolaan dan pemanfaatan TI adalah dengan dibentuknya Information Technology (ITE) Group sebagai unit yang bertanggung jawab terhadap pengelolaan TI di Perseroan yang meliputi kegiatan perencanaan, pengembangan, operasional dan pemberian layanan serta evaluasi TI. ITE Group merupakan unit kerja yang berada di bawah supervisi Direktur Operasi.

Information Technology Management

Jasa Marga is committed to continuously managing and developing Information Technology. One manifestation of Jasa Marga's commitment to the management and development of Information Technology is the establishment of the Information Technology (ITE) Group as a unit responsible for the management and development of Information Technology in the Company. The ITE Group is under the supervision of 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:

Visi

Menyediakan layanan TI yang mendukung pengembangan dan kesinambungan bisnis seluruh ekosistem jalan tol beserta infrastruktur pendukungnya.

Misi

1. Menjadi pemimpin dalam pengembangan teknologi jalan tol di Indonesia.
2. Memberikan layanan TI terintegrasi untuk sinergi seluruh layanan Jasa Marga Grup.
3. Menjadi pemberdaya dalam digitalisasi bisnis non-tol.
4. Mengoptimalkan penggunaan TI untuk meningkatkan pengalaman pengguna jalan tol.

Jasa Marga Information Technology Vision and Mission

Objectives of Information Technology development and management at Jasa Marga are aligned with the Company's Information Technology vision and mission, as follows:

Vision

Providing IT services that support business development and sustainability across the toll road ecosystem along with the supporting infrastructure.

Mission

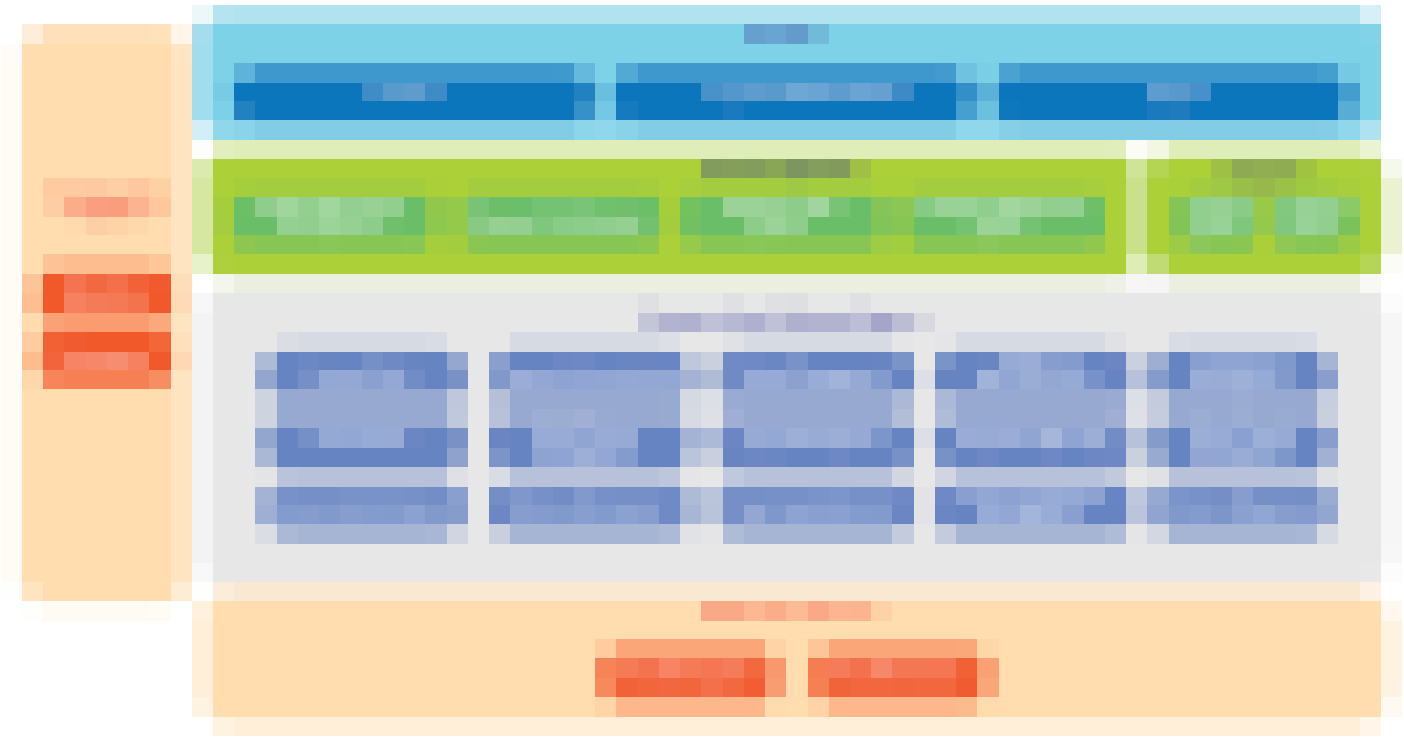
1. Become a leader in the development of toll road technology in Indonesia.
2. Providing integrated IT services to synergize all Jasa Marga Group services.
3. Become an enabler in digitizing non-toll businesses.
4. Optimizing the use of IT to enhance the toll road user experience.

Adapun tantangan ITE *Group* dalam mewujudkan visi dan misi tersebut yakni memastikan investasi dan inisiatif TI mampu memberikan manfaat yang optimal bagi bisnis Perseroan dan penerapan proses kerja TI memadai guna menjamin konsistensi keberhasilan pencapaian tujuan dari penerapan kebijakan tata kelola TI dan data.

The challenges faced by the ITE Group in achieving its vision and mission include ensuring that IT investments and initiatives deliver optimal benefits for the Company's business, as well as implementing adequate IT work processes to ensure the consistent success of achieving the objectives set by the IT governance and data management policies.

Arsitektur Teknologi Informasi Jasa Marga
Jasa Marga Information Technology Architecture

***High Level Application Architecture:* Jasa Marga Kantor Pusat**
High Level Application Architecture: 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.

The IT architecture of Jasa Marga is created 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.

High Level Application Architecture Jasa Marga terbagi dari beberapa bagian, yaitu:

1. Bagian *Front End*
   Sistem yang bertanggung jawab untuk menghubungkan pelanggan dengan Perseroan, baik di Jasa Marga Grup maupun Anak Perusahaan.

2. Bagian *Business & Operations*
   Sistem yang mendukung proses bisnis utama dari Perseroan, baik di Jasa Marga Grup maupun Anak Perusahaan.

Jasa Marga's High-Level Application Architecture is divided into several sections, as follows:

1. Front End Section
   A System that is responsible for connecting the customers to the Company, both in Jasa Marga Group and its Subsidiaries.

2. Business & Operations Section
   A System that supports the Company's main business, both in Jasa Marga Group and its Subsidiaries.

3. Bagian *Related & Other Business*
   Sistem yang mendukung proses bisnis non-tol dan lainnya dari Perusahaan.

4. Bagian *Enterprise Service & Operation Support*
   Sistem yang mendukung operasional harian Perseroan, seperti sumber daya manusia, pengadaan, layanan teknologi informasi, perkantoran, dan lain-lain.

5. Bagian *Integration*
   Sistem yang berfungsi untuk menjembatani kebutuhan integrasi antar sistem, baik untuk sistem internal yang dikembangkan Jasa Marga maupun untuk sistem eksternal yang dikembangkan mitra atau rekan bisnis.

6. Bagian Data *Integration*
   Area yang bertanggung jawab untuk mengelola data termasuk menyimpan, memproses, dan mengintegrasikan data.

3. Related & Other Business Section
   The system that supports the Company's non-toll business processes and other activities.

4. Enterprise Service & Operation Support Section
   A system that covers the daily operational support area related to Jasa Marga services, such as human resources, procurement, office information technology services, etc.

5. Integration Section
   A system that serves to bridge the integration needs between systems, both for internal systems developed by Jasa Marga and for external systems developed by partners or business associates.

6. Data Integration Section
   An area responsible for managing data, including storing, processing, and integrating data.

Fokus Pengembangan Teknologi Informasi 2024

Pada Tahun 2024, ITE *Group* melakukan beberapa program kerja dalam pengelolaan dan pengembangan Teknologi Informasi sebagai berikut:

1. Perencanaan dan Pemantauan Operasi, dan Pengelolaan Inovasi
   a. Pengembangan Sistem *Maintenance* Terpadu.
   b. Pengembangan Sistem Pemantauan Operasional Terpadu.
2. *Enterprise Management*
   a. Peningkatan dukungan solusi TI untuk *back office.*
3. *Employee Experience*
   a. Peningkatan *Human Capital Information System* (HCIS) terpusat.
4. Modernisasi *platform* digital
   a. Transisi aplikasi *monolith* ke *microservices.*
   b. Implementasi *storage tier.*
5. Pengembangan *big data and analytics*
   a. Implementasi organisasi dan tata kelola data.
   b. Implementasi data *warehouse.*

Information Technology Development Focus in 2024

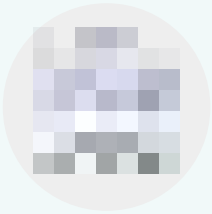
In 2024, the Information Technology (ITE) Group carried out several work programs in the management and development of Information Technology as follows:

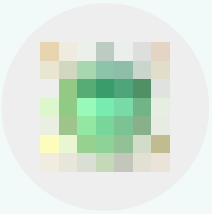
1. Operations Planning and Monitoring, and Innovation Management
   a. Development of an Integrated Maintenance System.
   b. Development of an Integrated Operational Monitoring System.
2. Enterprise Management
   a. Enhancement of IT solution support for the back office.
3. Employee Experience
   a. Enhancement of a Centralized Human Capital Information System (HCIS).
4. Modernization of digital platforms.
   a. Transition from monolithic applications to microservices
   b. Implementation of Storage Tier
5. Development of big data and analytics.
   a. Implementation of organization and data governance.
   b. Data warehouse implementation.

Kerangka Program Kerja Pengelolaan dan Pengembangan Teknologi Informasi
Information Technology Management and Development Work Program Framework



Integrated Service



Aplikasi Application	**Tata Kelola** Governance	**Teknologi** Technology	**Keamanan** Security
Pengembangan Aplikasi Utama Main Application Development	**Perancangan Tata Kelola Data Jasa Marga** Jasa Marga Data Governance Planning	**Pembaruan Perangkat Jaringan TI** Upgrading IT Network Devices	**Pembentukan JM-CSIRT (Jasa Marga Computer Security Incident Response Team)** Formation of JM-CSIRT (Jasa Marga Computer Security Incident Response Team)
Pengembangan Aplikasi Pendukung Supporting Application Development	**Sertifikasi ISO 27001:2022 lingkup Keamanan Fisik *Data Center*** ISO 27001:2022 Certification Scope of Data Center Physical Security	**Implementasi *Backup System* untuk *Environment* Jasa Marga** Back-up System Implementation for Jasa Marga Environment	
	Implementasi Undang-Undang Data Pribadi Implementation of the Personal Data Act	***Proof of Concept Cloud Computing***	

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. Oleh karena itu, Perseroan mengalokasikan anggaran yang cukup demi mendukung tujuan tersebut. Pada tahun 2024, nilai investasi Teknologi Informasi yakni Rp100.003.493.495, naik 9,7% dibandingkan tahun sebelumnya. Hal ini merupakan gambaran komitmen manajemen untuk menjadikan TI sebagai landasan keberlanjutan bisnis Perseroan di masa yang akan datang.

Information Technology Development Budget

Implementation of Information Technology in the core and supporting businesses is catalyst for the Company to increase its competitiveness. Therefore, the Company allocates sufficient budget to support this goal. In 2024, Information Technology investment value was IDR 100,003,493,495, an increase of 9.7% compared to the previous year. This is a form of management's commitment to making Information Technology the basis for the Company's business sustainability 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 discussed in the Good Corporate Governance Chapter of this Annual Report.

Inovasi Teknologi
Technological Innovation

Teknologi *Intelligent Transport System* (ITS)

Penerapan teknologi ITS dilakukan secara bertahap dan komprehensif untuk mendukung penciptaan daya saing Perseroan di bidang pelayanan lalu lintas jalan tol. Adapun beberapa lingkup dari ITS yang diimplementasikan oleh Perseroan, antara lain:

1. Jasamarga *Integrated Digitalmap* (JID)
   Platform yang dikembangkan oleh Jasa Marga untuk mendukung implementasi sistem pemantauan operasional terpadu. *Platform* ini mengintegrasikan seluruh peralatan tol milik Perseroan dan menyediakan fitur pemantauan lalu lintas secara *real-time*. Dengan adanya JID, Perseroan dapat memantau kondisi lalu lintas secara menyeluruh dan akurat, sehingga memungkinkan pengambilan keputusan yang lebih tepat dalam pengelolaan lalu lintas dan peningkatan pelayanan kepada pengguna jalan tol. *Platform* ini juga membantu dalam mendeteksi dan merespons insiden dengan cepat, yang pada akhirnya berkontribusi terhadap peningkatan keselamatan dan efisiensi operasional di jaringan jalan tol.

2. Radar *Traffic Counting*
   Perangkat pendukung dalam sistem ITS yang berfungsi untuk menghitung jumlah kendaraan dan mengukur kecepatan kendaraan berdasarkan klasifikasinya. Alat ini berguna sebagai dasar pengambilan keputusan dalam melakukan rekayasa lalu lintas. Saat ini, Perseroan telah mengimplementasikan sebanyak 159 unit radar *traffic counting*.

3. *Closed-Circuit Television* (CCTV) *Pan Tilt Zoom* (PTZ) *Surveillance*
   CCTV yang memiliki kemampuan untuk menggerakkan lensa kamera secara horizontal (*pan*), vertikal (*tilt*), dan *zoom in/out* yang diharapkan dapat membantu dalam mengarahkan pandangan kamera secara jarak jauh dengan arah yang berbeda sesuai dengan kebutuhan. Perseroan telah menyelesaikan pemasangan CCTV PTZ *Surveillance* pada ruas Jakarta-Cikampek (Japek) sebanyak 2 (dua) unit.

Intelligent Transport System (ITS) Technology

The implementation of ITS technology is carried out in stages and comprehensively to support the creation of the Company's competitiveness in the field of toll road traffic services. There are several scopes of ITS implemented by the Company, including:

1. Jasamarga *Integrated Digitalmap* (JID)
   A platform developed by Jasa Marga to support the implementation of an integrated operational monitoring system. This platform integrates all toll equipment owned by the Company and provides real-time traffic monitoring features. Through JID, the Company can monitor traffic conditions comprehensively and accurately, enabling more precise decision-making in traffic management and improving services for toll road users. This platform also aids in swiftly detecting and responding to incidents, ultimately contributing to enhanced safety and operational efficiency across the toll road network.

2. Radar Traffic Counting
   A supporting device within the ITS framework used to count vehicles and measure their speed based on classification. This tool serves as a basis for decision-making in traffic engineering. Currently, the Company has implemented 159 units of Radar Traffic Counting.

3. Closed-Circuit Television (CCTV) Pan Tilt Zoom (PTZ) Surveillance
   CCTV with the capability to move the camera lens horizontally (pan), vertically (tilt), and zoom in/out, allowing remote directional adjustments based on specific needs. The Company has completed the installation of 2 (two) PTZ Surveillance CCTV units on the Jakarta-Cikampek (Japek) section.

Integrated Tollroad Maintenance System (ITMS)

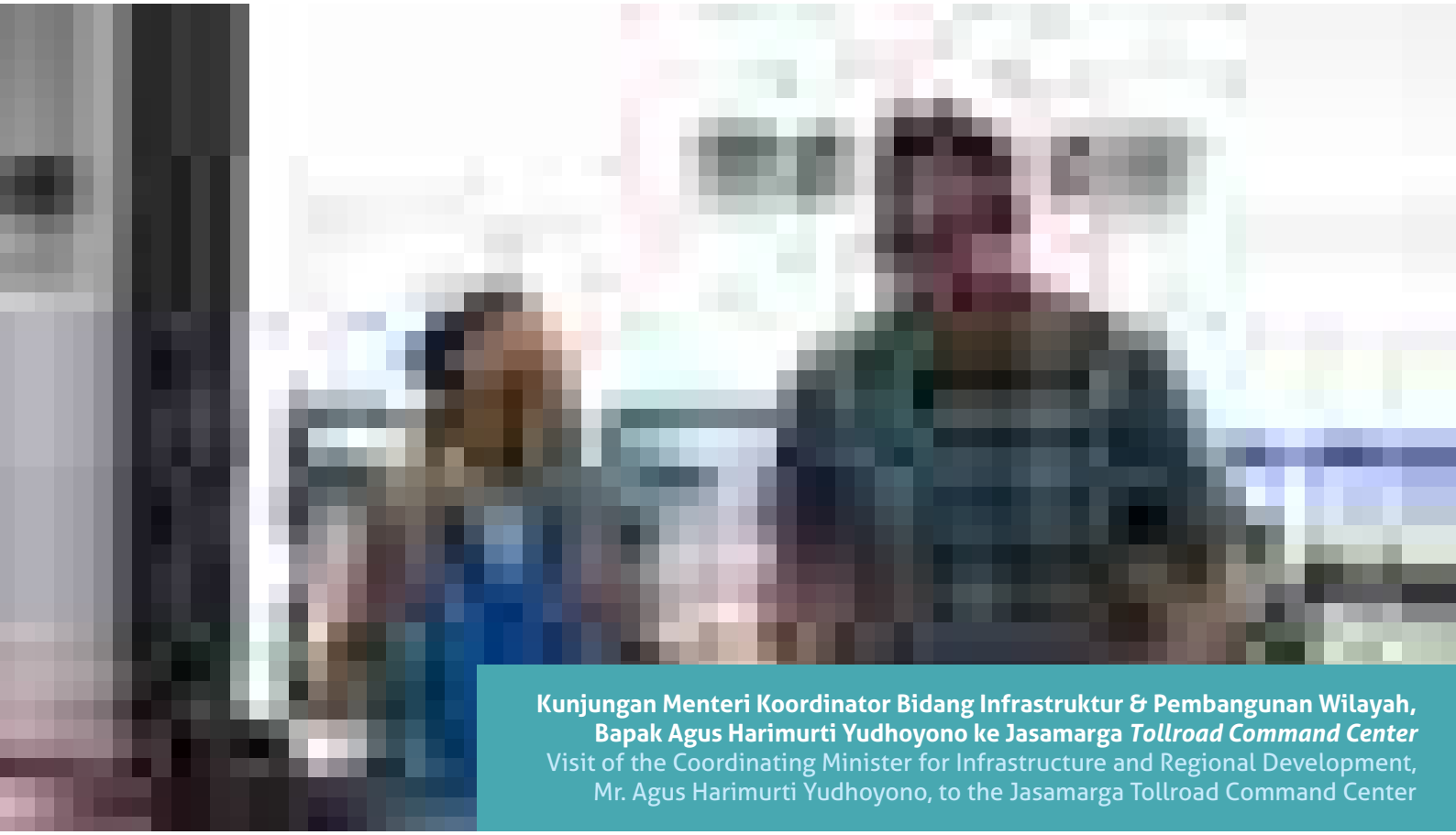
1. Jasamarga *Integrated Maintenance Management System* (JIMMS)
   JIMMS merupakan aplikasi *database* digital layanan yang memuat seluruh data terkait secara terintegrasi untuk tercapainya penyampaian informasi laporan layanan *real-time*. Pengembangan dilakukan secara bertahap mulai tahap *descriptive* data, *diagnostic* data, hingga tahap *predictive* data serta *prescriptive* data.

2. Integrasi Perlengkapan *Water Level Monitoring-Early Warning System*
   Perangkat yang berfungsi untuk membaca ketinggian air, mendeteksi kondisi genangan atau banjir, mengindentifikasi terjadinya hujan, dan mengetahui kondisi curah hujan. Sensor tersebut saat ini telah terpasang di 14 titik. Tujuan program ini yaitu untuk mengintegrasikan perangkat *early warning system* dengan aplikasi JID yang diharapkan Perseroan dapat mengantisipasi terjadinya suatu kejadian dengan cepat dan tepat. Selain itu, Perseroan juga sudah mengimplementasikan anemometer untuk mengukur kecepatan angin pada ruas tol Bali – Mandara. Saat ini, Perseroan sedang melakukan *Proof of Concept* (PoC) agar bisa melakukan *remote* untuk *on/off* pompa jarak jauh pada *water level censor* Bitung melalui aplikasi JID.

Integrated Tollroad Maintenance System (ITMS)

1. Jasamarga Integrated Maintenance Management System (JIMMS)
   JIMMS is a Digital Database Application for Maintenance Services that consolidates all-related data into an integrated system, enabling real-time reporting. Its development is being carried out in stages, starting from descriptive data, diagnostic data, and progressing to predictive and prescriptive data stages.

2. Integration of Water Level Monitoring-Early Warning System Equipment
   This system includes devices that monitor water levels in cases of puddles or flooding and measure rainfall intensity, determining whether it is raining or not at a specific location. Currently, sensors have been installed at 14 points. The program aims to integrate the early warning system devices with the JID application, enabling the Company to swiftly and accurately anticipate incidents. Additionally, the Company has implemented anemometers to measure wind speeds on the Bali-Mandara toll road. A Proof of Concept (PoC) is currently underway to enable remote on/off control of pumps at the Bitung water level sensors via the JID application.



Kunjungan Menteri Koordinator Bidang Infrastruktur & Pembangunan Wilayah, Bapak Agus Harimurti Yudhoyono ke Jasamarga *Tollroad Command Center*
Visit of the Coordinating Minister for Infrastructure and Regional Development, Mr. Agus Harimurti Yudhoyono, to the Jasamarga Tollroad Command Center

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Tata Kelola Perusahaan

Good Corporate Governance

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Tata Kelola Perusahaan yang Baik selalu menjadi landasan Jasa Marga dalam menjalankan kegiatan bisnisnya. Jasa Marga berkomitmen menerapkan kelima prinsip umum yang meliputi, transparansi, akuntabilitas, pertanggungjawaban, kemandirian, keadilan dan kesetaraan, untuk memastikan keberlanjutan bisnis Perseroan dalam jangka panjang.

Good Corporate Governance has always been the foundation of Jasa Marga in conducting its business activities. Jasa Marga is committed to implementing the five general principles, which include transparency, accountability, responsibility, independence, and fairness and equality, to ensure the company's long-term business sustainability.



Penerapan Tata Kelola Perusahaan yang Baik

Good Corporate Governance Implementation

Jasa Marga menunjukkan komitmennya yang kuat dalam menerapkan prinsip *Good Corporate Governance* (GCG) secara konsisten dan berkesinambungan. Penerapan GCG ini diharapkan dapat memberikan dampak positif bagi perusahaan, termasuk peningkatan nilai perusahaan serta memperkuat kepercayaan dari berbagai pemangku kepentingan. Melalui penerapan prinsip-prinsip Tata Kelola Perusahaan yang Baik, Jasa Marga berusaha untuk memastikan bahwa seluruh kegiatan dan tindakan yang diambil selalu berlandaskan pada transparansi, akuntabilitas, dan integritas.

Jasa Marga demonstrates its strong commitment to consistently and continuously applying the principles of Good Corporate Governance (GCG). The implementation of GCG is expected to have a positive impact on the company, including increasing the company's value and strengthening trust from various stakeholders. Through the application of Good Corporate Governance principles, Jasa Marga strives to ensure that all activities and actions taken are always based on transparency, accountability, and integrity.

		Makna Prinsip Principle Meaning	Komitmen Perseroan Company Commitment
T *Transparency*	**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 mempengaruhi perilaku pemangku kepentingan. The principle of transparency is openness in carrying out the decision-making process and transparency in presenting material and relevant information about the Company. The Company will comply with the laws and regulations governing information disclosure issues that apply to the Company. Transparency also includes matters relevant to the information required by the public relating to 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 performance, financial condition, and other information in a precise, adequate, accurate, comparable, and timely manner and is easily accessible by Stakeholders per their rights. This principle of openness does not reduce the obligation to protect confidential information about the Company and its Customers and Business Partners following the applicable laws and regulations.
A *Accountability*	**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 principle of accountability is the clarity of the functions, implementation, and responsibilities of the Company's Organs so that the Company's management is carried out effectively. Accountability relates to implementing the duties and authorities of a person or work unit in carrying out the responsibilities imposed by the Company. This accountability includes explaining the implementation of responsibilities and authorities, reporting on the performance of responsibilities 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 Board of Directors, enabling the Company's management to be carried out effectively. Accountability refers to the duties of a person or the Company's work organs related to implementing the authority they have and/ or executing the responsibilities imposed by the Company on them. Each activity can be measured by responsibility and timeliness.
R *Responsibility*	**Pertanggungjawaban** Responsibility	Prinsip pertanggungjawaban yaitu kesesuaian di dalam pengelolaan Perseroan terhadap ketentuan peraturan perundang-undangan dan prinsip korporasi yang sehat. The principle of accountability is the conformity within the management of the Company to the provisions of laws and regulations and the principles of sound corporate governance.	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 conformity in carrying out its business activities based on sound corporate principles, fulfilling obligations to the Government following applicable regulations, cooperating actively for mutual benefits, and trying to make a real contribution to the community.
I *Independency*	**Kemandirian** Independency	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 principle of independence is the condition in which the Company is professionally managed without conflicts of interest and influence/pressure from any party that is not in accordance with the provisions of laws and regulations and the principles of sound corporate governance.	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 professional management of the Company without conflict of interest and influence/pressure from any party that is not following applicable laws and regulations and sound corporate principles.
F *Fairness*	**Keadilan dan Kesetaraan** Fairness and Equality	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 professional management of the Company without conflict of interest and influence/pressure from any party that is not following applicable laws and regulations and sound corporate principles.	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 the prevailing laws and regulations.

Selain itu, Jasa Marga juga mengacu pada Pedoman Umum Governansi Korporat Indonesia (PUGKI) sebagai acuan utama dalam menjalankan pilar-pilar governansi korporat. Hal ini menunjukkan keseriusan Perseroan dalam menjaga tata kelola yang baik, yang tidak hanya bertujuan untuk kepentingan Perseroan semata, tetapi juga demi menciptakan hubungan yang lebih solid dan saling menguntungkan dengan para pemangku kepentingan, baik di dalam maupun di luar Perseroan.

In addition, Jasa Marga also refers to the Indonesian Corporate Governance Guidelines (PUGKI) as the main reference in implementing corporate governance pillars. This demonstrates the company's seriousness in maintaining good governance, which aims not only for the benefit of the company itself but also to create a more solid and mutually beneficial relationship with stakeholders, both inside and outside the company.

		Makna Prinsip Principle Meaning	**Komitmen Perseroan** Company Commitment
E *Ethical Behavior*	**Perilaku Beretika** Ethical 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, treats all parties with respect, fulfills commitments, builds and maintains moral values and trust consistently. The corporation pays attention to the interests of shareholders and other stakeholders based on the principles of fairness and equality and is managed independently so that each corporations organ does not dominate each other and cannot be intervened 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 in its interactions with all stakeholders. We ensure compliance with applicable regulations, instill a culture of integrity, and consistently implement anti-corruption and anti-bribery policies.
T *Transparency*	**Transparansi** Transparency	Untuk menjaga obyektivitas 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, corporations provide material and relevant information in a way that is easily accessible and understood by stakeholders. Corporations take the initiative to disclose not only issues required by laws and regulations, but also matters that are 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 conveying relevant information openly and easily accessible to stakeholders. We uphold the principle of openness in communication and decision-making, and ensure compliance with regulations governing information disclosure.
A *Accountability*	**Akuntabilitas** Accountability	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. Corporations can be accountable for their performance in a transparent and fair manner. Therefore, corporations must be managed properly, measurably and in accordance with corporate interests while still taking into account 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 a clear accountability mechanism at every level of the organization. We encourage a culture of responsible performance, and implement a transparent evaluation and monitoring system.
K *Keberlanjutan*	**Keberlanjutan** Sustainability	Korporasi mematuhi peraturan perundang-undangan serta berkomitmen melaksanakan tanggung jawab terhadap masyarakat dan lingkungan agar berkontribusi pada pembangunan berkelanjutan melalui kerjasama 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 carrying out its responsibilities towards society and the environment in order to contribute to sustainable development through cooperation with all relevant stakeholders to improve their lives in a manner that is in line 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, diantaranya 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 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.
   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.

Basis of Implementation

The various formal legal regulations form the basis for the implementation of Corporate Governance at the Company. These regulations include:

1. Laws of the Republic of Indonesia, including:
   a. Law No. 8 of 1995 dated November 10, 1995 concerning Capital Markets, which was most recently amended by Law No. 4 of 2023 concerning Development and Strengthening of the Financial Sector.
   b. Law No. 31 of 1999, dated August 16, 1999, concerning the Eradication of Corruption Crimes, was most recently amended by Law No. 30 of 2002 concerning the Corruption Eradication Commission and partially revoked by Law no. 1 of 2023 concerning the Criminal Code.
   c. Law No. 19 of 2003 dated June 19, 2003 concerning State-Owned Enterprises, which was last amended by Government Regulation in Lieu of Law No. 2 of 2022 concerning Job Creation and established as Law in accordance with Law No. 6 of 2023 concerning the Determination of Government Regulation in Lieu of Law No. 2 of 2022 concerning Job Creation as Law
   d. Law No. 38 of 2004 dated October 18, 2004 concerning Roads, which was last amended by Government Regulation in Lieu of Law No. 2 of 2022 concerning Job Creation and established as Law in accordance with Law No. 6 of 2023 concerning the Determination of Government Regulation in Lieu of Law No. 2 of 2022 concerning Job Creation as Law.
   e. Law No. 40 of 2007 dated August 16, 2007 concerning Limited Liability Companies, which was last amended by Government Regulation in Lieu of Law No. 2 of 2022 concerning Job Creation and established as Law in accordance with Law No. 6 of 2023 concerning the Determination of Government Regulation in Lieu of Law No. 2 of 2022 concerning Job Creation as Law.
   f. Law No. 11 of 2008 dated April 21, 2008 concerning Information and Electronic Transactions as amended several times by Law No. 19 of 2016 dated November 25, 2016 concerning Amendments to Law No. 11 of 2008 concerning Information and Electronic Transactions and partially revoked by Law No. 1 of 2023 concerning the Criminal Code.
   g. Law No. 14 of 2008, dated April 30, 2008, concerns the Openness of Public Information.

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.

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. 12 Tahun 1998 tanggal 17 Januari 1998 tentang Perusahaan Perseroan (Persero) dan Perubahannya No. 45 Tahun 2001 tanggal 5 Juni 2001.
   b. Peraturan Pemerintah No. 15 Tahun 2005 tanggal 21 Maret 2005 tentang Jalan Tol yang terakhir telah diubah dengan Peraturan Pemerintah No. 17 Tahun 2021 tentang Perubahan Keempat Atas Peraturan Pemerintah No. 15 Tahun 2005 tentang Jalan Tol.
   c. 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 Tahun 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.

h. Law No. 22 of 2009 dated June 22, 2009 concerning Traffic and Road Transportation, which was last amended by Government Regulation in Lieu of Law No. 2 of 2022 concerning Job Creation and established as Law in accordance with Law No. 6 of 2023 concerning the Determination of Government Regulation in Lieu of Law No. 2 of 2022 concerning Job Creation as Law.

i. Law No. 8 of 2010, dated October 22, 2010, concerning the Prevention and Eradication of the Crime of Money Laundering, has been partially revoked by Law No. 1 of 2023 concerning the Criminal Code.

2. Government regulations, including:
   a. Government Regulation No. 12 of 1998 dated January 17, 1998 concerning Limited Liability Companies (Persero) and Amendments No. 45 of 2001 dated June 5, 2001.
   b. Government Regulation No. 15 of 2005, dated March 21, 2005, concerning Toll Roads, was most recently amended by Government Regulation No. 17 of 2021, concerning the Fourth Amendment to Government Regulation No. 15 of 2005 concerning Toll Roads.
   c. Government Regulation No. 45 of 2005 dated 25 October 2005, concerning the Establishment, Supervision, and Dissolution of State-Owned Enterprises, has been amended by Government Regulation No. 23 of 2022 dated 8 June 2022, concerning Amendments to Government Regulation No. 45 of 2005, regarding the Establishment, Management, Supervision, and Dissolution of State-Owned Enterprises.

3. Regulations of the Minister of State-Owned Enterprises, including:
   a. Minister of State-Owned Enterprises Regulation No. PER-9/MBU/06/2021 concerning Gratification Reporting within the Ministry of State-Owned Enterprises dated July 16, 2021.
   b. Regulation of the Minister of State-Owned Enterprises No. PER-01/MBU/01/2015 dated January 14, 2015 concerning 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, concerning Guidelines for the Management of the System for Reporting Alleged Violations within the Ministry of State-Owned Enterprises.
   d. Minister of State-Owned Enterprises Regulation No. PER-1/MBU/03/2023 dated March 24, 2023 regarding Special Assignments and Social and Environmental Responsibility Programs for State-Owned Enterprises.

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.
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.

e. Minister of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023, dated March 24, 2023, concerns Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.
f. Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023, also dated March 24, 2023, pertains to 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, concerns the Directors and Board of Commissioners of Issuers or Public Companies.
b. Financial Services Authority Regulation No. 34/POJK.04/2014 dated December 8, 2014 concerns the Nomination and Remuneration Committee of Issuers or Public Companies.
c. Financial Services Authority Regulation No. 35/POJK.04/2014, dated December 8, 2014, concerns Corporate Secretaries of Issuers or Public Companies.
d. Financial Services Authority Regulation No. 08/POJK.04/2015, dated June 25, 2015, concerns Issuer or Public Company Websites.
e. Services Authority Regulation No. 21/POJK.04/2015, dated November 16, 2015, concerns the Implementation of Public Company Governance Guidelines.
f. Financial Services Authority Regulation No. 30/POJK.04/2015 dated December 16, 2015 concerns the Report on the Realization of the Use of Public Offering Proceeds.
g. Financial Services Authority Regulation no. 31/POJK.04/2015 dated December 16, 2015 pertains to the Disclosure of Material Information or Facts by Issuers or Public Companies.
h. Financial Services Authority Circular No. 32/SEOJK.04/2015 dated November 17, 2015 provides Guidelines for Public Company Governance.
i. Financial Services Authority Regulation No. 55/POJK.04/2015 dated December 23, 2015 concerning the Establishment and Guidelines for Implementing the Work of the Audit Committee.
j. Financial Services Authority Regulation No. 56/POJK.04/2015 dated December 23, 2015 concerning the Establishment and Guidelines for Preparing the Internal Audit Unit Charter.
k. Financial Services Authority Regulation No. 29/POJK.04/2016 dated July 29, 2016 concerning 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 concerning Ownership Reports or Any Changes in Ownership of Public Company Shares.

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.

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.

m. Financial Services Authority Regulation No. 51/ POJK.03/2017 dated July 18, 2017 concerning 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 concerning Electronic Submission of Registration Statements or Corporate Action Submissions.

o. Financial Services Authority Regulation No. 75/POJK.04/2017 dated December 21, 2017 concerning the Responsibility of Directors for Financial Reports.

p. Financial Services Authority Regulation No. 7/ POJK.04/2018 dated April 25, 2018 concerning 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 concerning Plans and Implementation of the General Meeting of Shareholders of Public Companies.

r. Financial Services Authority Regulation No. 16/ POJK.04/2020 dated April 20, 2020 concerning 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 concerning Material Transactions and Changes in Business Activities.

t. Financial Services Authority Regulation No. 42/ POJK.04/2020 dated July 01, 2020 concerning Affiliate Transactions and Conflict of Interest Transactions.

u. Financial Services Authority Regulation No. 49/POJK.04/2020 dated December 11, 2020 concerning Warning on Debt Securities and/or Sukuk.

v. Financial Services Authority Regulation No. 14/ POJK.04/2022 dated August 18, 2022 concerning Submission of Periodic Financial Reports for Issuers or Public Companies.

w. Financial Services Authority Regulation No. 15/ POJK.04/2022 dated August 18, 2022 concerning Stock Splits and Stock Mergers by Public Companies.

5. The Indonesia Stock Exchange (IDX) regulations, including Indonesia Stock Exchange Regulation No. I-E on the Obligation to Disclose Information and its amendments.

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. 85/KPTS/2020 tanggal 24 September 2020. 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.*
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.

In addition to statutory regulations, Jasa Marga also implements GCG in the Company by referring to various GCG guidelines, as follows:

1. Corporate Governance principles were developed by the Organization for Economic Cooperation and Development (OECD) in 2015.
2. ASEAN Corporate Governance Scorecard 2017.
3. General Guidelines for Indonesian Corporate Governance developed by the National Committee for Governance Policy (KNKG) in 2021.

Goals of GCG Implementation

The objectives of implementing GCG at Jasa Marga are outlined in the Good Corporate Governance Guidelines, as ratified through the Decision of the Board of Directors of PT Jasa Marga (Persero) Tbk No. 85/KPTS/2020 dated September 24, 2020. The objectives of implementing GCG in the Company are:

1. Control and direct relationships between Shareholders, Board of Commissioners, Directors, Employees, Toll Road Users/Other Customers, Business Partners, Creditors/ Investors, as well as the Community and Environment.
2. Encourage and support the development and management of the Company's risks in a more prudent, accountable and responsible manner in line with GCG principles.
3. Maximizing the value of the Company to ensure strong competitiveness, both nationally and internationally.
4. Empowering the function and independence of each Company Organ.
5. Encouraging professional, effective and efficient management of the Company to achieve the Company's Vision and Mission.
6. Encouraging the Company managers to make decisions and carry out actions based on high moral values and compliance with applicable laws and regulations as well as awareness of the Company's social responsibilities.
7. Increasing accountability to stakeholders.
8. Preventing irregularities in the management of the Company.
9. Improve the Company's image to be better.
10. Increasing the Company's contribution to the national economy.
11. Creating Jasa Marga People who are free from all forms of bribery.

Perkembangan Penerapan Tata Kelola Perusahaan yang Baik di Lingkup Perseroan

Progress of Good Corporate Governance Implementation in the Company's Scope

Penetapan Standar Kualitas GCG di Lingkup Perseroan

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 Menteri BUMN terbaru yang mengatur mengenai Tata Kelola Perusahaan yang Baik, 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 Menteri BUMN, penerapan GCG Perseroan juga mengacu pada Pedoman Umum Governansi Korporat Indonesia (PUGKI) yang dikeluarkan oleh KNKG pada tahun 2021, dimana 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.

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).

Establishment of GCG Quality Standards within the Company

Jasa Marga's commitment to the importance of implementing GCG is realized by adopting various best standards and best practices in implementing GCG, both nationally and internationally. In determining quality standards for implementing GCG, the Company refers to national policies and provisions as regulated in the Minister of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023 dated March 24, 2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises. This regulation is the latest Minister of State-Owned Enterprises Regulation that regulates Good Corporate Governance, revoking the previous regulation, Minister of SOEs Regulation No. PER-01/MBU/2011 concerning 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 State-Owned Enterprises Regulation, the implementation of the Company's GCG also refers to the General Guidelines for Indonesian Corporate Governance (PUGKI) issued by KNKG in 2021, which consists of 4 (four) pillars as the foundation of the PUGKI principles: Ethical Behavior, Transparency, Accountability and Sustainability. As for other global references, the Company refers to the Corporate Governance principles developed by the Organization for Economic Cooperation and Development (OECD) in 2015.

The implementation of GCG by the Company requires regular assessments every year to measure the extent to which GCG has been implemented. In assessing GCG implementation, the Company uses criteria and methodology based on Financial Services Authority Circular No. 32/SEOJK.04/2015 concerning Corporate Governance Guidelines and the establishment of quality standards for implementing GCG that apply 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 perusahaan dalam menciptakan lingkungan bisnis yang transparan dan beretika, sehingga mampu membangun kepercayaan dari pemangku kepentingan serta mendukung pertumbuhan yang stabil dan berkelanjutan.

The policies that serve as a reference for implementing GCG at Jasa Marga regulate the role of each organ of the Company, including the General Meeting of Shareholders (GMS) as the main mechanism for protecting and implementing the rights of shareholders, the Board of Commissioners as a supervisory and advisory function to the Board of Directors, as well as the Board of Directors as a management and administrative function of the Company. Each organ of the Company has duties and responsibilities that synergize with each other in achieving the Company's goals. The applicable policies regulate the Company's organs to carry out their functions fully and in accordance with applicable regulations.

The implementation of functions in accordance with these regulations is a manifestation of 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 implementing 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 in creating a transparent and ethical business environment, so as to build trust from stakeholders and support stable and sustainable growth.

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 2024, dapat dijabarkan sebagai berikut:

Roadmap of GCG Development

Jasa Marga has a strong and consistent commitment to implementing GCG in the Company. Since the commitment to fully implementing GCG was first established in 2005, the Company has experienced good developments and trends in implementing GCG. This is realized by the Company through the consistent application of GCG principles in every operational activity of the Company. In addition, the Company also strives to improve and perfect the implementation of GCG in the Company by building awareness among Company personnel of the importance of implementing GCG, as well as establishing various supporting policies. The Company hopes that through consistent implementation of GCG, it can encourage an increase in the Company's value in front of all stakeholders. The development of GCG implementation within Jasa Marga from 2005 to 2021 can be described as follows:



Taman Huruf, Ruas Tol Jagorawi
Letter Park, Jagorawi Toll Road

Bagan Jejak Langkah Penerapan Tata Kelola Perseroan di Jasa Marga dan Komitmen Pelaksanaan Sistem Manajemen Anti Penyuapan

Chart of Corporate Governance Implementation Milestone in Jasa Marga and Commitment to Implementing 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 Core Values
3. Revitalization of the Gratification Control Unit
4. Review of the GCG Guidelines (COCG, COC, Conflict of Interest, and Gratification)
5. Socialization of Gratification in Collaboration with the Corruption Eradication Commission (KPK) of the Republic of Indonesia as a Resource Person
6. Implementation of Knowledge Sharing on Compliance for Issuers in accordance with Capital Market Regulations in Marga Lingkar Jakarta as a Subsidiary which is an Issuer
7. Addition of Whistleblowing System Reporting Channels (Email, Website, SMS, WhatsApp, and PO BOX)
8. Socialization of GCG (Gratification and WBS) in 2019
9. Update of the Board of Directors' Decree on COC and COCG
10. Socialization of Gratification and LHKPN by the WBS Team
11. Preparation for the Implementation of SNI ISO 37001 System
12. Anti-Bribery Management System (SMAP)
13. SNI ISO 37001 SMAP Certification for the Directorate General Office Headquarters Scope
14. Update of the Board of Directors' Decree on COC, COCG, Conflict of Interest, Gratification, and Whistleblowing System.

2016-2020

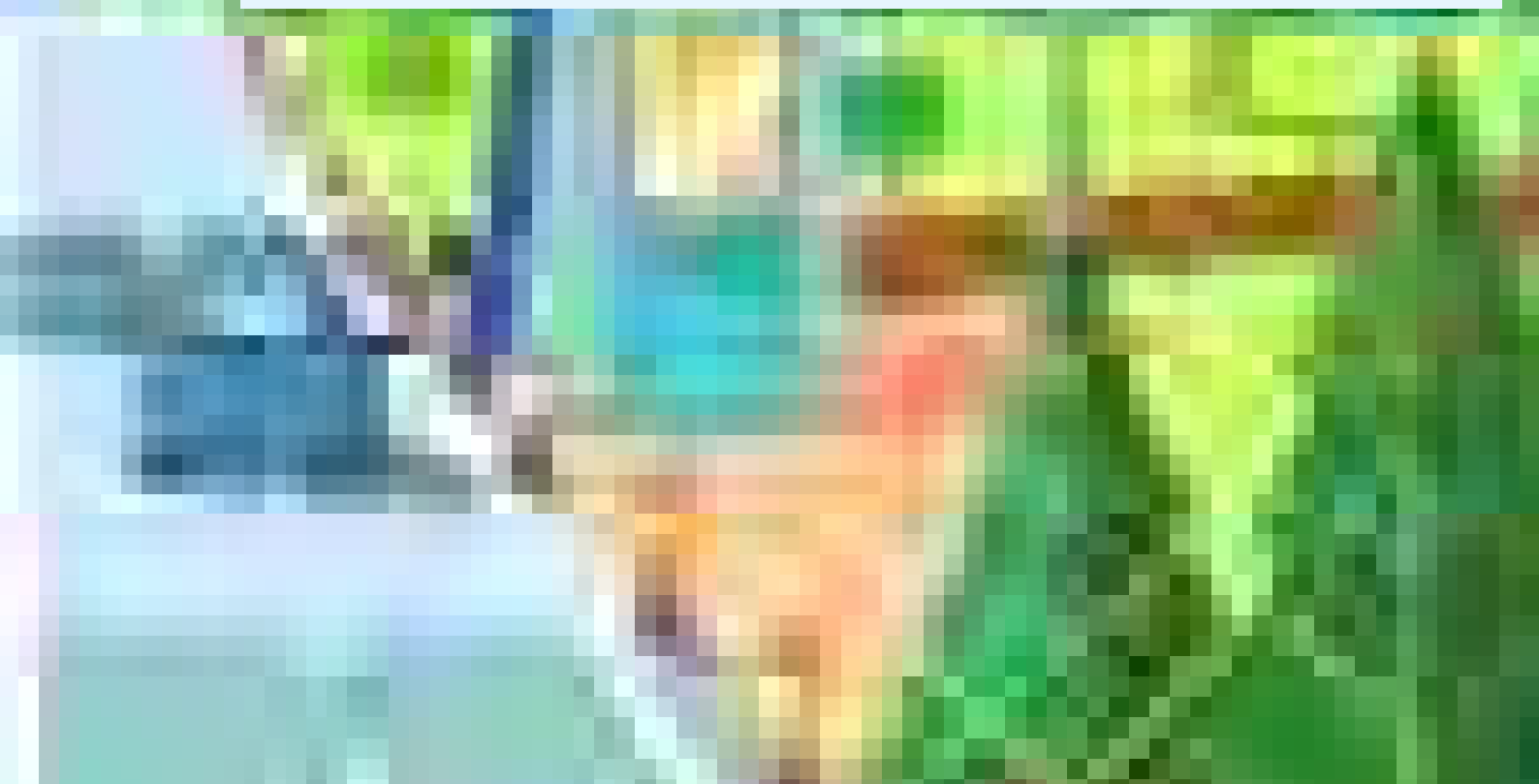
1. Pedoman Tata Kelola Perusahaan (COCG/*Code of Corporate Governance*)
2. Pedoman Perilaku (COC/*Code of Conduct)*
3. Tata Nilai dan Budaya Perseroan
4. *Review* Pengelolaan Manajemen Risiko Perseroan
5. *Review* Pedoman GCG Perseroan (COCG dan COC)
6. Pedoman Benturan Kepentingan
7. Pedoman Gratifikasi
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. *Review Board Manual* dan Pedoman GCG
20. Perbaikan Proses Bisnis Perseroan
21. Implementasi Budaya Perseroan
22. *Survey* Visi, Misi dan Tata Nilai

1. Corporate Governance Guidelines (COCG/Code of Corporate Governance)
2. Code of Conduct (COC/Code of Conduct)
3. Company Values and Culture
4. Review of Company Risk Management
5. Review of the Company's GCG Guidelines (COCG and COC)
6. Conflict of Interest Guidelines
7. Gratification Guidelines
8. Signing of the Integrity Pact by all Jasa Marga Personnel which is renewed every year
9. The Clean Commitment of Jasa Marga 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. Clean SOE Program
16. Implementation of the Gratification Control Program
17. Review of Gratification Guidelines
18. Establishment of a Gratification Control Team
19. Review Board Manual and GCG Guidelines
20. Improvement of the Company's Business Processes
21. Implementation of Company Culture
22. Vision, Mission and Values Survey

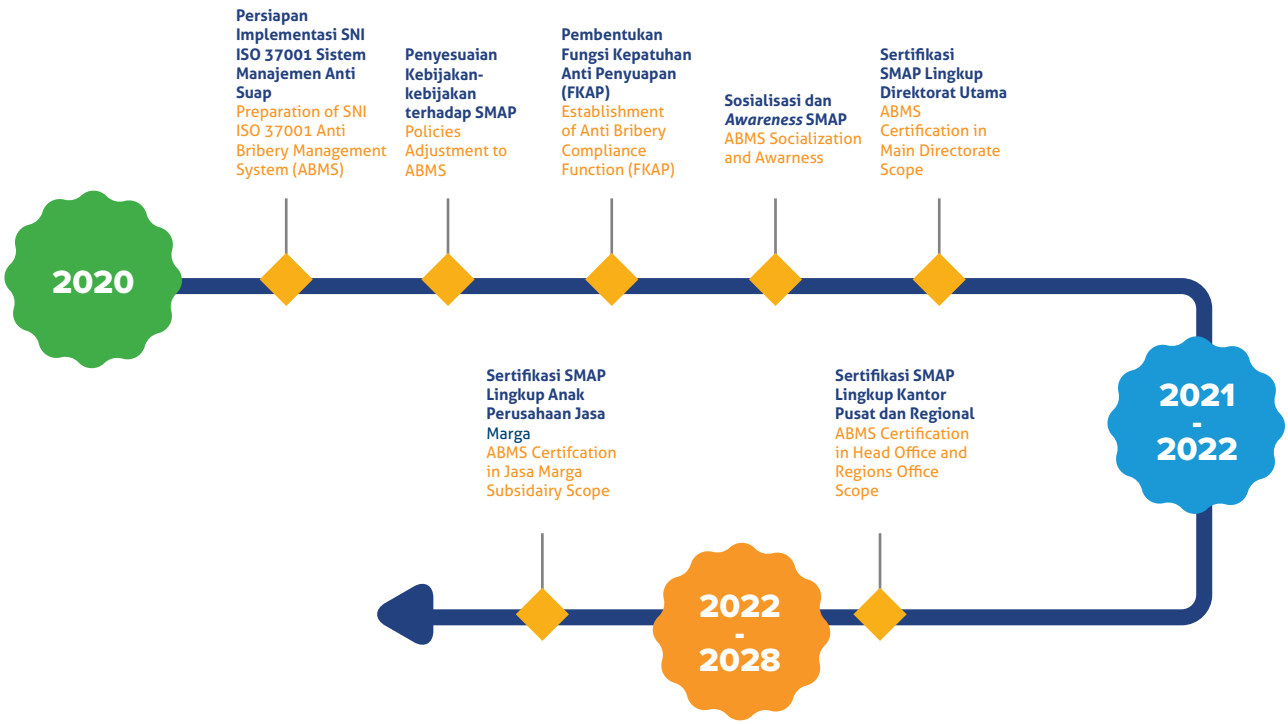
2021-2024

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 Bekerjasama dengan Komisi Pemberantasan Korupsi (KPK) Republik Indonesia sebagai Narasumber
11. Sosialisasi tentang *Whistleblowing System* Bekerjasama 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 dl 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 Scope
2. SNI ISO 37001 SMAP Champion Team
3. Manual Board Review
4. WBS integration with the KPK Application
5. SNI ISO 37001 SMAP Certification for Head Office, Regional Metropolitan and Regional Archipelago
6. Review of SMAP Manual and Anti-Bribery Policy
7. Preparation for Implementation of SNI ISO 37001 SMAP in Toll Road Operating Subsidiaries
8. Benchmark implementation of SMAP at PT Perusahaan Perusahaan Listrik Negara (Persero) to prepare for implementation at Subsidiary PT Jasa Marga (Persero) Tbk
9. Review of policies related to the Whistleblowing System (WBS) and Gratification
10. Socialization regarding the Prevention of Corruption Crimes through Efforts to Control Gratifications and Conflicts of Interest in collaboration with the Corruption Eradication Commission (KPK) of the Republic of Indonesia as a resource person
11. Socialization about the Whistleblowing system in collaboration with PT Deloitte Advis Indonesia Consultants as resource persons
12. Socialization of the Anti-Bribery Management System (SMAP)
13. Ratification of several SOE Ministerial Regulations at the Annual General Meeting of Shareholders for the 2022 Financial Year Period:
    a. Minister of State-Owned Enterprises Regulation No. PER-1/MBU/03/2023 dated March 24, 2023, concerning Special Assignments and Social and Environmental Responsibility Programs for State-Owned Enterprises.
    b. Minister of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023 dated March 24, 2023, concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises
    c. Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023 dated March 24, 2023, concerning Organs and Human Resources of State-Owned Enterprises.
    d. The implementation of the Whistleblowing System Effectiveness Survey by all employees.
14. Making reports and filling out gratification forms digitally via the JM Click application;
15. Creation of a Selia Application for delivery and monitoring of Bribery Risk Assessment by each Work Unit to the Anti-Bribery Compliance Function (FKAP);
16. Signing of an integrated whistleblowing system commitment by all Subsidiaries within the Jasa Marga Group.
17. Commemoration of the International Anti-Corruption Day (Hakordia).
18. Preparation of the Integrated Governance Guidelines (TKT).
19. Formation of the W Committee.
20. Preparation and Launching of the Anti-Fraud Guidelines.
21. Preparation of the Compliance Obligation List.
22. Creation of the Regulatory Compliance System (RCS) application.



Peta Jalan Implementasi ISO 37001
ISO 37001 Implementation Roadmap



Gambar Komitmen Pelaksanaan Sistem Manajemen Anti Penyuapan (SMAP) Perseroan Tahun 2024
Image of the Commitment to Implement the Anti-Bribery Management System (ABMS) of the Company for the Year 2024



Sosialisasi GCG di Lingkup Perseroan

Jasa Marga secara rutin melaksanakan sosialisasi GCG setiap tahunnya. Sosialisasi GCG ini dilaksanakan sebagai upaya dalam meningkatkan pemahaman insan Perseroan akan pentingnya penerapan GCG, dan membangun kesadaran insan Perseroan untuk senantiasa menerapkan prinsip-prinsip GCG dalam melaksanakan tugas dan fungsinya. Pada tahun 2024, Perseroan telah melaksanakan sosialisasi berkenaan dengan GCG, sebagai berikut:

1. Sosialisasi Implementasi GCG melalui CEO *Message* yang dipublikasikan kepada seluruh karyawan Jasa Marga pada tanggal 12 Januari 2024
2. Sosialisasi Pedoman Perilaku *(Code of Conduct)* yang diselenggarakan pada tanggal 31 Oktober 2024.

Dissemination of GCG within the Company

Jasa Marga regularly conducts GCG dissemination annually. This initiative aims to enhance employees' understanding of the importance of GCG implementation and to build awareness among employees to consistently apply GCG principles in carrying out their duties and functions. In 2024, the Company conducted GCG dissemination with a focus on:

1. Socialization of GCG Implementation through CEO Message published to all employees of Jasa Marga on January 12, 2024.
2. Socialization of the Code of Conduct (CoC) Guidelines held on October 31, 2024.

Perkembangan GCG di Tahun 2024

Penerapan GCG di lingkungan Jasa Marga mengalami perkembangan di tahun 2024. Perkembangan tersebut diantaranya:

1. Penyusunan Daftar Kewajiban Kepatuhan *(Compliance Obligation List).*
2. Pembuatan aplikasi *Regulatory Compliance System* (RCS).
3. Penyusunan Pedoman Tata Kelola Terintegrasi (TKT).
4. Penyusunan dan *Launching* Pedoman *Anti-Fraud.*
5. Pembentukan Komite Tata Kelola Terintegrasi.

GCG Development in 2024

The implementation of GCG within Jasa Marga saw advancements in 2024. These developments include:

1. Preparation of the Compliance Obligation List.
2. Development of the Regulatory Compliance System (RCS) application.
3. Preparation of the Integrated Governance Guidelines (TKT).
4. Preparation and Launching of the Anti-Fraud Guidelines.
5. Formation of the Integrated Governance Committee.

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

As a publicly listed company, the implementation of GCG at Jasa Marga refers to several applicable standards, including the Guidelines for Corporate Governance of Public Companies regulated by the Financial Services Authority (OJK) Regulation No. 21/POJK.04/2015 dated November 16, 2015, regarding the Implementation of Guidelines for Corporate Governance of Public Companies, outlined 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, the ASEAN Corporate Governance Scorecard (ACGS) parameters, and the General Guidelines for Indonesian Corporate Governance (PUGKI).

In measuring the Company's compliance with the implementation of GCG based on the referenced standards, it is carried out through assessments by 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 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 sampaikan oleh konsultan independen atas penilaian GCG sebelumnya.

Kriteria yang Digunakan

Sampai dengan tahun buku 2022, Perseroan melaksanakan *assessment* GCG dengan menggunakan parameter sebagaimana diatur dalam Keputusan Sekretaris Kementerian BUMN No. SK-16/S-MBU/2012 tanggal 06 Juni 2012 tentang Indikator/Parameter Penilaian dan Evaluasi Atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara.

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 2024 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 2024, sebelum terbitnya parameter Kementerian 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

Monitoring and Assessment of the Implementation of Good Corporate Governance

GCG Assessment

GCG assessment is a systematic effort to collect and process valid data, resulting in conclusions and recommendations that can serve as a basis for management action to improve and refine the implementation of GCG in the Company to become more effective and sustainable.

Every year, the Company conducts a GCG assessment either through independent consultants or self-assessment to measure the implementation of GCG at Jasa Marga and/or assess the implementation of recommendations previously provided by an independent consultant on the prior GCG assessment.

Criteria Used

As of the 2022 fiscal year, the Company conducted a GCG assessment using parameters as stipulated in the Decree of the Secretary of the Ministry of SOEs No. SK-16/S-MBU/2012 dated June 6, 2012, regarding the Indicators/Parameters for the Assessment and Evaluation of the Implementation of Good Corporate Governance (GCG) in State-Owned Enterprises.

With the revocation of the BUMN regulations related to GCG through the issuance of the Ministry of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023 on Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises, and the repeal of the GCG assessment parameters as the standard for GCG implementation in the Company through the Decree of the Secretary of the Ministry of State-Owned Enterprises of the Republic of Indonesia No. SK-12/S.MBU/08/2023 dated August 16, 2023, and with no replacement parameters by the end of 2024, 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 the GCG assessment in the Company for the 2024 assessment period, before the issuance of the new parameters by the Ministry of State-Owned Enterprises, in addition to using the criteria and methodology referring to the Guidelines for Corporate Governance for Public Companies as outlined in the Financial Services Authority (OJK) Regulation No. 21/POJK.04/2015 dated November 16, 2015, regarding the Implementation of the Corporate Governance Guidelines for Public Companies, which is elaborated in the OJK Circular Letter No. 32/SEOJK.04/2015 dated November

November 2015 tentang Pedoman Tata Kelola Perusahaan Terbuka, serta asesmen GCG berdasarkan *Asean Corporate Governance Scorecard* (ACGS) pada tahun 2024, 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 dilakukan dengan cara *self assessment.*
2. Asesmen GCG menggunakan paramater *Asean Corporate Governance Scorecard* (ACGS), dilakukan oleh *Indonesian Institute for Corporate Directorship* (IICD) dan secara s*elf-assessment.*
3. Asesmen Governansi Korporat mengacu pada parameter Pedoman Umum Governansi Korporat Indonesia, yang dikeluarkan oleh Komite Nasional Kebijakan Governansi (KNKG) pada tahun ini, dilakukan dengan cara *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:

17, 2015, regarding the Corporate Governance Guidelines for Public Companies, as well as the GCG assessment based on the ASEAN Corporate Governance Scorecard (ACGS) as mentioned in 2024, the Company will also conduct an assessment of corporate governance practices in the Company using criteria and methodology that refer to the Indonesian Corporate Governance Guidelines (PUGKI) with the ETAK principles (Ethical Behavior, Transparency, Accountability, and Sustainability). This assessment aims to evaluate the implementation of GCG in the Company and serves as a demonstration of the Company's commitment to the ongoing implementation of GCG.

Parties Responsible for the Assessment

1. The GCG assessment is based on the Financial Services Authority (OJK) Regulation No. 21/POJK.04/2015 dated November 16, 2015, regarding the Implementation of Good Corporate Governance Guidelines for Public Companies, as outlined in the OJK Circular Letter No. 32/SEOJK.04/2015 dated November 17, 2015, is conducted through self-assessment.
2. The GCG assessment using the ASEAN Corporate Governance Scorecard (ACGS) parameters is conducted by the Indonesian Institute for Corporate Directorship (IICD) and self-assessment.
3. The Corporate Governance Assessment refers to the parameters of the General Guidelines for Corporate Governance in Indonesia, issued by the National Committee on Governance Policies (KNKG), and is carried out through a self-assessment method this year.

Jasa Marga's Compliance with OJK Regulations and Circular Letters regarding the Corporate Governance Code for Public Companies

The Corporate Governance Code for Public Companies, as outlined in the OJK Circular Letter, includes 5 aspects, 8 principles, and 25 recommendations for implementing good corporate governance aspects and principles. These recommendations serve as the ideal standard for applying good corporate governance principles that the Company is expected to adopt as part of its governance implementation. The details of its application 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 regarding 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: Relationship between Public Companies and Shareholders in guaranteeing Shareholder rights.			
	Prinsip 1 Meningkatkan Nilai Penyelenggaraan RUPS **Principle 1** Increasing the Value of Holding GMS	Perusahaan Terbuka memiliki cara atau prosedur teknis pengumpulan suara *(voting)* baik secara terbuka maupun tertutup yang mengedepankan independensi, dan kepentingan pemegang saham. Public Companies have technical methods or procedures for collecting votes, both openly and secretly, which prioritize independence and the interests of shareholders.	*Voting* dilakukan dengan *e-voting* yang disediakan oleh KSEI sebagai penyedia e-RUPS. Voting is done 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. The entire Board of Directors and Board of Commissioners of the Public Company were present at the Annual General Meeting of Shareholders.	RUPS Tahunan dan RUPS Luar Biasa Perseroan dihadiri oleh seluruh anggota Direksi dan seluruh anggota Dewan Komisaris Perseroan baik secara luring maupun daring. The Company's Annual GMS and Extraordinary GMS were attended by all members of the Board of Directors and all members of the Board of Commissioners of the Company both offline and online.	*Comply*
		Ringkasan risalah RUPS tersedia dalam Situs *Web* Perusahaan Terbuka paling sedikit selama 1 (satu) tahun. A summary of the minutes of the GMS is available on the Public Company Website for at least 1 (one) year.	Ringkasan Risalah RUPS tersedia dalam situs *web* Perseroan selama lebih dari 1 (satu) tahun untuk menyediakan kecukupan waktu bagi Pemegang Saham untuk memperoleh informasi. The Summary of the Minutes of the GMS is available on the Company's website for more than 1 (one) year to provide sufficient time for Shareholders to obtain information.	*Comply*
	Prinsip 2 Meningkatkan Kualitas Komunikasi Perusahaan Terbuka dengan Pemegang Saham atau Investor. **Principle 2** Improving the Quality of Public Company Communication with Shareholders or Investors.	Perusahaan Terbuka memiliki suatu kebijakan komunikasi dengan pemegang saham atau investor. Public Companies have 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 the Guidelines for Submitting Company Information through Non-Deal Roadshows, Investor Conferences, Analyst Meetings and Public Exposes which contain the time for submitting information, location of the event, criteria for the event, presentation materials, frequency of event implementation, feedback from the event organizers, and event reports.	*Comply*
		Perusahaan Terbuka mengungkapkan kebijakan komunikasi Perusahaan Terbuka dengan pemegang saham atau investor dalam Situs *Web*. Public Companies disclose Public Company communication policies 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 Shareholders or Investors with equal access to information disclosure.	*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 regarding Governance Guidelines for Public Companies

No.	Prinsip Principle	Rekomendasi Recommendations	Penjelasan Penerapan di Jasa Marga Implementation in Jasa Marga	Keterangan Description
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. Determination of the number of members of the Board of Commissioners takes into account 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 dan disetujui dalam RUPS. The determination of the number of members of the Board of Commissioners is guided by applicable regulations and takes into account the Company's condition as a Public Company. The appointment of members of the Board of Commissioners is the right of Series A Dwiwarna Shareholders and is approved at the GMS.	*Explain*
		Penentuan komposisi anggota Dewan Komisaris memperhatikan keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan. Determining the composition of the members of the Board of Commissioners takes into account 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 dan disetujui dalam RUPS. The composition of the members of the Board of Commissioners has fulfilled the aspects of diversity of expertise, knowledge, and experience required in accordance with the Company's business fields. The appointment of members of the Board of Commissioners is the right of Series A Dwiwarna Shareholders and is approved at the GMS.	*Explain*
	Prinsip 4 Meningkatkan Kualitas Pelaksanaan Tugas dan Tanggung Jawab Dewan Komisaris. **Principle 4** Improving the Quality of Implementation 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 its own assessment policy (Self-Assessment) 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 a self-assessment policy in accordance with the Decree of the Board of Commissioners 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 performance of the Board of Commissioners is disclosed through the Annual Report of the Public Company.	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 the resignation of members of the Board of Commissioners if they are 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 dismissal of members of the Board of Commissioners, including 1) Involvement in actions that are detrimental to the Company and/or the country; 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 prepares a succession policy in 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 which prepares succession policies in the nomination process for 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 regarding 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. Determining the number of members of the Board of Directors takes into account the conditions of the Public Company and the effectiveness of 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 dan disetujui dalam RUPS. The determination of the number of members of the Board of Directors is guided by applicable regulations and takes into account the Company's condition as a Public Company. The appointment of members of the Board of Commissioners is the right of the Series A Dwiwarna Shareholders and is approved at the GMS.	*Explain*
		Penentuan komposisi anggota Direksi memperhatikan, keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan. Determining the composition of the Board of Directors members takes into account the diversity of skills, 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 dan disetujui dalam RUPS. The composition of the Board of Directors has fulfilled the aspects of diversity of expertise, knowledge, and experience required in accordance with the Company's business fields. The appointment of members of the Board of Commissioners is the right of Series A Dwiwarna Shareholders and is approved at the GMS.	*Explain*
		Anggota Direksi yang membawahi bidang akuntansi atau keuangan memiliki keahlian dan/atau pengetahuan di bidang akuntansi. Members of the Board of Directors who oversee the accounting or finance sector have expertise and/or knowledge in the accounting sector.	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 the accounting or finance sector have expertise and/or knowledge in the accounting sector as proven by their educational background, training certification and/or related 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 its own assessment policy (Self Assessment) 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 performance of the Board of Directors is disclosed in the annual report of the Public Company.	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 resignation of members of the Board of Directors 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 members of the Board of Directors, including 1) Involvement in actions that are detrimental to the Company and/or the country; 2) Being found guilty by a court decision that has permanent legal force.	*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 regarding 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*. Public Companies have policies 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 dividing tasks and responsibilities for managing the information in a proportional and efficient manner.	*Comply*
		Perusahaan Terbuka memiliki kebijakan anti korupsi dan anti *fraud*. Public Companies have anti-corruption and anti-fraud policies.	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 personil 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 act as living documents for Jasa Marga Personnel (Board of Commissioners, Committees, Secretary of the Board of Commissioners, Staff of the Board of Commissioners, Directors and all Employees of the Company, including employees assigned to Subsidiaries and other agencies, as well as personnel who directly work 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, Gratification Control Guidelines, Conflict of Interest Guidelines, Whistleblowing System Guidelines, Anti-Bribery Policy, and currently in the finalization stage of the Anti-Fraud Guidelines. The guidelines in question are efforts to prevent all corrupt practices, whether giving or receiving from other parties.	*Comply*
		Perusahaan Terbuka memiliki kebijakan tentang seleksi dan peningkatan kemampuan pemasok atau *vendor*. Public Companies have policies regarding the selection and improvement of supplier or vendor capabilities.	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 among other things regulates relations with suppliers and regularly holds supplier meetings and/or training for suppliers.	*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 regarding 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 pemenuhan hak-hak kreditur. Public Companies have policies 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 providing loans to creditors, which includes considerations in making agreements, as well as follow-up in fulfilling the Company's obligations to creditors.	*Comply*
		Perusahaan Terbuka memiliki kebijakan sistem *whistleblowing*. Public Companies have 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 includes the types of violations that can be reported, how to report, protection and guarantee of confidentiality of the reporter, handling of complaints, parties who manage complaints and the results of handling and follow-up of complaints.	*Comply*
		Perusahaan Terbuka memiliki kebijakan pemberian insentif jangka panjang kepada Direksi dan karyawan. Public Companies have a policy of providing long-term incentives to 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. Determination of remuneration for members of the Company's Board of Directors refers to the Regulation of the Minister of SOEs No. PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises, by taking into account and considering the results of the study conducted by the Nomination and Remuneration Committee, which is then proposed at the GMS attended by Series A Dwiwarna Shareholders, to obtain approval. The Company has a Total Employee Reward System which is determined based on the Board of Directors' Decision, one of the philosophies of which is Long to Long, which means providing 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 regarding 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: Transparency of Information**			
	Prinsip 8 Meningkatkan Pelaksanaan Keterbukaan Informasi. **Principle 8** Improving the Implementation of Information Transparency.	Perusahaan Terbuka memanfaatkan penggunaan teknologi informasi secara lebih luas selain Situs *Web* sebagai media keterbukaan informasi. Public Companies utilize information technology more widely in addition to Websites as a medium for information disclosure.	Selain situs *web*, Perseroan memanfaatkan penggunaan media sosial sebagai media keterbukaan informasi. In addition to the 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 Annual Report of a Public Company discloses the ultimate beneficial owners in the ownership of shares of the Public Company of at least 5% (five percent), in addition to disclosure of the ultimate beneficial owners in the ownership of shares of the Public Company through major 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 in the Company's share ownership of at least 5%, in addition to the disclosure of the ultimate beneficial owners in the Company's share ownership through Majority and Controlling Shareholders.	*Comply*

Asesmen GCG berdasarkan ASEAN *Corporate Governance Scorecard* (ACGS)

Assessment GCG yang dilakukan Perseroan salah satunya ASEAN *Corporate Governance Scorecard ASEAN Corporate Governance Scorecard* adalah 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, Singapore, Thailand, Malaysia, Phillippines, 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 aset berkelas. Inisiatif ini tidak hanya mendorong setiap negara ASEAN yang berpartisipasi dalam ACGS memperkuat kerangka peraturan perundang-undangan 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. 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).

GCG Assessment based on the ASEAN Corporate Governance Scorecard (ACGS)

The GCG assessment conducted by the Company includes the ASEAN Corporate Governance Scorecard. The ASEAN Corporate Governance Scorecard is one of the initiatives by the ASEAN Capital Market Forum (ACMF) aimed at the integration of the capital markets of the member countries of the Association of Southeast Asian Nations (ASEAN). The countries participating in this ACGS are Indonesia, Singapore, Thailand, Malaysia, the Philippines, and Vietnam. The objectives of implementing the ACGS are as follows:

1. Improving the standards and practices of corporate governance for public companies in ASEAN;
2. Enhancing the global attractiveness of ASEAN public companies with good corporate governance and demonstrate to the global community that these companies are viable investment opportunities; and
3. Completing other ACMF initiatives and promote ASEAN as a group of high-quality assets. This initiative not only encourages each ASEAN country participating in the ACGS to strengthen their regulatory frameworks related to corporate governance practices, but it has also motivated public companies in ASEAN, including Indonesia, to strengthen their corporate governance systems by adopting the principles of corporate governance according to the ACGS. The ACGS is a quantitative tool used to measure the compliance of public companies in ASEAN with corporate governance guidelines based on exemplary practices aligned with 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.

Instrumen penilaian ACGS tahun 2023 masih terbagi kedalam 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 Tanggung Jawab Dewan (*Responsibilities of the Board).*
2. *Level* 2, terdiri dari Bonus dan Penalti.

Tahun 2021, Perseroan berhasil memperoleh penghargaan dan masuk 10 (sepuluh) Perusahaan tercatat di Indonesia yang masuk dalam kategori "ASEAN *Asset Class Thresholds.*"

Sebagaimana tahun-tahun sebelumnya, pada tahun 2024, Jasa Marga melakukan kembali penilaian ACGS untuk tahun buku 2023, yang penilaiannya didasarkan pada informasi publik, terutama pada laporan tahunan tahun 2023 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 buku 2023 adalah sebesar 104,18. 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 secara penuh standar internasional berdasarkan parameter ACGS.

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 82,94.

Rincian skor beserta rekomendasinya adalah sebagai berikut:

In 2023, the ACGS assessment instrument underwent changes, with an increased emphasis on corporate governance practices related to environmental issues, sustainability, and resilience, which have become key concerns for the business world.

The 2023 ACGS assessment instrument is still divided into 2 (two) levels, with some changes made at Level 1. The details of the ACGS assessment instrument are as follows:

1. Level 1 consists of 4 (four) categories, 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 consists of Bonuses and Penalties.

In 2021, the Company successfully received an award and was ranked among the top 10 listed companies in Indonesia in the "ASEAN Asset Class Thresholds" category.

As in previous years, in 2024, Jasa Marga conducted the ACGS assessment for the 2023 fiscal year, which was based on public information, particularly the 2023 annual report and the Company's website. According to 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 the 2023 fiscal year is 104.18. Based on this final score, Jasa Marga's compliance performance is categorized as "Leadership in Corporate Governance," indicating that the company's GCG practices have fully adopted international standards based on ACGS parameters.

The total score obtained by the Company is above the average score for public companies (Tbk) or issuers in the Big Cap category (the 100 companies with the largest market capitalization on the stock exchange), which is 82.94.

The details of the score along with the recommendations are as follows:

Tabel Hasil Penilaian (*Level* 1)
Table of Assessment Results (Level 1)

Prinsip Principle	Jumlah Item Penilaian Total of Assessment Items	Total Item Penilaian yang Telah Dipenuhi Total Assessment Items that have been Fulfilled	Bobot Penilaian (%) Rating Weight (%)	Skor Score
A	30	25	20%	16,67
B	22	21	15%	14,32
C	34	34	25%	25,00
D	63	57	40%	36,19
Level 1 Score	**149**	**137**	**100%**	**92,18**

Hasil Penilaian *Level* 2 (Bonus dan Penalti)
Level 2 Assessment Results (Bonus and Penalty)

Bonus & Penalti Bonus & Penalty	Jumlah Item Penilaian Total of Assessment Items	Total Item Penilaian yang Mendapat Bonus dan Penalti Total Assessment Items that Receive Bonuses and Penalties	Skor Score
Bonus	16	8	14
Penalti Penalty	16	1	-2
Level 2 Score			**12**

Total Nilai untuk Praktik GCG PT Jasa Marga (Persero) Tbk
Total Score for PT Jasa Marga (Persero) Tbk's GCG Practices

No.	Komponen Penilaian Assessment Component	Skor Tertimbang per Prinsip Weighted Score per Principle
1.	Hak-Hak dan Perlakuan Setara Terhadap Pemegang Saham Rights and Equal Treatment of Shareholders Total skor kasar* bobot/ Total raw score * weight = 80 x 20%	16,67
2.	Keberlanjutan dan Ketangguhan Sustainability and Resilience 90,91 x 15%	14,32
3.	Keterbukaan dan Transparansi Disclosure and Transparency 100 x 25%	25,00
4.	Tanggung Jawab Dewan Komisaris Responsibilities of the Board of Commissioners 90,48 x 40%	36,19
Total Skor Tertimbang (Level 1) **Total Weighted Score (Level 1)**		**92,18**
5.	Bonus Bonus	14
6.	Penalti Penalty	-2
Total Skor Tertimbang **Total Weighted Score**		**104,18**

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 Governance Guidelines based on ACGS that have been fully implemented is as follows:

Tabel Pernyataan Kepatuhan Perseroan terhadap Pedoman Tata Kelola berdasarkan ACGS dengan Status Penerapan Penuh
The Company's Statement of Compliance with the Governance Guidelines based on ACGS with Fully Implementation Status

Level/No.	*Corporate Governance Standard Criteria*
Level 1	
A.1	Hak Dasar Pemegang Saham. Basic Rights of Shareholders.
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 exercise one's vote in the GMS and the right to obtain information regarding the rules applicable in the GMS (including voting procedures).
A.3	Pasar untuk pengendalian/kontrol perusahaan *(Markets for Corporate control)* harus dimungkinkan berfungsi dengan cara yang efisien dan transparan. Markets for Corporate control must be enabled to function in an efficient and transparent manner.
A.5	Kepemilikan Saham dan Hak Suara. Share Ownership and Voting Rights.
A.9	Perlindungan kepada para pemegang saham minoritas dari tindakan-tindakan abusif. Protection of minority shareholders from actions abusive.
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 disclosures must be consistent, comparable and reliable, and include past and future information that is material and important to investors in making investment decisions or voting.
B.2	Kerangka tata kelola Perseroan harus memungkinkan adanya dialog antara Perseroan, pemegang saham, dan pemangku kepentingan untuk bertukar pandangan mengenai masalah keberlanjutan. The Company's governance framework should allow for dialogue between the Company, shareholders and stakeholders to exchange views on sustainability issues.
B3	Kerangka tata kelola Perseroan harus memastikan bahwa Dewan Direksi secara memadai mempertimbangkan risiko dan peluang keberlanjutan yang material ketika menjalankan perannya dalam menelaah, memantau dan memandu praktik tata kelola, pengungkapan, strategi, sistem manajemen risiko dan pengendalian internal, termasuk yang berkaitan dengan risiko fisik dan transisi terkait perubahan iklim. The Company's governance framework must ensure that the Board of Directors adequately considers material sustainability risks and opportunities when carrying out its role in reviewing, monitoring and guiding governance practices, disclosures, strategies, risk management systems and internal controls, including those relating to physical and transition risks related to climate change.
B.4	Hak-Hak Para Pemangku Kepentingan yang ditetapkan oleh UU atau lewat kesepakatan bersama haruslah dihormati dan mendorong kerjasama aktif antara Perseroan dan pemangku kepentingan dalam menciptakan kesejahteraan, lapangan kerja, dan keuangan berkelanjutan. Stakeholders' rights as stipulated by law or through mutual agreements must be respected and encourage active cooperation between the Company's and stakeholders in creating prosperity, employment and sustainable finance.
B.5	Para pemangku kepentingan haruslah memiliki peluang untuk mendapatkan ganti rugi efektif untuk pelanggaran-pelanggaran atas hak-hak mereka. Stakeholders must have the opportunity to obtain effective redress for violations 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-praktik melanggar hukum dan tidak etis dan hak-hak mereka melakukan ini haruslah dilindungi. Stakeholders, including individual employees and their representative bodies, should be able to freely communicate their concerns to the Board about unlawful and unethical practices and their rights to do so should be protected.
C.1	Transparansi Struktur kepemilikan. Transparency of 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 of Commissioners and Directors.
C.4	Pengungkapan atas Transaksi Hubungan Istimewa. Disclosure of Related Party Transactions.
C.5	Pengungkapan atas transaksi saham perusahaan yang dilakukan oleh para anggota Direksi atau Dewan Komisaris. Disclosure of company share transactions carried out by members of the Board of Directors or Board of Commissioners.
C.6	Eksternal Auditor dan Laporan Auditor. External Auditors and Auditor Reports.
C.7	Media Komunikasi Perseroan. Corporate Communication Media.
C.8	Penyampaian informasi laporan keuangan atau laporan tahunan secara tepat waktu. Timely delivery of financial report information or annual reports.
C.9	*Website* Perseroan. Company Website.
C.10	Keberadaan Investor Relations dalam Perseroan The Existence of Investor Relations in the Company
D.1	Tugas dan Tanggung Jawab Direksi dan Dewan Komisaris. Duties and Responsibilities of the Board of Directors and Board of Commissioners.
D.2	Struktur Dewan Komisaris. Structure of the Board of Commissioners.

Pada Penilaian Bonus dan Penalti, terdapat 8 (delapan) *items* Bonus yang dapat dipenuhi Perseroan dan 1 (satu) *items* Penalti sebagai berikut:

In the Bonus and Penalty Assessment, there are 8 (eight) Bonus items that the Company can fulfill and 1 (one) Penalty items, as follows:

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 holding of the GMS for each agenda or meeting item.
(B) B.1.1	Adanya pengungkapan mengenai praktik yang telah dijalankan Perseroan dalam pengelolaan risiko dan peluang terkait dengan (perubahan) iklim. There is disclosure regarding the practices that the Company has implemented in managing risks and opportunities related to climate (change).
(B) B.1.2	Terdapat pengungkapan yang menyatakan bahwa Laporan Keberlanjutan Perseroan telah dipastikan secara eksternal. There is a disclosure stating that the Company's Sustainability Report has been externally verified.
(B) B.1.3	Perseroan 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 about the Company's efforts to respond to or address stakeholders' ESG concerns.
(B) B.1.4	Perseroan telah memiliki unit/divisi/komite khusus yang mengelola atau bertanggung jawab untuk masalah keberlanjutan. The Company has a special unit/division/committee that manages or is responsible for sustainability issues.
(B) B.1.7	Perseroan telah melibatkan/menggunakan pihak/Lembaga independent dalam pengelolaan sistem WBS (*Whistle Blowing System*). The Company has involved/used independent parties/institutions in managing the WBS (Whistle Blowing System).
(B) D.5.1	Pengungkapan dan penjelasan strategi *information technology governance*, termasuk diantaranya terkait *disruption, cyber security* serta *disaster recovery*. Disclosure and explanation of information technology governance strategies, including those related to disruption, cyber security and disaster recovery.
(B) D.6.1	Keberadaan Komite Risiko secara terpisah atau *independent* di dalam Perseroan. Praktik ini telah dijalankan di PT Jasa Marga (Persero) 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 in PT Jasa Marga (Persero) Tbk which is shown through the existence of the Risk and Legal Committee.
(P) D.4.2	Poin penalti ini tidak akan dikenakan kepada Perseroan jika Komisaris Independen tidak memperoleh opsi saham, saham bonus atau tantiem/bonus dari Perseroan yang didasarkan pada pencapaian kinerja. Selama tahun buku 2023 secara jelas terungkap bahwa perusahaan telah memberikan bonus berupa tantiem kepada seluruh anggota Dewan Komisaris, termasuk diantaranya 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/bonuses from the company based on performance achievements. During the 2023 financial year, it was clearly revealed that the company had provided bonuses in the form of bonuses to all members of the Board of Commissioners, including Independent Commissioners.

Total *Corporate Governance Score (overall score)* praktik GCG yang diperoleh Perseroan untuk tahun buku 2023 (ASEAN *Scorecard* 2024) adalah sebesar 104,18 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 perusahaan melebihi yang disyaratkan oleh *Level* 1 (Struktur ACGS).

The Total Corporate Governance Score (overall score) for GCG practices achieved by the Company for the 2023 fiscal year (ASEAN Scorecard 2024) is 104.18 point. Based on the final score, Jasa Marga's compliance level performance is included in the predicate "Leadership in Corporate Governance", or Level 5 (more than 100), meaning that the GCG practices carried out by the Company exceed those required by Level 1 (ACGS Structure).

Skor total yang didapatkan oleh perusahaan masih berada di atas skor rata-rata untuk emiten atau perusahaan publik (Tbk) yang masuk dalam kategori *Big Cap* (100 perusahaan dengan kapitalisasi pasar terbesar di bursa) yang nilainya mencapai sebesar 82,94.

The total score obtained by the Company is still above the average score for issuers or public companies (Tbk) included in the Big Cap category (100 companies with the largest market capitalization on the stock exchange) which is worth 82.94.

Self-assessment Perseroan berdasarkan parameter ACGS dimuat dalam situs web Jasa Marga www.jasamarga.com dalam menu tersendiri.

The Company's self-assessment based on ACGS parameters is published on the Jasa Marga website www.jasamarga.com in a separate menu.

Rekomendasi Hasil Asesmen GCG berdasarkan ASEAN *Corporate Governance Scorecard* (ACGS) Tahun 2023

Recommendations from the 2023 GCG Assessment Results Based on the ASEAN Corporate Governance Scorecard (ACGS)

Rekomendasi *Level* 1
Level 1 Recommendation

Tabel Rekomendasi Hasil Asesmen GCG berdasarkan ASEAN *Corporate Governance Scorecard* (ACGS) Tahun 2024
Table of Recommended GCG Assessment Results based on the 2024 Asean Corporate Governance Scorecard (ACGS)

Prinsip Principle	Skor Score	Rekomendasi Recommendation	
		Jumlah Total	Parameter Parameter
Hak-Hak dan Perlakuan Setara Terhadap Pemegang Saham Equal Treatment of Shareholders	16,67	5	(A.4.1) (A.6.1) (A.6.4) (A.7.1) (A.8.3)
Keberlanjutan dan Ketangguhan Sustainability and Resilience	14,32	1	(B.6.3)
Keterbukaan dan Transparansi Openness and Transparency	25,00	-	-
Tanggung Jawab Dewan Komisaris Responsibilities of the Board of Commissioners	36,19	6	(D.3.1) (D.3.4) (D.3.13) (D.4.2) (D.4.5) (D.5.6)
Level 1 Score	**92,18**		

Penerapan Rekomendasi Pedoman Umum Governansi Korporat Indonesia (PUGKI)

Selain melakukan pemenuhan terhadap rekomendasi sebagaimana 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, Perseroan juga melakukan pemenuhan terhadap 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. Adapun penerapan rekomendasi PUGKI di Perseroan, secara ringkas dapat dilihat pada tabel berikut:

Implementation of the Recommendations from the Indonesian Corporate Governance Guidelines (PUGKI)

In addition to complying with the recommendations outlined in the Financial Services Authority (OJK) Regulation No. 21/POJK.04/2015 dated November 16, 2015, regarding the Implementation of Corporate Governance Guidelines for Public Companies, as detailed in OJK Circular Letter No. 32/SEOJK.04/2015 dated November 17, 2015, on the Guidelines for Corporate Governance of Public Companies, the Company also adheres to the recommendations of PUGKI. PUGKI includes 8 Principles and 81 recommendations, which are aimed at establishing global-standard corporate governance practices to protect the interests and meet the expectations of shareholders, creditors, debtors, and other stakeholders, aiming for the creation of long-term sustainable corporate value. The implementation of the PUGKI recommendations at the Company can be briefly seen in the table below:

Pedoman Umum Governansi Korporat Indonesia (PUGKI) 2024
General Guidelines for Indonesian Corporate Governance 2024

No.	Prinsip Governansi Korporat Corporate Governance Principle	Penerapan/ Penjelasan Apply/Explain	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 conduct their roles and responsibilities independently in creating sustainable value for the corporation's long-term best interests and its shareholders while also 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 performs its supervisory and advisory role for the Board of Directors in managing the Company, fulfilling its fiduciary duties with integrity and prudence, based on relevant and comprehensive information, to safeguard the Company's best long-term interests. All members of the Board of Directors and the Board of Commissioners are committed to avoiding conflicts of interest and refraining from pursuing personal interests in decision-making. As part of their accountability in fulfilling their roles and responsibilities, performance evaluations are conducted for the President Commissioner with Board of Commissioners, and the President Director with Board of Directors. The Board of Directors and the Board of Commissioners also participate in competency development programs to ensure the effective execution of their duties and responsibilities in alignment with the Company's needs. For further details on the implementation of this principle within the Company, please visit Jasa Marga's website at www.jasamarga.com.
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 the Board of Commissioners are selected and appointed in a manner that ensures diversity in their composition. Each board consists of Directors and Commissioners who demonstrate the commitment, knowledge, skills, and expertise necessary to effectively 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 the members of the Board of Directors and the Board of Commissioners with the long-term interests of the corporation 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, prepares: a. The composition and nomination process for the 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, remuneration policy, and the amount of remuneration for the members of the Board of Directors and the Board of Commissioners. The Company complies with the requirements and procedures outlined in the Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023 regarding the Governance and Human Resources of State-Owned Enterprises. The appointment of members of the Board of Directors and the Board of Commissioners is the right of the Series A Dwiwarna Shareholders and is approved at the Annual General Meeting of Shareholders (RUPS). For more details on the implementation of this principle in the Company, you can visit the Jasa Marga website at www.jasamarga.com.

separate submenu.

Pedoman Umum Governansi Korporat Indonesia (PUGKI) 2024
General Guidelines for Indonesian Corporate Governance 2024

No.	Prinsip Governansi Korporat Corporate Governance Principle	Penerapan/ Penjelasan Apply/Explain	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 the Board of Commissioners have a close, open, constructive, professional, and mutually trusting working relationship for the best interests of the corporation.	*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 the 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. For more details on the implementation of this principle in the Company, you can visit the Jasa Marga website at 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, upholding the values and organizational culture.	*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 personil 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, organizes socialization, and enforces a code of ethics that applies to all Jasa Marga personnel (Board of Commissioners, Committees, Board of Commissioners' Secretary, Staff of the Board of Commissioners, Board of Directors, and all employees of the Company, including employees assigned to subsidiaries and other institutions, as well as personnel who directly work for and on behalf of the Company). The Company discloses its code of ethics, values, and corporate culture. For more details on the implementation of this principle in the Company, you can visit the Jasa Marga website at www.jasamarga.com.

Pedoman Umum Governansi Korporat Indonesia (PUGKI) 2024
General Guidelines for Indonesian Corporate Governance 2024

No.	Prinsip Governansi Korporat Corporate Governance Principle	Penerapan/ Penjelasan Apply/Explain	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 bertintegritas. The corporation implements corporate governance practices that are integrated with the application of an internal control system, risk management, and an effective compliance management system, in order to support the achievement of corporate goals, objectives, and performance targets while 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 an internal control system and risk management and discloses: a. An overview and description of the internal control and risk management system; 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 system. The Company implements governance integrated with risk management and compliance management systems as follows: a. In structuring the corporate governance system, it aligns with the compliance demands of stakeholders, including regulations, industry standards, contractual clauses, as well as existing norms and ethics, while also adjusting to the necessary internal control and risk management requirements; b. In realizing internal control, risk management, and compliance when carrying out its business and operations, the Company consistently applies practices that align with the principles and systems of corporate governance. For more details on the implementation of this principle in the Company, you can visit the Jasa Marga website at www.jasamarga.com.
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 about 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 the occurrence of the event. The Company also submits the annual report and sustainability report to the public in a timely manner in accordance with applicable regulations. For more details on the implementation of this principle in the Company, you can visit the Jasa Marga website at www.jasamarga.com.

Pedoman Umum Governansi Korporat Indonesia (PUGKI) 2024
General Guidelines for Indonesian Corporate Governance 2024

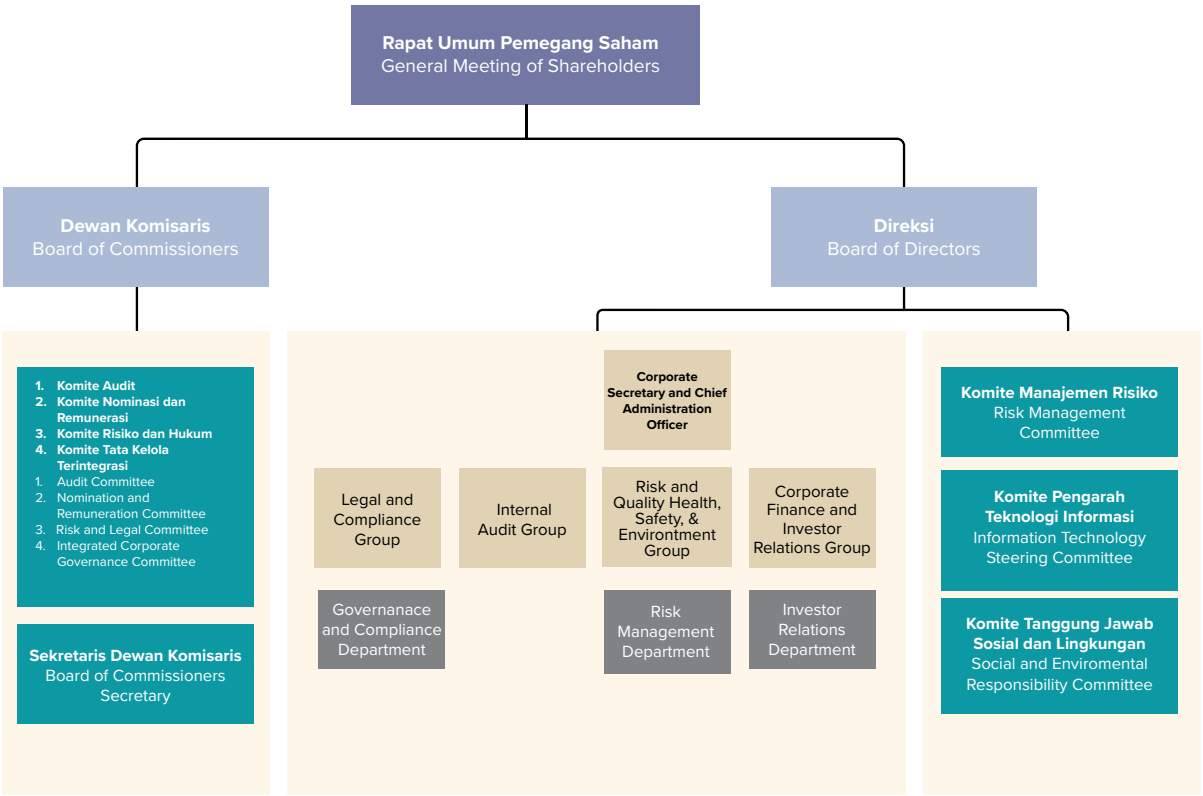
No.	Prinsip Governansi Korporat Corporate Governance Principle	Penerapan/ Penjelasan Apply/Explain	Keterangan Penerapan Implementation Description
7.	**Perlindungan terhadap Hak-Hak Pemegang Saham** **Protection of the Rights of Shareholders**		
	Korporasi melindungi dan memfasilitasi pelaksanaan hak pemegang saham dan memastikan perlakukan yang adil terhadap pemegang saham, termasuk pemegang saham minoritas. Korporasi memastikan bahwa sesuai dengan aturan perundangan 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, in accordance with applicable laws and regulations, shareholders have the opportunity to seek 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 the basic rights of shareholders. These basic shareholder rights include the right to: a. Receive material and relevant information about the Company on a regular and timely basis; b. Participate and vote in the Annual General Meeting of Shareholders (RUPS); c. Appoint and dismiss members of the Board of Commissioners and the Board of Directors; and d. Receive 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. The controlling shareholders and management of the Company always avoid the misuse of their majority power or control. For more details on the implementation of this principle in the Company, you can visit the Jasa Marga website at www.jasamarga.com.
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 implement social and environmental responsibility, which is a commitment to participate in sustainable economic development to improve the quality of life and the environment in ways that are beneficial to the corporation itself, the local community, and society at large. The implementation of this obligation needs to involve stakeholders, integrated with the corporation's business processes, while 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, integrated with the Company's business processes, while ensuring the protection of stakeholders. For more details on the implementation of this principle in the Company, you can visit the Jasa Marga website at www.jasamarga.com.

Hasil *self-assessment* atas implementasi GCG berdasarkan 81 rekomendasi PUGKI yang merupakan penjabaran secara lebih rinci atas 8 prinsip di atas dimuat dalam situs web Jasa Marga www.jasamarga.com dalam sub menu tersendiri.

The results of the self-assessment on the implementation of GCG based on the 81 recommendations of PUGKI, which is a more detailed breakdown of the 8 principles above, will be published on Jasa Marga's website www.jasamarga.com in a

Struktur Organ Tata Kelola Perusahaan
Corporate Governance Organ Structure

Struktur Organ Tata Kelola Perusahaan yang Baik
Chart of Corporate Governance Organ 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 Corporate Organs consist of the General Meeting of Shareholders, the Board of Directors, and the Board of Commissioners.

1. General Meeting of Shareholders (GMS): The GMS is a Corporate 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 Articles of Association.
2. Board of Directors: The Board of Directors is a Corporate Organ authorized and fully responsible for managing the Company in the interest of the Corporation, under its purposes and objectives, and representing the Corporation both inside and outside the court as stipulated in the Articles of Association.
3. Board of Commissioners: The Board of Commissioners is a Corporate Organ responsible for conducting general and/or specific supervision as provided in 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.

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 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.

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.

GCG Infrastructure

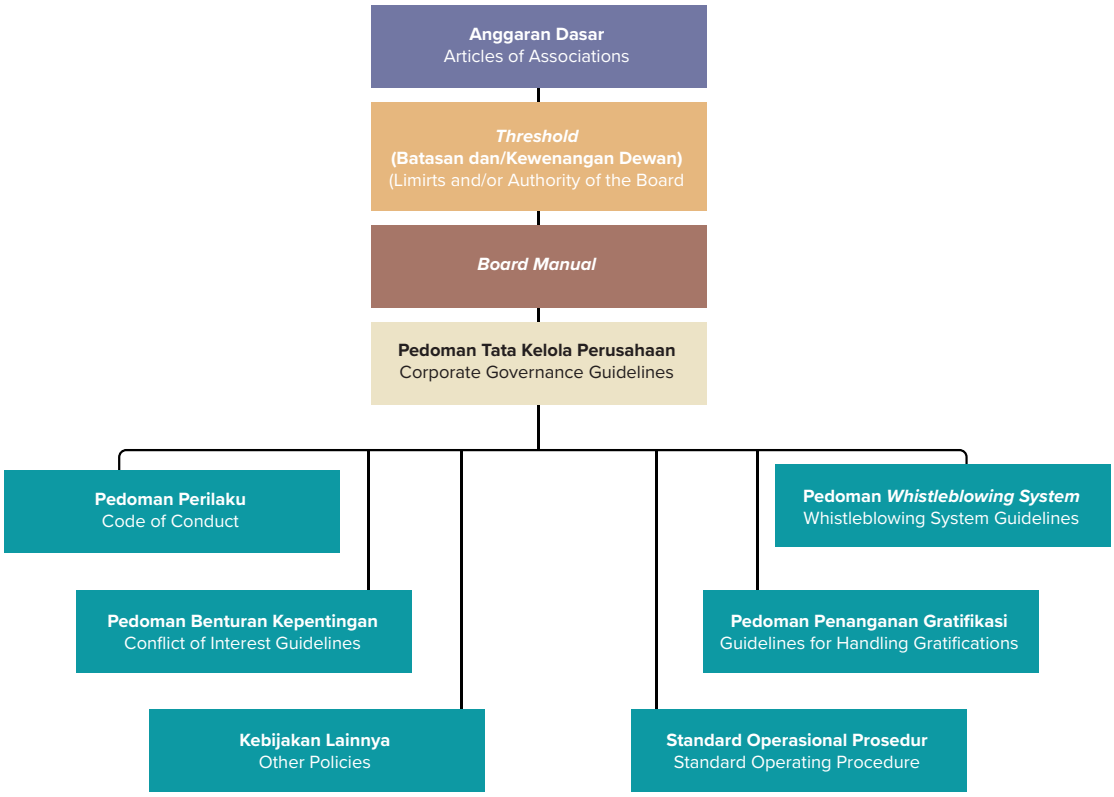
Jasa Marga has established a comprehensive and effective governance structure, consisting of Corporate Organs and governance infrastructure in the form of internal policies that serve as references and guidelines for implementing good governance principles. This framework ensures outcomes that align with the expectations of stakeholders.

The Corporate Organs include the main organs: the General Meeting of Shareholders (GMS), the Board of Commissioners, and the Board of Directors. The Board of Commissioners and the Board of Directors each have supporting organs to assist with their duties and functions. The Board of Commissioners has supporting organs such as the Audit Committee, the Nomination and Remuneration Committee, and the Risk and Legal Committee. The Board of Directors has Director Committees such as the Risk Management Committee and the Information Technology Steering Committee, along with other supporting organs of the Board of Directors, including the Internal Audit Unit and other work units.

To support the effectiveness of the execution of the duties and responsibilities of the Corporate Organs, Jasa Marga has various internal policy infrastructures, including regulations, decisions, guidelines, Standard Operating Procedures (SOPs), and other policies, which serve as references and guidelines in carrying out its functions.

Soft Structure GCG
Soft Structure GCG

Bagan *Soft Structure GCG*
Chart Soft Structure GCG



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. 40 tanggal 19 Juli 2021 yang dibuat di hadapan Ir. Nanette Cahyanie Handari Adi Warsito, S.H., Notaris di Jakarta berikut surat Penerimaan Pemberitahuan Perubahan Anggaran Dasar dari Direktur Jenderal Administrasi Hukum Umum Kementerian Hukum dan HAM No. AHU-AH.01.03-0429854 Tahun 2021 tanggal 21 Juli 2021 dan telah didaftar dalam Daftar Perseroan No. AHU-0125817.AH.01.11. Tahun 2021 Tanggal 21 Juli 2021.
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. 46.1/KPTS/2024 tentang Pedoman Perilaku *(Code of Conduct)* PT Jasa Marga (Persero) Tbk
    c. Keputusan Direksi No. 118/KPTS/2022 tanggal 20 September 2022 tentang Pedoman Penanganan Gratifikasi di Lingkungan PT Jasa Marga (Persero) Tbk
    d. Keputusan Direksi No. 09/KPTS/2022 tentang Pembagian Tugas dan Wewenang Direksi PT Jasa Marga (Persero) Tbk dan perubahan-perubahannya.
    e. Keputusan Direksi No. 53/KPTS/2022 tentang Tim Pengelolaan *Whistleblowing System* PT Jasa Marga (Persero) Tbk.
    f. Keputusan Direksi No. 142/KPTS/2022 tentang Kebijakan Anti Penyuapan PT Jasa Marga (Persero) Tbk.
    g. Keputusan Direksi No. 143/KPTS/2022 tentang Manual Sistem Manajemen Anti Penyuapan PT Jasa Marga (Persero) Tbk.
    h. Keputusan Bersama Direksi dan Dewan Komisaris PT Jasa Marga (Persero) Tbk No. KEP 077/IX/2022 dan No. 112/KPTS/2022 tentang *Whistleblowing System* PT Jasa Marga (Persero) Tbk.
    i. Keputusan Direksi No. 128/KPTS/2021 tentang Struktur Organisasi PT Jasa Marga (Persero) Tbk dan perubahan-perubahannya.
    j. Keputusan Direksi No. 78/KPTS/2020 tentang Pedoman Benturan Kepentingan *(Conflict of Interest)* di PT Jasa Marga (Persero) Tbk.

To support the implementation of GCG in the Company, Jasa Marga has established a Governance Soft Structure that serves as a guideline for Jasa Marga employees in conducting the Company's operational activities, ensuring that they are always based on the principles of good corporate governance. The Governance Soft Structure is an essential aspect in the implementation of GCG and will become a living document for all levels and tiers of the organization in the Company. The Governance Soft Structure owned by Jasa Marga is as follows:

1. The Company's Articles of Association as stated in the Deed of Meeting Resolution No. 40 dated July 19, 2021, made before Ir. Nanette Cahyanie Handari Adi Warsito, S.H., Notary in Jakarta, along with the receipt of notification of the amendment to the Articles of Association from the Director General of General Legal Administration of the Ministry of Law and Human Rights No. AHU-AH.01.03-0429854 of 2021 dated July 21, 2021, and registered in the Company Register No. AHU-0125817.AH.01.11. of 2021 dated July 21, 2021.
2. Decisions of the Board of Directors of PT Jasa Marga (Persero) Tbk., including:
    a. Decision of the Board of Directors No. 60/KPTS/2024 concerning the Vision and Mission of the Company.
    b. Decision of the Board of Directors No. 46.1/KPTS/2024 concerning the Code of Conduct of PT Jasa Marga (Persero) Tbk
    c. Decision of the Board of Directors No. 118/KPTS/2022 dated September 20, 2022, concerning Guidelines for Handling Gratification of PT Jasa Marga (Persero) Tbk.
    d. Decision of the Board of Directors No. 09/KPTS/2022 concerning the Distribution of Duties and Authorities of the Board of Directors of PT Jasa Marga (Persero) Tbk and its amendments.
    e. Decision of the Board of Directors No. 53/KPTS/2022 concerning the Whistleblowing System Management Team of PT Jasa Marga (Persero) Tbk.
    f. Decision of the Board of Directors No. 142/KPTS/2022 concerning the Anti-Bribery Policy of PT Jasa Marga (Persero) Tbk.
    g. Decision of the Board of Directors No. 143/KPTS/2022 concerning the Anti-Bribery Management System of PT Jasa Marga (Persero) Tbk.
    h. Joint Decision of the Board of Directors and Board of Commissioners of PT Jasa Marga (Persero) Tbk No. KEP 077/IX/2022 and No. 112/KPTS/2022 concerning the Whistleblowing System of PT Jasa Marga (Persero) Tbk
    i. Decision of the Board of Directors No. 128/KPTS/2021 concerning the Organizational Structure of PT Jasa Marga (Persero) Tbk and its amendments.
    j. Decision of the Board of Directors No. 78/KPTS/2020 concerning Guidelines for Conflict of Interest at PT Jasa Marga (Persero) Tbk.

k. *Board Manual* Dewan Komisaris dan Direksi PT Jasa Marga (Persero) Tbk yang telah disahkan pada tanggal 2 Januari 2018.
l. Keputusan Direksi No. 58/KPTS/2020 tentang Tata Nilai Perusahaan.
m. Keputusan Direksi No. 85/KPTS/2020 tentang Pedoman Tata Kelola Perusahaan (*Code of Corporate Governance)* PT Jasa Marga (Persero) Tbk.
n. Keputusan Direksi No. 43/KPTS/2015 tentang Laporan Harta Kekayaan Penyelenggara Negara di Lingkungan Perusahaan.
o. Keputusan Direksi No. 197/KPTS/2011 tentang Pedoman Pelaksanaan Rapat Direksi PT Jasa Marga (Persero) Tbk.

k. Board Manual of the Board of Commissioners and Board of Directors of PT Jasa Marga (Persero) Tbk was approved on January 2, 2018.
l. Decision of the Board of Directors No. 58/KPTS/2020 concerning Corporate Values.
m. Decision of the Board of Directors No. 85/KPTS/2020 concerning the Code of Corporate Governance of PT Jasa Marga (Persero) Tbk.
n. Decision of the Board of Directors No. 43/KPTS/2015 concerning Report on the Assets of State Administrators within the Company.
o. Decision of the Board of Directors No. 197/KPTS/2011 concerning Guidelines for the Implementation of the Meetings of the Board of Directors of PT Jasa Marga (Persero) Tbk.

Tabel *Soft Structure* PT Jasa Marga (Persero) Tbk
Table of Soft Structure PT Jasa Marga (Persero) Tbk

Soft Structure	**Deskrispsi** 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 mechanism that serves as the basis or source of regulations/laws for the Company in conducting its 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 of the Board of Directors that require the approval of the Board of Commissioners, Series A Dwiwarna Shareholders, and the General Meeting of Shareholders (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 derived from regulations (Laws/Regulations), the Articles of Association, and best practices agreed upon for the implementation of GCG. The Board Manual serves as a working guideline for the Board of Commissioners and the Board of Directors in performing 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 of the company that serves as a guideline for the corporate organs and management in managing the company, incorporating GCG principles that align with regulations, the company's objectives, vision, mission, and 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. The system of values or norms upheld by all employees of Jasa Marga in performing their duties encompasses business ethics and the behavior of all employees in achieving the company's goals, vision, and mission. It also regulates the ethical relationships between the company and employees, toll road users, shareholders, suppliers, creditors/investors, the government, business partners, competitors, the media, society, 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, which contains a pledge to apply the principles of Good Corporate Governance in performing their duties and responsibilities.

Tabel *Soft Structure* PT Jasa Marga (Persero) Tbk
Table of Soft Structure PT Jasa Marga (Persero) Tbk

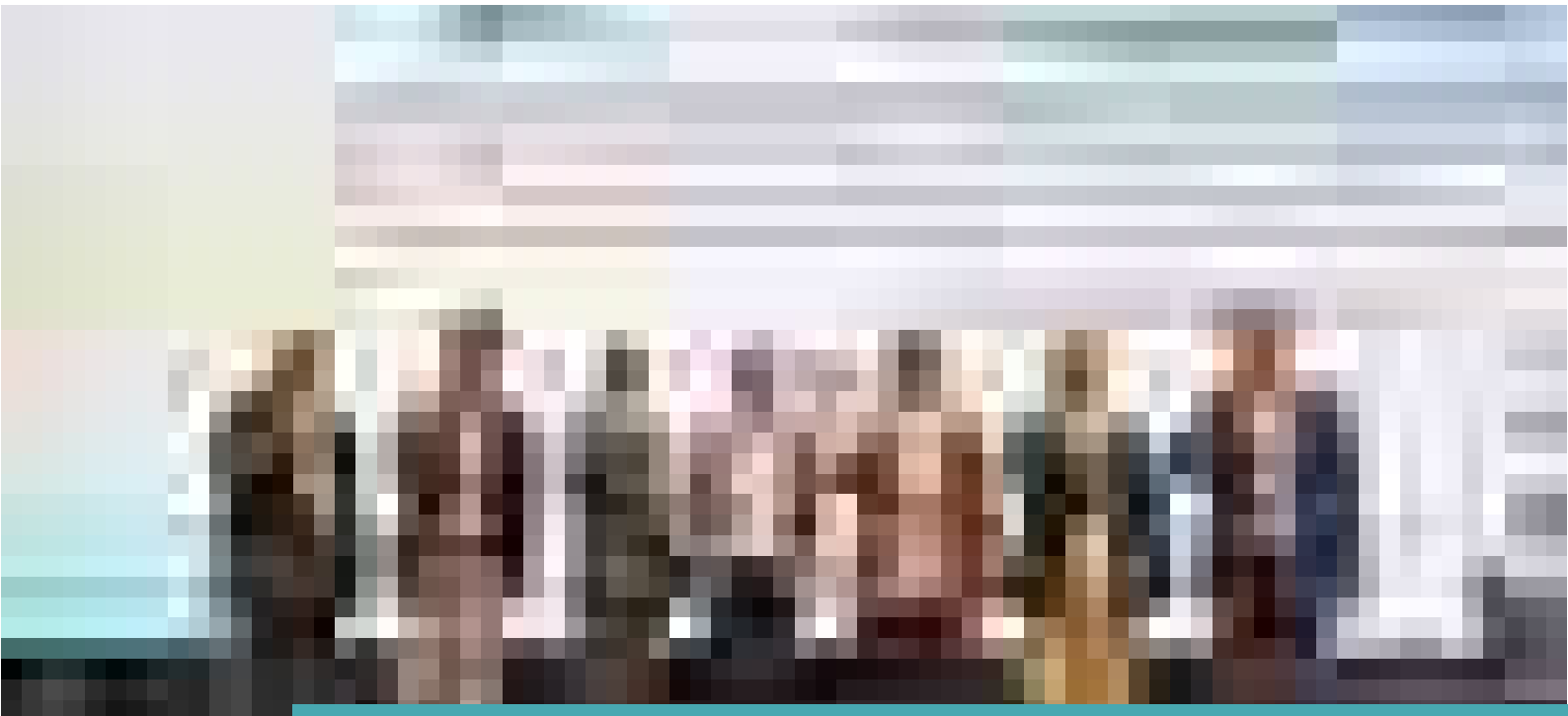
Soft Structure	Deskrispsi Description
Pedoman Penanganan Benturan Kepentingan Guidelines for Handling Conflicts of Interest	Pedoman bagi Insan Jasa Marga untuk memahami, mencegah dan menanggulangi Benturan Kepentingan di Perseroan. Guidelines for Jasa Marga Individuals to understand, prevent, and resolve Conflicts of Interest within the Company.
Pedoman Penanganan Gratifikasi Gratuity Handling Guidelines	Pedoman bagi Insan Jasa Marga untuk memahami, mencegah dan menanggulangi Gratifikasi di Perseroan. Guidelines for Jasa Marga Individuals to understand, prevent, and overcome Grati fication in the Company.
Pedoman *Whistleblowing System* Whistleblowing System Guidelines	Pedoman bagi Insan Jasa Marga dalam mencegah, mendeteksi potensi pelanggaran, dan mekanisme pengaduan pelanggaran yang terjadi di lingkungan Jasa Marga. Guidelines for Jasa Marga Individuals in preventing, detecting potential violations, and complaints mechanism for violations within the Jasa Marga environment.

Mekanisme GCG

Dalam kedudukannya sebagai Perusahaan BUMN, penerapan GCG di Jasa Marga didasarkan pada Peraturan Menteri BUMN yang mengatur mengenai Tata Kelola Perusahaan yang Baik 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

As a State-Owned Enterprise (SOE), the implementation of Good Corporate Governance (GCG) at Jasa Marga is based on the Regulation of the Minister of SOEs regarding Good Corporate Governance, namely the Regulation of the Minister of SOEs No. PER-2/MBU/03/2023 dated March 24, 2023, concerning the Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises. This regulation stipulates that the company must apply the principles of Good Corporate Governance in conducting business activities at all levels of the organization. The principles of Corporate Governance referred to include transparency, accountability, responsibility, independence, and fairness.



Penandatanganan Komitmen Manajemen Perseroan akan Implementasi ESG *(Environment, Social, and Governance)*
The signing of the Company's Management Commitment to the Implementation of ESG (Environment, Social, and Governance)

Pemegang Saham dan Rapat Umum Pemegang Saham

Shareholders and General Meeting 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 7.257.871.199 Saham Seri B. Pemegang Saham pengendali Jasa Marga adalah Pemerintah Republik Indonesia melalui Kementerian BUMN dengan persentase kepemilikan sebesar 70% dan sebesar 30% dimiliki oleh Publik.

Shareholders

The shareholders of Jasa Marga are divided into 2 (two) types: 1 (one) share of Series A Dwiwarna (as the controlling shareholder) and 7,257,871,199 Series B shares. The controlling shareholder of Jasa Marga is the Government of the Republic of Indonesia through the Ministry of State-Owned Enterprises, with a shareholding percentage of 70%, while the remaining 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;
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.

Rights and Responsibilities of Shareholders

In the GMS, Shareholders are entitled to equal treatment in voicing their opinions and contributing to The company's essential and strategic decision-making processes, including those related to the following:

1. Appointment and dismissal of the Board of Commissioners and Board of Directors of the Company;
2. Determination of the remuneration and benefits for the Board of Commissioners and the Board of Directors of the company;
3. Assessment of the Company's performance for the relevant fiscal year;
4. Approval of the use of the Company's net profit, including matters related to dividends;
5. Amendments to the Company's Articles of Association;
6. All corporate actions that require a decision from the GMS as stated in the Company's Articles of Association.

The Annual GMS is authorized to approve the Company's Financial Statements and Annual Report. The Government of the Republic of Indonesia, as the controlling shareholder with Series A Dwiwarna shares, must consider its responsibilities in exercising its rights, both when using its voting rights and in other matters. The Government holds special rights that can be exercised when approving plans regarding business mergers, acquisitions, divestments, or liquidation through the AGMS 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.

General Meeting of Shareholders

The General Meeting of Shareholders (GMS) is the highest organ of the company, with rights and authority not held by the Board of Commissioners and Board of Directors within the limits set by the provisions of applicable laws and the company's Articles of Association.

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 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.
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) No. 15/ POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka dan POJK No. 16/POJK.04/2020 tentang Pelaksanaan Rapat Umum Pemegang Saham Perusahaan Terbuka Secara Elektronik, serta Anggaran Dasar Perseroan adalah sebagai berikut:

The GMS serves as a communication platform between the Board of Commissioners, the Board of Directors, and the shareholders, providing an opportunity for questions and answers during each agenda item of the meeting for all shareholders in attendance.

The organization of the GMS is conducted in accordance with the following regulations:

1. Law No. 40 of 2007 concerning Limited Liability Companies.
2. Financial Services Authority Regulation No. 15/ POJK.04/2020 dated April 20, 2020, regarding the Plan and Implementation of the General Meeting of Shareholders of a Public Company.
3. Financial Services Authority Regulation No. 16/ POJK.04/2020 dated April 20, 2020, concerning the Electronic Implementation of the General Meeting of Shareholders of Public Companies.
4. Company's Articles of Association.

In implementing its authority, the AGMS considers the interests of the Company's development and health, the interests of stakeholders, as well as the rights of the Company.

Types of GMS

In the Articles of Association, there are 2 (two) types of the Company's GMS:

1. Annual General Meeting of Shareholders (AGMS)
   The Annual General Meeting of Shareholders is held no later than six (6) months after the end of the fiscal year. The main agenda of the Annual AGMS includes the submission of the Financial Statements and Annual Report from the Board of Directors for approval and ratification by the Shareholders, the appointment of a Public Accounting Firm for the following year, decisions on the use of profits, the appointment or dismissal of members of the Board of Directors or Board of Commissioners, and other necessary decisions.
2. Extraordinary General Meeting of Shareholders (EGMS)
   An Extraordinary General Meeting of Shareholders can be held at any time, based on the needs of the Company. The EGMS is held upon the request of the Board of Commissioners, Board of Directors, or Shareholders, under prevailing laws and the Company's Articles of Association.

Process of Holding the General Meeting of Shareholders (AGMS)

In general, the process of holding the General Meeting of Shareholders (AGMS) is based on the Financial Services Authority (OJK) Regulation No. 15/POJK.04/2020 on the Plan and Organization of the General Meeting of Shareholders of Public Companies and OJK Regulation No. 16/POJK.04/2020 on the Implementation of the General Meeting of Shareholders of Public Companies Electronically, as well as the Company's Articles of Association, and is as follows:

Tabel Tahapan Penyelenggaraan RUPS
Table of GMS Implementation Stages

Kegiatan Activity	Waktu (Selambat-lambatnya) Timeframe (The 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 Invitation	H-22 D-22
RUPS GMS	H D
Ringkasan Risalah Hasil RUPS Minutes Summary of GMS Results	H+2 D+2
Risalah RUPS Minutes of GMS	H+30 D+30

Berdasarkan POJK No. 15/POJK.04/2020 dan POJK No. 16/POJK.04/2020, 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; serta mengirimkan Risalah RUPS ke OJK selambat-lambatnya 30 hari setelah penyelenggaraan RUPS.

Based on POJK No. 15/POJK.04/2020 and POJK No. 16/POJK.04/2020, the Company is required to provide the following:

1. Notification of Meeting Agenda to OJK no later than 5 working days before the announcement of the GMS without taking into account the announcement date of the GMS.
2. Announcement of the GMS to Shareholders no later than 14 days before the Invitation to the GMS, excluding the date of the announcement and the date of the Invitation, through the website of the Indonesia Stock Exchange and the Financial Services Authority, the website of the e-RUPS provider, and the Company's website in Indonesian and English.
3. Invitation to Shareholders no later than 21 days before the GMS, excluding the date of the Invitation and the date of the GMS, through the website of the Indonesia Stock Exchange and the Financial Services Authority, the website of the e-RUPS provider, and the Company's website in Indonesian and English
4. After holding the GMS, the Company must Report the GMS results to the OJK no later than two working days in the form of a Summary of Minutes of GMS Resolutions through the website of the Indonesia Stock Exchange, and the Financial Services Authority, the website of the e-RUPS provider, and the Company's website in Indonesian and English; as well as sending the minutes of the GMS to OJK no later than 30 days after the holding of the GMS.

Seluruh saham yang diterbitkan memiliki satu hak suara selama tidak dinyatakan lain oleh Anggaran Dasar Perseroan. 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 penunjukkan 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

All issued shares carry one voting right unless otherwise stipulated by the Company's Articles of Association. In the Annual General Meeting of Shareholders (AGMS), the Company's Board of Directors presents: the Company's Annual Report on the condition and performance of the Company as managed by the Board of Directors during the financial year; proposals for the allocation 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 Report on the Micro and Small Business Funding Program

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.

(PUMK) for the financial year, based on recommendations from the Board of Commissioners; determination of bonuses (tantiem) for the current financial year, salaries, honorariums, allowances, and other benefits for members of the Board of Directors and the Board of Commissioners for the following year; and other matters requiring shareholder approval at the AGMS. Meanwhile, the Board of Commissioners reports on its supervisory duties regarding the management activities conducted by the Board of Directors.

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 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 lima bulan setelah tahun buku berakhir.

As a State-Owned Enterprise (SOE), Jasa Marga is subject to Law No. 19 of 2003 concerning State-Owned Enterprises and Law No. 40 of 2007 concerning Limited Liability Companies, which means that, as stipulated in these regulations, the Company is obliged to report its performance to the Shareholders. The Company's performance report is documented in the Annual Report and presented to the Shareholders for approval at the Annual General Meeting (AGM), no later than five months after the end of the fiscal year.

Penyelenggaraan RUPS Tahun 2024

Pada tahun 2024, RUPS diselenggarakan sebagai berikut:

General Meeting of Shareholders in 2024

In 2024, the Annual General Meeting of Shareholders (RUPS) was held as follows:

Tabel Penyelenggaraan RUPS Jasa Marga
Table of Jasa Marga GMS Implementation

RUPS GMS	Hari, Tanggal Day, Date	Tempat Location
Tahunan Annual	Rabu, 8 Mei 2024 Wednesday, May 8, 2024	Mengakses fasilitas eASY.KSEI (*Electronic General Meeting System KSEI*) https:// akses.ksei.co.id/ yang disediakan oleh Kustodian Sentral Efek Indonesia ("KSEI") Access the eASY.KSEI (Electronic General Meeting System KSEI) facility https:// akses.ksei.co.id/ provided by the Indonesian Central Securities Depository ("KSEI")
Luar Biasa Extraordinary	Rabu, 18 September 2024 Wednesday, September 18, 2024	Mengakses fasilitas eASY.KSEI (*Electronic General Meeting System KSEI*) https:// akses.ksei.co.id/ yang disediakan oleh Kustodian Sentral Efek Indonesia ("KSEI") Access the eASY.KSEI (Electronic General Meeting System KSEI) facility https://akses.ksei.co.id/ provided by the Indonesian Central Securities Depository ("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; serta Anggaran Dasar Perseroan.

The organization of the General Meeting of Shareholders has undergone preparation and implementation processes under Law No. 40 of 2007 concerning Limited Liability Companies Articles 81, 82, and 83; POJK No. 15/POJK.04/2020 concerning the Plan and Conduct of General Meetings of Shareholders of Public Companies; POJK No. 16/POJK.04/2020 regarding the Implementation of General Meetings of Shareholders of Public Companies Electronically; as well as the Company's Articles of Association.

RUPS Tahunan 2024

Pada tahun 2024, Jasa Marga menyelenggarakan 1 (satu) kali RUPS Tahunan untuk Periode Tahun Buku 2023 pada tanggal 8 Mei 2024.

Annual GMS in 2024

In 2024, Jasa Marga held 1 (one) Annual GMS for the 2023 Financial Year Period on May 8, 2024.

Rapat dilaksanakan secara elektronik sesuai Peraturan Otoritas Jasa Keuangan ("POJK") No. 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka dan POJK No. 16/POJK.04/2020 tentang Pelaksanaan Rapat Umum Pemegang Saham Perusahaan Terbuka Secara Elektronik. Pemimpin Rapat, Notaris, dan Lembaga 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.

The meeting was conducted electronically following the Financial Services Authority Regulation ("POJK") No. 15/POJK.04/2020 regarding the Plan and Implementation of General Meeting of Shareholders of Public Companies and POJK No. 16/POJK.04/2020 regarding the Implementation of Electronic General Meeting of Shareholders of Public Companies. The Chairman of the Meeting, Notary, and Supporting Professional Institution have coordinated to conduct the Meeting electronically at Collaborative-Competent Room, Building B, Head Office of PT Jasa Marga (Persero) Tbk, Plaza Tol Taman Mini Indonesia Indah, Jakarta 13550, Indonesia.

Pemenuhan Kepatuhan Penyelenggaraan RUPS Tahunan 2024

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:

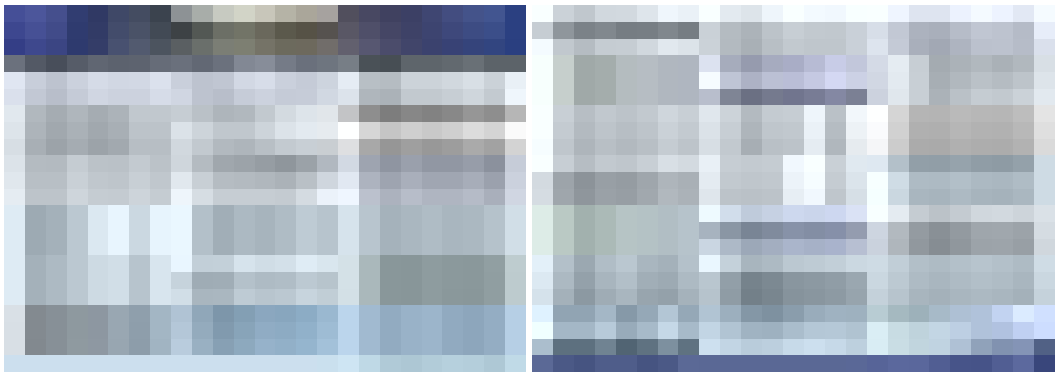
Fulfillment of Compliance for the 2024 Annual GMS

The process of planning and conducting the AGM has been set out in the Company's letter submitted to the Financial Services Authority (OJK), the publication of the Notice, Invitation, Announcement of Summary of Minutes of the AGM in Indonesian and English respectively on the e-RUPS provider website (https://easy.ksei.co.id); the electronic reporting website of the Indonesia Stock Exchange and the Financial Services Authority (https://spe.ojk.go.id/idxnet); and the Company's website (www.jasamarga.com), as well as the Minutes of the AGM which have been submitted to OJK with the following details:

Tabel Pemenuhan Kepatuhan Penyelenggaraan RUPS Tahunan 2024
Tabel Pemenuhan Kepatuhan Penyelenggaraan RUPS Tahunan 2024

Tanggal Date	Kegiatan Activity	Nomor Surat Letter Number
21/03/2024	**Pemberitahuan** Rencana Penyelenggaraan RUPS Tahunan beserta Mata Acara RUPS Tahunan kepada OJK. **Notification** of the Plan for the Annual GMS along with the Agenda of the Annual GMS to OJK.	AA.KR.01.425
01/04/2024	**Pengumuman** RUPS Tahunan kepada Pemegang Saham. Annual GMS **Announcement** to Shareholders	AB.KR.01.126
		
16/04/2024	**Pemberitahuan** Perubahan Mata Acara RUPS Tahunan kepada OJK. **Notification** of Changes to the Agenda of the Annual GMS to the OJK.	AA.KR01.141

Tabel Pemenuhan Kepatuhan Penyelenggaraan RUPS Tahunan 2024
Tabel Pemenuhan Kepatuhan Penyelenggaraan RUPS Tahunan 2024

Tanggal Date	Kegiatan Activity	Nomor Surat Letter Number
16/04/2024	**Pemanggilan** RUPS Tahunan kepada Pemegang Saham. **Invitation** for the Annual General Meeting to Shareholders	AB.KR.01.142
		
13/05/2024	**Ringkasan Risalah** Rapat kepada Pemegang Saham. **Summary of Minutes** of the Annual General Meeting Minutes to Shareholders	AB.KR.01.191
		
31/05/2024	**Risalah** RUPS Tahunan kepada OJK. **Minutes** of the Annual GMS to OJK.	AB.KR.01.219

Mata Acara Rapat

Mata acara RUPS Tahunan Perseroan 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) 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.

   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. 6 Tahun 2023 tentang Penetapan Peraturan Pemerintah Pengganti Undang-Undang No. 2 Tahun 2022 tentang Cipta Kerja menjadi Undang-Undang ("UUCK");

Agenda of the Meeting

Agenda of the Annual GMS of the Company is as follows:

1. Approval of the Annual Report and Ratification of the Consolidated Financial Statements of the Company, Approval of the Supervisory Board Report, and Ratification of the Financial Statements of the Micro and Small Business Funding Program (PUMK) for the Fiscal Year Ended December 31, 2023, along with Full Discharge and Release of Liability (volledig acquit et de charge) to the Board of Directors for the Management of the Company and to the Board of Commissioners for the Supervision of the Company during the 2023 Fiscal Year.

   Basis of the Agenda:

   (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 concerning State-Owned Enterprises as amended by Law No. 6 of 2023 on the Ratification of Government Regulation in Lieu of Law No. 2 of 2022 on Job Creation becoming Law

(iii) Pasal 66, Pasal 67, Pasal 68, Pasal 69 dan Pasal 78 Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas sebagaimana telah diubah dengan UUCK ("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.

("UUCK"); (iii) Articles 66, 67, 68, 69, and 78 of Law No. 40 of 2007 on Limited Liability Companies as amended by UUCK ("UUPT"); and (iv) Article 33 paragraph 3 of the Minister of State-Owned Enterprises Regulation No. PER-1/MBU/03/2023 concerning Special Assignment and Corporate Social and Environmental Responsibility Programs of State-Owned Enterprises.

2. Penetapan Penggunaan Laba Bersih Perseroan Tahun Buku 2023.
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.

2. Approval of the Use of the Company's Net Profit for the 2023 Fiscal Year.
Basis of the Agenda:
(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. 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.

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-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara.

3. Appointment of a Public Accounting Firm to Audit the Consolidated Financial Statements of the Company for the 2024 Fiscal Year and the Financial Statements of the Micro and Small Business Funding Program (PUMK) for the 2024 Fiscal Year.
Basis of the Agenda:
(i) Article 21 paragraph 2 letter c in conjunction with Article 15 paragraph 2 letter b.5 of the Company's Articles of Association; (ii) Article 59 paragraph 1 POJK 15/2020; (iii) Article 68 paragraph 1 of the UUPT; and (iv) Article 32 paragraph 1 of the Minister of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023 concerning 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 2024, serta Tantiem/Insentif Kinerja/Insentif Khusus untuk Direksi dan Dewan Komisaris Perseroan atas Kinerja Tahun Buku 2023.

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-3/MBU/03/2023 tentang Organ dsan Sumber Daya Manusia Badan Usaha Milik Negara ("Permen BUMN 3/2023").

4. Approval of the Salaries/Honoraria, Benefits, and Allowances for the Board of Directors and the Board of Commissioners of the Company for the 2024 Fiscal Year, as well as Performance Bonuses/Performance Incentives/Special Incentives for the Board of Directors and Board of Commissioners for the Performance of the 2023 Fiscal Year.
Basis of the Agenda:
(i) Articles 11 paragraph 19, Article 14 paragraph 30, and Article 26 paragraph 5 of the Company's Articles of Association; (ii) Articles 96 and 113 of the UUPT; and (iii) Article 76 paragraph 1 of the Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023 concerning the Organization and Human Resources of State-Owned Enterprises ("Permen BUMN 3/2023").

5. 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

5. Changes in the Composition of the Company's Management.
Basis of the Agenda:
(i) Articles 11 paragraph 10 and Article 14 paragraph 12 of the Company's Articles of Association; (ii) POJK No. 33/POJK.04/2014 on the Board of Directors and the 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:

The agenda of the Meeting is published in the Notice of Meeting. In addition to the meeting agenda, the following information regarding the organization of the meeting is also mentioned in the Notice:

1. Perseroan tidak mengirimkan undangan tersendiri kepada Pemegang Saham karena Pemanggilan merupakan undangan resmi.
2. *Recording date* adalah 05 April 2024.
3. Prosedur registrasi kehadiran secara elektronik melalui fasilitas eASY.KSEI atau pemberian kuasa kepada Biro Administasi Efek ("BAE") Perseroan yaitu PT Datindo Entrycom melalui fasilitas eASY.KSEI; serta hal-hal yang perlu diperhatikan dalam proses registrasi bagi Pemegang Saham yang akan hadir secara elektronik dalam Rapat melalui eASY.KSEI.
4. 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.
5. 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.
6. Bahan-bahan yang akan dibicarakan dalam Rapat telah tersedia dan dapat diperoleh di situs *web* Perseroan www.jasamarga.com sejak tanggal Pemanggilan Rapat.

1. The Company will not send individual invitations to shareholders as the Notice serves as the official invitation.
2. The recording date is April 5, 2024.
3. The attendance registration procedure is electronic through the eASY.KSEI facility or by granting a proxy to the Company's Share Registrar ("BAE"), PT Datindo Entrycom, via the eASY.KSEI facility. Shareholders attending the meeting electronically through eASY.KSEI should take note of the registration process.
4. The registration guide, registration process, use of, and further explanations regarding eASY.KSEI and AKSes KSEI can be found on the KSEI website at the links https://akses.ksei.co.id and https://easy.ksei.co.id, as well as the Meeting Rules on the Company's website, www.jasamarga.com.
5. A Notary, assisted by the Company's BAE, will verify and count the votes for decision-making at the Meeting on the agenda items, including those votes submitted by shareholders through the eASY.KSEI facility or during the meeting.
6. The materials to be discussed at the meeting have been made available and can be obtained on the Company's website, www.jasamarga.com, since the date of the Notice of Meeting.

Kehadiran Dewan Komisaris dan Direksi

Rapat dihadiri oleh seluruh Direksi dan Dewan Komisaris Perseroan secara luring dan daring.

Hadir secara luring
Offline presence

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**	
Mohammad Zainal Fatah	Komisaris Utama President Commissioner
Chandra Wijaya	Komisaris Independen Independent Commissioner

Attendance of the Board of Commissioners and Board of Directors

The meeting was attended by all members of the Board of Directors and the Board of Commissioners of the Company both physically and virtually.

Hadir secara daring
Online presence

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 & Transformation
Dewan Komisaris **Board of Commissioners**	
Marsetio	Komisaris Independen Independent Commissioner
Abdul Rachman	Komisaris Independen Independent Commissioner
Seppalga Ahmad	Komisaris Independen Independent Commissioner
M. Roskanedi	Komisaris 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 2023 juga hadir dalam RUPS Tahunan tersebut.

The Annual GMS was supported by independent parties, in this case, the Legal Consultant, Notary, and Securities Administration Bureau (BAE). In addition, the Public Accounting Firm that audited the Financial Statements of the Company and its Subsidiaries as well as the Financial Statements of the Partnership and Community Development Program for the financial year 2023 was also present at the AGM.

Pemimpin Rapat

Rapat dipimpin oleh Komisaris Utama berdasarkan Keputusan Dewan Komisaris Perseroan No. KEP-067/IV/2024 tanggal 29 April 2024.

Untuk memenuhi ketentuan Pasal 39 ayat (3) POJK 15/2020 dan Anggaran Dasar Perseroan, Pemimpin Rapat menyampaikan Kondisi Umum Perseroan dan pokok-pokok Tata Tertib Rapat.

Chairperson of the Meeting

The meeting will be chaired by the President Commissioner based on the Company's Board of Commissioners Decision No. KEP-067/IV/2024 dated April 29, 2024.

To comply with the provisions of Article 39 paragraph (3) of POJK 15/2020 and the Company's Articles of Association, the Chairperson of the Meeting will present the general condition of the Company and the main points of the Meeting Rules.

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.

Meeting Rules

The Meeting Rules are available on the Company's website since the date of the Invitation.

Furthermore, to comply with the provisions of Article 39 paragraphs (2) and (3) of POJK 15/2020, the main points of the Meeting Rules, namely the Question and Answer session and the Voting process, are read during the Meeting.

Ketentuan Kuorum dan Kehadiran Pemegang Saham
Quorum Policy and Shareholders Attendance

Tabel Ketentuan Kuorum
Table of Quorum Provisions

Mata Acara Meeting Agenda	Ketentuan Korum Quorum Policy
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 is valid and entitled to make a legitimate and binding resolution, if the Meeting is attended/represented by Shareholders who represent more than ½ (one half) of the total number of shares with valid voting rights issued by the Company.
2, 4, 5	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 a legitimate and binding resolution, if the Meeting is attended/represented by Series A Dwiwarna Shareholder and other Shareholders who collectively represent more than ½ (one half) 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 6.347.856.486 saham termasuk di dalamnya Saham Seri A Dwiwarna atau merupakan 87,462% 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. 1 (satu) Saham Seri A Dwiwarna; dan
2. 7.257.871.199 (tujuh miliar, dua ratus lima puluh tujuh juta, delapan ratus tujuh puluh satu ribu, seratus sembilan puluh sembilan) Saham Seri B

The meeting is attended by the Shareholders and/or proxies/representatives of Shareholders representing a total of 6,347,856,486 shares, including Series A Dwiwarna Shares, or 87.462% of the votes from the total number of valid voting shares issued by the Company until the meeting date, which is a total of 7,257,871,200 shares consisting of:

1. 1 (one) Series A Dwiwarna Share; and
2. 7,257,871,199 (seven billion, two hundred fifty-seven million, eight hundred seventy-one thousand, one hundred ninety-nine) Series B Shares.

Dengan memperhatikan Daftar Pemegang Saham Perseroan per tanggal 05 April 2024 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 Shareholders List of the Company as of April 5, 2024, at 16:15 WIB, the quorum attendance requirement for 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 Enactment of Government Regulation in Lieu of Law No. 2 of 2022 concerning Job Creation into Law, as well as regulations in the Capital Market sector, has been fulfilled.

Tabel Jumlah Saham yang Hadir pada RUPS Tahunan 2024 Jasa Marga
Table of Total Shares Present at the Jasa Marga 2024 Annual General Meeting

Jumlah Saham Total Shares	Persentase (%) Percentage (%)
6.347.856.486	87,462%

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.

Therefore, the provisions regarding the quorum for attendance in the Meeting as regulated in the Articles of Association of the Company and Law No. 40 of 2007 concerning Limited Liability Companies as well as Regulations in the Capital Market field, have been fulfilled, and the Meeting is valid and can make valid decisions and bind the Shareholders of the Company to the Agenda of the Meeting.

Perhitungan jumlah Pemegang Saham yang hadir atau terwakili di dalam Rapat dilakukan oleh Notaris dan hanya dilakukan 1 (satu) kali, yaitu sebelum Rapat dibuka oleh Pemimpin Rapat.

The calculation of the number of Shareholders present or represented at the Meeting is carried out by the Notary and is only done once before the Meeting is opened by the Meeting Chairperson.

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.

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).

Q&A Session

Before making a decision, the Meeting Chairperson will allow a maximum of three (3) questioners to ask questions or share opinions related to the agenda being discussed.

Questioners attending electronically can submit their questions and/or opinions via the chat feature in eASY. KSEI under the "Electronic Options" column available on the e-Meeting Hall screen. Each questioner is required to include their shareholder's name, the number of shares owned, and their question and/or opinion.

The questions or opinions will be read out and answered or responded to by the Meeting Leader or a designated representative.

Meeting Decisions and Voting

Decisions are made through deliberation to reach a consensus. However, if any Shareholders or Shareholder Representatives disagree or abstain, the decision will be made through an electronic vote via 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.

By implementing electronic voting through eASY.KSEI, Shareholders who are not physically present can still cast their votes in the General Meeting of Shareholders (electronic voting in absentia). Each shareholder with 1 (one) share is entitled to 1 (one) vote.

Pemungutan suara dilakukan secara elektronik dan berlangsung di eASY.KSEI *(e-Voting)* pada menu *e-Meeting Hall*, sub menu *Live Broadcasting*.

Voting will be conducted electronically via eASY.KSEI (e-Voting) on the e-Meeting Hall 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.

Shareholders who attend or grant electronic power of attorney for the Meeting via eASY.KSEI but have not yet made their voting choice will have the opportunity to cast their vote while the voting period is open through the e-Meeting Hall screen on 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.

If a Shareholder does not cast a vote for an agenda item by the specified deadline, the Shareholder will be considered to have abstained. Abstentions are treated as votes in alignment with the majority of Shareholders and their Representatives who cast votes.

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*).

In accordance with Article 48 of POJK 15/2020 and Article 25 paragraph (11) of the Company's Articles of Association, the vote cast by a Shareholder applies to all the shares they own. Therefore, a Shareholder cannot grant power of attorney to more than one representative for a portion of their shares with different voting instructions. This provision does not apply to custodial banks or securities companies representing Shareholders in mutual funds.

Tabel Ketentuan Kuorum Keputusan Rapat
Table of Quorum Requirements for Meeting Decisions

Mata Acara Meeting Agenda	Ketentuan Korum Quorum Policy
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 resolutions for the Meeting Agenda will be taken by voting collection based on the agreed vote by Shareholders who represent more than ½ (one half) of the total number of shares with valid voting rights present at the Meeting.
2, 4, 5	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 for the Agendas will be taken by voting collection based on the agreed vote by Series A Dwiwarna Shareholder and other Shareholders who collectively represent more than ½ (one half) of the total number of shares with valid voting rights present at the Meeting.

Setelah pemungutan suara, Notaris membacakan hasil pemungutan suara setiap Mata Acara Rapat.

After the voting, the Notary will announce the results of the vote 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 the Meeting Execution

Shareholders registered on eASY.KSEI can watch the meeting live via Zoom Webinar by accessing the eASY.KSEI menu, under the RUPS Broadcast section in the AKSes KSEI facility, with a capacity of up to 500 participants determined based on a first come, first served mechanism.

Shareholders who do not get the opportunity to watch the meeting through the RUPS Broadcast are considered validly present electronically, and their share ownership and voting preferences are counted 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 14:25 WIB dan ditutup pada pukul 15:43 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 Risalah Rapat No. 28 tanggal 08 Mei 2024, dibuat oleh Notaris Ir. Nanette Cahyanie Handari Adi Warsito, SH. yang pada pokoknya adalah sebagai berikut:

Voting Results, Decisions, and Follow-up Actions from the Annual GMS

The Company's meeting was opened at 14:25 WIB and closed at 15:43 WIB. The Company appointed a Notary as an independent party to validate the votes and prepare the meeting minutes. The following decisions were made during the meeting, as outlined in the Meeting Minutes Deed No. 28 dated May 8, 2024, prepared by Notary Ir. Nanette Cahyanie Handari Adi Warsito, SH., which are essentially 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) 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 Microtg of Full Release and Discharge of Liability (volledig acquit et de charge) to the 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 Fiscal Year 2023.			
Jumlah Pemegang Saham yang Bertanya Total Shareholders Submitted Question	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 Decision	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. Meeting with the Most Votes Decides: 1. Approve the Annual Report of the Company including the Supervision Duty Implementation Report of the Board of Commissioner for the Fiscal Year 2023, and ratify the Consolidated Financial Statements of the Company that ended on 31 December 2023 that has been audited by Public Accounting Firm Amir Abadi Jusuf, Aryanto, Mawar & Rekan (Member of the RSM Network) as stated in its report No. 00068/2.1030/AU.1/06/0645-2/1/II/2024 dated 29 February 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 31 December 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 31 December 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 31 December 2023 which is part of the Social Environmental Responsibility Report and was audited by Public Accounting Firm Amir Abadi Jusuf, Aryanto, Mawar & Rekan (Member of the RSM Network) as stated in its report No. 0098/2.1030/AU.2/12/0645-2/0/II/2024 dated 29 February 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 31 December 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 31 December 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	-

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.
Jumlah Pemegang Saham yang Bertanya Total Shareholders Submitted Question	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 Decision

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.

Meeting with the Most Votes Decides:
1. Approve the utilization of the Attribution Net Profit of the Company's Parent Entity Owner in the Fiscal Year 2023 amounting to IDR6,793.551.210.505 (six trillion, seven hundred and ninety-three billion, five hundred and fifty-one million, two hundred and ten thousand, five hundred and five Rupiah) as follows:
   a. 4% or IDR274,808,657,437 (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 IDR192,366,060,206 (one hundred and ninety-two billion, three hundred and sixty-six million, sixty thousand, two hundred and six Rupiah).
   b. 96% or IDR6,518,742,553,068 (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 Company's Directors with the right of substitution to further stipulate the procedures and implementation of the distribution of cash dividends in accordance with prevailing regulation, 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 dijadwalkan pada tanggal 07 Juni 2024.

1. The procedure for the payment of cash dividends for the 2023 fiscal year will be published in the Summary of the Annual General Meeting of Shareholders (RUPS) decisions in both Indonesian and English on the websites of the Indonesia Stock Exchange and the Financial Services Authority at https://spe.ojk.go.id/idxnet/, the e-RUPS service provider's website at https://easy.ksei.co.id/, and the Company's website at www.jasamarga.com on May 13, 2024.
2. The payment of dividends for the 2023 fiscal year is scheduled for June 7, 2024.

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.
Jumlah Pemegang Saham yang Bertanya Total Shareholders Submitted Question	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 Decision	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. Meeting with the Most Votes Decides: 1. Approve the appointment of the Amir Abadi Jusuf, Aryanto, Mawar & Rekan (Member of the RSM Network) Public Accounting Firm to audit the Company's Consolidated Financial Statements and other periods in the Fiscal Year 2024, Financial Statements of the Company's Micro and Small Business Funding Program for Fiscal Year 2024. 2. Grant the delegation of authority to the Company's Board of Commissioners in determining the amount of compensation for audit services, addition/adjustments to other scopes of work as stated in the decision above, including the determination of a Public Accounting, and other reasonable requirements for such Public Accounting Firm. 3. Grant authority and powers to the Company's Board of Commissioners by obtaining prior written approval from the Series A Dwiwarna Shareholder to determine the replacement of the Public Accounting Firm in the event that Public Accounting Firm Amir Abadi Jusuf, Aryanto, Mawar & Rekan (Member of the RSM Network), for any reasons, cannot complete the audit of Consolidated Financial Statements of the Company and other period in the Fiscal Year 2024, also the Financial Report and Small Business Funding Program for Fiscal Year 2024, including determine the amount of compensation for audit services for the replacement of such 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 & Rekan (RSM Indonesia) carried out the work within the scope of the audit that had been established.

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 Fiscal Year 2024, and Bonus/Work Incentive/Special Incentive for the Directors and Board of Commissioners of the Company for the Performance of Fiscal Year 2023.
Jumlah Pemegang Saham yang Bertanya Total Shareholders Submitted Question	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 Decision	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. Meeting with the Most Votes Decides: 1. Grant authority and powers to Series A Dwiwarna Shareholder to determine the amount of bonus/work incentive/special incentive for Fiscal Year 2023 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 Fiscal Year 2023, and to determine the salary, benefits, and facilities for the Directors for the year 2024.
Tindak Lanjut/ Realisasi Follow-up/Realization	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; honorarium, tunjangan dan fasilitas untuk tahun 2024 bagi anggota Dewan Komisaris; serta gaji, tunjangan, dan fasilitas untuk tahun 2024 bagi Direksi. In accordance with the decision of the Annual General Meeting of Shareholders (RUPS) 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 bonus/incentive/special incentive for the Board of Directors and Board of Commissioners for the 2023 fiscal year; honorarium, allowances, and facilities for the members of the Board of Commissioners for 2024; and salary, allowances, and facilities for the Board of Directors for 2024.

Mata Acara Rapat Kelima Fifth Meeting Agenda	Perubahan Susunan Pengurus Perseroan. Changes in the Management of the Company.
Jumlah Pemegang Saham yang Bertanya Total Shareholders Submitted Question	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 Decision

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 Directors
- 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.

Meeting with the Most Votes Decides:

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

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	-

Jadwal dan Tata Cara Pembagian Dividen Tunai Tahun Buku 2023

Sesuai Keputusan Rapat tanggal 08 Mei 2024, telah diputuskan antara lain pembagian dividen tunai sebesar 4% dari Laba Bersih Perseroan untuk Tahun Buku 2023, yaitu Rp274.808.657.437 atau sebesar Rp37,86353 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 the Distribution of Cash Dividends for Fiscal Year 2023

According to the decision of the meeting on May 8, 2024, it has been decided, among other things, the distribution of a 4% cash dividend from the Company's Net Profit for the 2023 fiscal year, amounting to IDR 274,808,657,437 or IDR 37.86353 per share, with the schedule and payment procedures to be carried out in accordance with the stock trading regulations applicable on the Indonesia Stock Exchange (IDX) as follows:

Tabel Jadwal Pembagian Dividen Tunai Tahun Buku 2023
Table of Cash Dividend Distribution Schedule for the 2023 Fiscal Year

No.	Kegiatan Activity	Tanggal Date
1.	Akhir Periode Perdagangan Saham dengan Hak Dividen (*Cum Dividen*)	
	• Pasar Reguler dan Negosiasi	20 Mei 2024
	• Pasar Tunai	22 Mei 2024
	End of Cum Dividend Trading Period	
	• Regular and Negotiation Markets	May 20, 2024
	• Cash Market	May 22, 2024
2.	Awal Periode Perdagangan Saham Tanpa Hak Dividen (*Ex Dividen*)	
	• Pasar Reguler dan Negosiasi	21 Mei 2024
	• Pasar Tunai	27 Mei 2024
	Beginning of Ex-Dividend Trading Period	
	• Regular and Negotiation Markets	May 21, 2024
	• Cash Market	May 27, 2024
3.	Tanggal Daftar Pemegang Saham berhak Dividen (*Recording Date*)	22 Mei2024
	Shareholders Dividend Entitlement Recording Date	May 22, 2024
4.	Tanggal Pembayaran Dividen Tunai Tahun Buku 2023	07 Juni 2024
	Cash Dividend Payment Date for Fiscal Year 2023	June 7, 2024

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 22 Mei 2024 dan/atau pemilik saham Perseroan pada sub rekening efek di PT Kustodian Sentral Efek Indonesia ("KSEI") pada penutupan perdagangan tanggal 22 Mei 2024.
2. Bagi Pemegang Saham yang sahamnya dimasukkan dalam penitipan kolektif KSEI, pembayaran dividen tunai dilaksanakan melalui KSEI dan akan didistribusikan pada tanggal 07 Juni 2024 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

Procedure for Cash Dividend Payment

1. The Cash Dividend will be distributed to Shareholders whose names are listed in the Company's Shareholder Register ("DPS") or on the Recording Date, which is May 22, 2024, and/or to the owners of shares in the Company's sub-securities account at PT Kustodian Sentral Efek Indonesia ("KSEI") at the close of trading on May 22, 2024.
2. For Shareholders whose shares are deposited in KSEI's collective custody, the cash dividend will be processed through KSEI and distributed on June 7, 2024, to the customer accounts at the Securities Companies and/or Custodian Banks where the Shareholder maintains their Securities Account. For Shareholders whose shares are not deposited in KSEI's collective custody, the cash dividend will be transferred to the Shareholder's bank account.
3. The cash dividend as stated will be subject to tax under applicable tax regulations. The tax amount will be the responsibility of the Shareholder and will be deducted from the amount of cash dividend due to the Shareholder.
4. Under applicable tax laws, the cash dividend will be excluded from taxable income if received by a domestic corporate taxpayer ("WP Badan DN") and the Company does not withhold Income Tax ("PPh") on the cash dividend paid to the WP Badan DN. Cash

pemotongan Pajak Penghasilan ("PPh") atas dividen tunai yang dibayarkan kepada WP Badan DN tersebut. 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.

dividends received by a domestic individual taxpayer ("WPOP DN") will be excluded from taxable income as long as the dividend is invested within the territory of the Republic of Indonesia. For WPOP DN who do not meet the investment requirement as mentioned above, the dividend received will be subject to PPh under the applicable tax laws, and the PPh must be self-paid by the WPOP DN under Government Regulation No. 9 of 2021 on Tax Treatment to Support Ease of Doing Business, including any amendments.

5. For Foreign Taxpayers, the tax withholding will be based on the rates under the Double Tax Avoidance Agreement ("P3B"). They must comply with the requirements of the Directorate General of Taxes Regulation No. PER-25/PJ/2018 on Procedures for Implementing Double Tax Avoidance Agreements and submit the proof of registration or the Tax Residence Certificate uploaded to the Directorate General of Taxes website to KSEI or the Securities Administration Bureau ("BAE") as per KSEI regulations. Without the required documentation, the paid cash dividend will be subject to a 20% withholding tax under Article 26 of the Income Tax Law.
6. For Shareholders whose shares are in KSEI's collective custody, the tax withholding evidence for the dividend can be obtained from the Securities Company and/or Custodian Bank where the Shareholder holds their securities account. For Shareholders holding certificates, the documents can be collected at the BAE office, PT Datindo Entrycom.

RUPS Luar Biasa 2024

Perseroan menyelenggarakan 1 (satu) kali RUPS Luar Biasa di tahun 2024. Adapun Informasi penyelenggaraan RUPS Luar Biasa tahun 2024, sebagai berikut:

Hari/tanggal	: Rabu, 18 September 2024
Waktu	: 17:20 s.d. 14:31 WIB
Tempat	: Mengakses fasilitas eASY.KSEI *(Electronic General Meeting System* KSEI) https://akses.ksei.co.id/ yang disediakan oleh Kustodian Sentral Efek Indonesia ("KSEI")

RUPS Luar Biasa dilaksanakan secara elektronik sesuai POJK 15/2020 dan POJK 16/2020. Pemimpin Rapat, Notaris, dan Lembaga Profesi Penunjang telah berkoordinasi dalam rangka pelaksanaan Rapat secara elektronik Lembaga dan Profesi Penunjang telah berkoordinasi dalam rangka pelaksanaan Rapat secara elektronik di Hotel Pullman, Ballroom Grand on Thamrin 3, Lantai 1, Jln. M.H. Thamrin Kav. 59, 10350, Jakarta Pusat, Indonesia.

Extraordinary General Meeting 2024

The Company will hold 1 (one) Extraordinary General Meeting in 2024. The information regarding the Extraordinary General Meeting in 2024 is as follows:

Date	: Wednesday, September 18, 2024
Time	: 17:20 to 14:31 WIB
Location	: Accessing the eASY.KSEI (Electronic General Meeting System KSEI) facility at https://akses.ksei.co.id/ provided by PT Kustodian Sentral Efek Indonesia ("KSEI")

The Extraordinary General Meeting will be held electronically in accordance with POJK 15/2020 and POJK 16/2020. The Meeting Leader, Notary, and Supporting Professional Institutions have coordinated for the electronic implementation of the meeting. The Supporting Professional Institutions have coordinated for the electronic meeting implementation at the Pullman Hotel, Grand Ballroom on Thamrin 3, 1st Floor, Jln. M.H. Thamrin Kav. 59, 10350, Central Jakarta, Indonesia.

Pemenuhan Kepatuhan Penyelenggaraan RUPS Luar Biasa Tanggal 18 September 2024

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 16/2020; 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:

Compliance with the Extraordinary General Meeting on September 18, 2024

The holding of the Extraordinary General Meeting ("Meeting") has gone through the preparation and implementation process under Law No. 40 of 2007 concerning Limited Liability Companies, Articles 81, 82, and 83; POJK 15/2020; POJK 16/2020; and the Company's Articles of Association.

The planning and execution process of the Extraordinary General Meeting has been documented in the Company's letter submitted to the Financial Services Authority (OJK), public announcements, invitations, and the Summary of the Meeting Minutes in both Indonesian and English on the e-GMS service provider's website (https://easy.ksei.co.id), the OJK and IDX electronic reporting websites (https://spe.ojk.go.id/idxnet), and the Company's website (www.jasamarga.com); as well as the Meeting Minutes submitted to OJK with the following details:

Tabel Pemenuhan Kepatuhan Penyelenggaraan RUPS Luar Biasa Tanggal 18 September 2024
Table of Compliance Fulfillment in the Extraordinary GMS on September 18, 2024

Tanggal Date	Kegiatan Activity	Nomor Surat Nomor Surat
02/08/2024	**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 along with the Agenda of the Extraordinary General Meeting of Shareholders to the Financial Services Authority (OJK).	AA.KR.01.1107
12/08/2024	**Pengumuman** RUPS Luar Biasa kepada Pemegang Saham. Extraordinary General Meeting **Announcement** to Shareholders.	AB.KR.01.293
		
27/08/2024	**Pemanggilan** RUPS Luar Biasa kepada Pemegang Saham. **Invitation** of the Extraordinary General Meeting to Shareholders.	AB.KR.01.310
	 	

Tabel Pemenuhan Kepatuhan Penyelenggaraan RUPS Luar Biasa Tanggal 18 September 2024
Table of Compliance Fulfillment in the Extraordinary GMS on September 18, 2024

Tanggal Date	Kegiatan Activity	Nomor Surat Nomor Surat
19/09/2024	**Ringkasan Risalah** Rapat kepada Pemegang Saham. **Summary** of the Extraordinary General Meeting Minutes to Shareholders.	AB.KR.01.335
		
09/10/2024	**Risalah** RUPS Luar Biasa kepada OJK. **Minutes** of the Extraordinary General Meeting to OJK.	AB.KR.01.372

Mata Acara Rapat

Mata acara RUPS Luar Biasa Perseroan tanggal 18 September 2024 adalah sebagai berikut:

Persetujuan Aksi Korporasi Pendanaan Berbasis Ekuitas *(Equity Financing)* di PT Jasamarga Transjawa Tol.

Penjelasan:
Permintaan persetujuan kepada Rapat ini dilakukan secara sukarela oleh Perseroan dan Mata Acara Rapat ini diusulkan sehubungan dengan adanya permintaan penyelenggaraan Rapat dari Dewan Komisaris Perseroan melalui Surat No. DK 117/VII/2024 tanggal 29 Juli 2024 tentang Permintaan Penyelenggaraan RUPS atas Aksi Korporasi Pendanaan Berbasis Ekuitas (*Equity Financing*) di PT Jasamarga Transjawa Tol, sesuai dengan ketentuan Pasal 3 ayat (1) huruf (b) POJK 15/2020. Rencana Transaksi akan dilaksanakan dengan struktur sebagai berikut: (a) Pengalihan kepemilikan saham Perseroan pada PT Jasamarga Transjawa Tol ("JTT") sebanyak 6.200.042.303 lembar saham atau ekuivalen dengan 30,18%; dan (b) Penerbitan saham baru pada JTT sebanyak 1.208.585.244 lembar saham sehingga mendilusi Perseroan sebesar 3,82% ("Rencana Transaksi"). Setelah penyelesaian Rencana Transaksi, kepemilikan saham Perseroan pada JTT menjadi sebanyak 21.754.534.397 lembar saham yang merupakan 65% dari seluruh saham yang telah dikeluarkan oleh JTT. Rencana Transaksi bukan merupakan suatu transaksi afiliasi sesuai POJK No. 42/POJK.04/2020 tentang Transaksi Afiliasi dan Transaksi Benturan Kepentingan maupun suatu transaksi material yang membutuhkan persetujuan Rapat Umum Pemegang Saham sesuai POJK No. 17/POJK.04/2020 tentang Transaksi Material dan Perubahan Kegiatan Usaha.

Agenda of the Meeting

The agenda for the Company's Extraordinary General Meeting on September 18, 2024, is as follows:

Approval of Equity-Based Financing Corporate Action at PT Jasamarga Transjawa Tol.

Explanation:
The request for approval for this Meeting was voluntarily submitted by the Company, and this agenda item was proposed following a request for the holding of a meeting from the Company's Board of Commissioners through Letter No. DK 117/VII/2024 dated July 29, 2024, regarding the request to hold a GMS for the Equity Financing Corporate Action at PT Jasamarga Transjawa Tol, in accordance with the provisions of Article 3 paragraph (1) letter (b) POJK 15/2020. The Transaction Plan will be carried out with the following structure: (a) the transfer of the Company's ownership in PT Jasamarga Transjawa Tol ("JTT") of 6,200,042,303 shares, or equivalent to 30.18%; and (b) the issuance of new shares at JTT totaling 1,208,585,244 shares, which will dilute the Company's ownership by 3.82% ("Transaction Plan"). After the completion of the Transaction Plan, the Company's shareholding in JTT will amount to 21,754,534,397 shares, representing 65% of all shares issued by JTT. The Transaction Plan is not considered an affiliate transaction under POJK No. 42/POJK.04/2020 regarding Affiliate Transactions and Conflicts of Interest, nor is it a material transaction requiring approval from the General Meeting of Shareholders in accordance with POJK No. 17/POJK.04/2020 regarding Material Transactions and Changes in Business Activities.

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 merupakan undangan resmi.
2. *Recording date* adalah 26 Agustus 2024.
3. Prosedur registrasi kehadiran secara elektronik melalui fasilitas eASY.KSEI atau pemberian kuasa kepada Biro Administasi Efek ("BAE") Perseroan yaitu PT Datindo Entrycom melalui fasilitas eASY.KSEI; serta hal-hal yang perlu diperhatikan dalam proses registrasi bagi Pemegang Saham yang akan hadir secara elektronik dalam Rapat melalui eASY.KSEI.
4. 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.
5. 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.
6. Bahan-bahan yang akan dibicarakan dalam Rapat telah tersedia dan dapat diperoleh di situs *web* Perseroan www.jasamarga.com sejak tanggal Pemanggilan Rapat.

The Agenda of the Meeting is published in the Notice. In the Meeting Notice, in addition to publishing the Agenda, the following information regarding the meeting is also mentioned:

1. The Company will not send separate invitations to Shareholders, as the Notice serves as the official invitation.
2. The recording date is August 26, 2024.
3. The procedure for electronic attendance registration via the eASY.KSEI facility or granting a proxy to the Company's Shareholder Registration Bureau ("BAE") PT Datindo Entrycom via the eASY.KSEI facility, as well as important points to consider in the registration process for Shareholders attending the Meeting electronically via eASY.KSEI.
4. Registration guidelines, usage instructions, and further explanations regarding eASY.KSEI and AKSes KSEI can be found on KSEI's website at the links https://akses.ksei.co.id and https://easy.ksei.co.id, as well as the Meeting Rules on the Company's websitewww.jasamarga.com.
5. The Notary, assisted by the Company's BAE, will check and count the votes in the decision-making process of the Meeting on the Agenda items, including votes submitted by Shareholders through the eASY.KSEI facility or presented during the Meeting.
6. Materials to be discussed in the Meeting have been made available and can be obtained on the Company's website www.jasamarga.com since the date of the Meeting Notice.

Kehadiran Dewan Komisaris dan Direksi

Rapat dihadiri oleh Direksi dan Dewan Komisaris Perseroan secara luring dan daring.



Hadir secara luring
Offline presence

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
Direksi **Board of Directors**	
Fitri Wiyanti	Direktur Operasi Director of Operations
M. Agus Setiawan	Direktur Pengembangan Usaha Director of Business Development
Bagus Cahya Arinta B.	Direktur Human Capital dan Transformasi Director of Human Capital & Transformation

The Attendance of the Board of Commissioners and Board of Directors

The meeting was attended by the Board of Directors and Board of Commissioners of the Company offline and online.



Hadir secara daring
Online presence

Dewan Komisaris **Board of Commissioners**	
M. Roskanedi	Komisaris Commissioner
Chandra Wijaya	Komisaris Independen Independent Commissioner
Direksi **Board of Directors**	
Subakti Syukur	Direktur Utama President Director
Pramitha Wulanjani	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management
Reza Febriano	Direktur Bisnis Director of Business

Penyelenggaraan RUPS Luar Biasa didukung oleh pihak independen dalam hal ini Konsultan Hukum, Notaris dan Biro Administrasi Efek (BAE).

The conduct of the Extraordinary General Meeting was supported by independent parties, including Legal Consultants, Notaries, and the Securities Administration Bureau (BAE).

Pemimpin Rapat

Rapat dipimpin oleh Anggota Dewan Komisaris berdasarkan Keputusan Dewan Komisaris Perseroan No. KEP-132/VIII/2024 tanggal 20 Agustus 2024.

Meeting Leader

The Meeting is chaired by a member of the Board of Commissioners based on the Company's Board of Commissioners Decision No. KEP-132/VIII/2024 dated August 20, 2024.

Untuk memenuhi ketentuan Pasal 39 ayat (3) POJK 15/2020 dan Anggaran Dasar Perseroan, Pemimpin Rapat menyampaikan Kondisi Umum Perseroan dan pokok-pokok Tata Tertib Rapat.

To comply with the provisions of Article 39 paragraph (3) POJK 15/2020 and the Company's Articles of Association, the Meeting Leader presents the general condition of the Company and the main points of the Meeting Rules.

Tata Tertib

Tata Tertib Rapat tersedia di situs *web* Perseroan sejak tanggal Pemanggilan Rapat.

Meeting Rules

The Meeting Rules are available on the Company's website from the date of the Meeting Notice.

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

To comply with the provisions of Article 39 paragraphs (2) and (3) POJK 15/2020, the key points of the Meeting Rules, including Questions and Answers, Voting, and the Live Broadcasting of the Meeting, are read out during the Meeting.

Ketentuan Kuorum dan Kehadiran Pemegang Saham
Quorum Policy and Shareholders Attendance

Tabel Ketentuan Kuorum
Table of Quorum Provisions

Mata Acara Agenda	Ketentuan Kuorum Quorum Provisions
1	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 is valid and entitled to make valid and binding decisions if it is attended/represented by Shareholders who represent more than ½ (one-half) of the total number of shares with valid voting rights issued by the Company.

Rapat dihadiri oleh para Pemegang Saham Perseroan ("Pemegang Saham") dan/atau kuasa/wakil Pemegang Saham ("Kuasa") yang seluruhnya mewakili 6.516.702.829 saham termasuk di dalamnya Saham Seri A Dwiwarna atau merupakan 89,788% 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. 1 (satu) Saham Seri A Dwiwarna; dan
2. 7.257.871.199 (tujuh miliar, dua ratus lima puluh tujuh juta, delapan ratus tujuh puluh satu ribu, seratus sembilan puluh sembilan) Saham Seri B.

The Meeting was attended by the Shareholders of the Company ("Shareholders") and/or their proxies/representatives ("Proxy"), collectively representing 6,516,702,829 shares, including the Series A Dwiwarna Shares, or 89.788% of the total number of shares with valid voting rights issued by the Company up to the day of the Meeting, which amounts to 7,257,871,200 shares consisting of:

1. 1 (one) Series A Dwiwarna Share; and
2. 7,257,871,199 (seven billion, two hundred fifty-seven million, eight hundred seventy-one thousand, one hundred ninety-nine) Series B Shares.

dengan memperhatikan Daftar Pemegang Saham Perseroan per tanggal 26 Agustus 2024 pukul 16:15 WIB, karenanya ketentuan mengenai korum kehadiran dalam Rapat sebagaimana diatur dalam Anggaran Dasar Perseroan dan Undang Undang No. 40 tahun 2007 tentang Perseroan

Considering the Shareholder Registry of the Company as of August 26, 2024, at 16:15 WIB, the quorum requirements for the Meeting, as stipulated in the Company's Articles of Association and Law No. 40 of 2007 concerning Limited Liability Companies, as amended by Government Regulation

Terbatas sebagaimana terakhir diubah dengan Peraturan Pemerintah Pengganti Undang-Undang No. 2 Tahun 2022 tentang Cipta Kerja, serta peraturan di bidang Pasar Modal, telah terpenuhi.

instead of Law No. 2 of 2022 on Job Creation, and the regulations in the Capital Market sector, have been met.

Tabel Jumlah Saham yang Hadir pada RUPS Luar Biasa 2024 tanggal 18 September 2024
Table of Total Shares Present at the Extraordinary General Meeting 2024 on September 18, 2024

Jumlah Saham Total Shares	Persentase (%) Percentage (%)
6.516.702.829	89,788

Dengan demikian ketentuan mengenai korum 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 quorum requirements for the Meeting, as stipulated in the Company's Articles of Association and Law No. 40 of 2007 concerning Limited Liability Companies, as well as the regulations in the Capital Market sector, have been met, and the Meeting is valid and can make decisions that are legally binding on the Shareholders of the Company for the Agenda Items discussed.

Perhitungan jumlah Pemegang Saham yang hadir atau terwakili di dalam Rapat dilakukan oleh Notaris dan hanya dilakukan 1 (satu) kali, yaitu sebelum Rapat dibuka oleh Pemimpin Rapat.

The calculation of the number of Shareholders present or represented in the Meeting is carried out by the Notary and is conducted only once before the Meeting is opened by the Meeting Chair.

Tanya Jawab

Sebelum pengambilan keputusan, Pemimpin Rapat akan 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 decisions, the Meeting Chair will provide an opportunity for up to 3 (three) participants to ask questions or express opinions regarding the agenda item being discussed.

Participants attending electronically can submit questions and/or opinions through the chat feature in eASY.KSEI in the "Electronic Options" section available on the e-Meeting Hall screen. Each participant must indicate the name of the Shareholder, the number of shares owned, and the question and/or opinion.

Questions or opinions will be read aloud and answered or addressed by the Meeting Chair or the designated representative.

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.

Meeting Decisions and Voting

Decisions are made by consensus, but if any Shareholder or Proxy disagrees or abstains, the decision will be made through an electronic vote via eASY.KSEI (e-Voting).

By implementing electronic voting via eASY.KSEI, Shareholders who are not physically present can still participate in the voting (electronic voting in absentia). Each Shareholder holding 1 (one) share is entitled to cast 1 (one) vote.

Pemungutan suara dilakukan secara elektronik dan berlangsung di eASY.KSEI *(e-Voting)* pada menu *e-Meeting Hall, sub menu Live Broadcasting*.

The voting is conducted electronically and takes place on eASY.KSEI (e-Voting) in the e-Meeting Hall 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.

Shareholders who attend or provide electronic proxies via eASY.KSEI but have not made their voting decision will have the opportunity to cast their vote during the voting period on the e-Meeting Hall screen in 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.

If a Shareholder does not cast a vote on the Agenda Item before the voting period ends, the Shareholder is considered to have abstained. Abstentions are treated as votes identical to the majority vote of the Shareholders and their Proxies.

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*).

Under 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, Shareholders are not permitted to appoint more than one proxy for different portions of their shares with different votes. This provision does not apply to custodians or securities companies representing Shareholders in mutual funds.

Tabel Pengambilan Keputusan
Table of Decision Making

Mata Acara Agenda	Pengambilan Keputusan Decision Making
1	Keputusan diambil berdasarkan pemungutan suara yang setuju lebih dari ½ (satu per dua) bagian dari jumlah seluruh saham dengan hak suara yang sah yang hadir dalam Rapat. The meeting decisions are made by a vote based on more than ½ (one per two) of the total valid voting shares present at the Meeting.

Setelah pemungutan suara, Notaris membacakan hasil pemungutan suara Mata Acara Rapat.

After the vote, the Notary reads out the voting results.

Penayangan Siaran Langsung Pelaksanaan Rapat

Live Streaming of the Meeting

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*.

Shareholders who have registered on eASY.KSEI by the specified deadline may watch the Meeting via Zoom Webinar by accessing the eASY.KSEI menu, under the "RUPS Broadcast" sub-menu, available on the AKSes KSEI facility. The webinar has a capacity of up to 500 (five hundred) participants, determined on a first-come, first-served basis.

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 are unable to watch the Meeting via the RUPS Broadcast are considered to have attended electronically, and their shareholding and voting choices will be counted in the Meeting, as long as they have declared their attendance in eASY.KSEI.

Hasil *Voting* Keputusan, dan Tindak Lanjut Keputusan RUPS Luar Biasa

Rapat Perseroan dibuka pada pukul 14:10 WIB dan ditutup pada pukul 14:31 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. 29 tanggal 18 September 2024, dibuat oleh Notaris Ir. Nanette Cahyanie Handari Adi Warsito, SH. yang pada pokoknya adalah sebagai berikut:

Voting Results, Decisions, and Follow-up Actions of the Extraordinary General Meeting of Shareholders

The meeting of the company was opened at 14:10 WIB and closed at 14:31 WIB.

The company appointed a Notary as an independent party to validate the votes and prepare the meeting minutes. The decisions made during the meeting are as outlined in the Minutes of Meeting No. 29 dated September 18, 2024, prepared by Notary Ir. Nanette Cahyanie Handari Adi Warsito, SH. The main points of the decisions are as follows:

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
Jumlah Pemegang Saham yang Bertanya Total Shareholders Submitted Question	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 Decision	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; dan 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 vote, made the following decisions: Approval: 1. The release or transfer of 6,200,042,303 existing shares held by PT Jasa Marga (Persero) Tbk in PT Jasamarga Transjawa Tol. 2. The change in the capital structure of the subsidiary PT Jasamarga Transjawa Tol due to the issuance of 1,208,585,244 new shares to a third party, resulting in the dilution of PT Jasa Marga (Persero) Tbk's ownership in PT Jasamarga Transjawa Tol. These actions are part of a series of transactions for equity financing at PT Jasamarga Transjawa Tol to support business development and improve the performance of PT Jasa Marga (Persero) Tbk, following the study that has been prepared. 3. The execution of the corporate actions outlined above must be done carefully, ensuring that no fraudulent actions take place and that it yields optimal returns to support the achievement of PT Jasa Marga (Persero) Tbk's performance while adhering to Good Corporate Governance (GCG) principles and applicable laws. 4. The Board of Directors is instructed to address all matters raised in the feedback and recommendations from the Board of Commissioners, reviews from the Financial and Development Supervisory Agency (BPKP), and the legal opinion from the Attorney General's Office of the Civil and State Administrative Law (Jamdatun) regarding the corporate actions. 5. The Board of Commissioners and the Board of Directors are to remain cautious and anticipate any risks that may affect the business plan, as outlined in the study.
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 carries out equity financing corporate actions at PT Jasamarga Transjawa Tolunderthe applicable laws and regulations.

Tindak Lanjut Keputusan RUPS Tahun 2023

Pada tahun 2023, Jasa Marga menyelenggarakan 1 (satu) kali RUPS Luar Biasa tanggal 8 Februari 2023 dan 1 (satu) kali RUPS Tahunan pada tanggal 10 Mei 2023 dan. Seluruh keputusan dari rapat tersebut telah ditindaklanjuti seluruhnya.

Results of the 2023 GMS Decisions

In 2023, Jasa Marga held 1 (one) Extraordinary General Meeting of Shareholders (EGMS) on February 8, 2023, and 1 (one) Annual General Meeting of Shareholders (AGMS) on May 10, 2023. All decisions from these meetings have been fully followed up.

RUPS Luar Biasa 2023 tanggal 8 Februari 2023
Extraordinary General Meeting of Shareholders (EGMS) 2023 on February 8, 2023

Hasil Keputusan dan Tindak Lanjut RUPS Luar Biasa Tahun 2023
Results of the Extraordinary General Meeting of Shareholders in 2023

Mata Acara Rapat Meeting Agenda	Perubahan Susunan Pengurus Perseroan. Change in the Composition of the Company's Management.
Jumlah Pemegang Saham yang Bertanya Total Shareholders Submitted Question	Nihil None
Pengambilan Keputusan Decision Making	Dengan Pemungutan Suara With Voting

Setuju Agree	**Tidak Setuju** Disagree	**Abstain** Abstain	**Total Suara Setuju** Total Agree Votes
5.564.259.687 (91,48%)	416.970.436 (6,86%)	101.007.271 (1,66%)	5.665.266.958 (93,14%)

Keputusan Rapat
Meeting Decision

Rapat dengan Suara Terbanyak memutuskan:
1. Memberhentikan dengan hormat nama-nama tersebut di bawah ini sebagai Pengurus Perseroan:
   - Sdr. Yuswanda Arsyad Temenggung sebagai Komisaris Utama/Komisaris Independen;
   - Sdr. Zulfan Lindan sebagai Wakil Komisaris Utama/Komisaris Independen;
   - Sdr. Anita Firmanti Eko Susetyowati sebagai Komisaris;
   - Sdr. Yohanes Baptista Satya Sananugraha sebagai Komisaris;
   - Sdr. Ade Wahyu sebagai Direktur Keuangan dan Manajemen Risiko;
   - yang masing-masing diangkat berdasarkan Keputusan RUPS Tahunan Tahun Buku 2019 tanggal 11 Juni 2020, RUPSLB Tahun 2018 tanggal 05 September 2018, RUPSLB Tahun 2021 tanggal 27 Agustus 2021 dan RUPSLB Tahun 2021 tanggal 22 Desember 2021, terhitung sejak ditutupnya RUPS, dengan ucapan terima kasih atas sumbangan tenaga dan pikiran yang diberikan selama menjabat sebagai Pengurus Perseroan.
2. Mengangkat nama-nama tersebut di bawah ini sebagai Anggota-anggota Dewan Komisaris dan Anggota Direksi Perseroan:
   - Sdr. Mohammad Zainal Fatah sebagai Komisaris Utama;
   - Sdr. Chandra Wijaya sebagai Komisaris Independen;
   - Sdr. Seppalga Ahmad sebagai Komisaris Independen;
   - Sdr. Marsetio sebagai Komisaris Independen;
   - Sdr. Abdul Rachman sebagai Komisaris Independen; dan
   - Sdr. Pramitha Wulanjani sebagai Direktur Keuangan dan Manajemen Risiko.
3. Masa jabatan Anggota-anggota Dewan Komisaris dan Anggota Direksi yang diangkat sebagaimana dimaksud pada angka 2, sesuai dengan ketentuan Anggaran Dasar Perseroan serta memperhatikan peraturan perundang-undangan di bidang Pasar Modal, dan tanpa mengurangi hak RUPS untuk memberhentikan sewaktu-waktu.

Thus, the Meeting with Majority votes decided to:
1. Honorably discharge of the following names as the Management of the Company;
   - Mr. Yuswanda Arsyad Temenggung as President Commissioner/Independent Commissioner;
   - Mr. Zulfan Lindan as Vice President Commissioner/Independent Commissioner;
   - Ms. Anita Firmanti Eko Susetyowati as Commissioner;
   - Mr. Yohanes Baptista Satya Sananugraha as Commissioner;
   - Mr. Ade Wahyu as Director of Finance and Risk Management;
   - each was appointed based on Resolutions of Annual GMS for Financial Year 2019 held on June 11, 2020, Extraordinary GMS of 2018 held on September 05, 2018, Extraordinary GMS of 2021
   - held on August 27, 2021 and Extraordinary GMS of 2021 held on December 22, 2021, effective from the closing of this GMS, with gratitude for his/her contributions of energy and thoughts he/she has provided during his/her period or service as member of the Management of the Company.
2. Appointing the following individuals as Members of the Board of Commissioners and Members of the Board of Directors of the Company:
   - Mr. Mohammad Zainal Fatah as President Commissioner;
   - Mr. Chandra Wijaya as Independent Commissioner;
   - Mr. Seppalga Ahmad as Independent Commissioner;
   - Mr. Marsetio as Independent Commissioner;
   - Mr. Abdul Rachman as Independent Commissioner; and
   - Mrs. Pramitha Wulanjani as Director of Finance and Risk Management.
3. The term of office for the Members of the Board of Commissioners and Members of the Board of Directors appointed as referred to in item 2, in accordance with the Company's Articles of Association and taking into account regulations in the Capital Market sector, and without prejudice to the Meeting's right to dismiss them at any time.

Keputusan Rapat Meeting Decision	4. Dengan adanya pemberhentian dan pengangkatan Anggota-anggota Dewan Komisaris serta pemberhentian dan pengangkatan Anggota Direksi sebagaimana dimaksud pada angka 1 dan 2, maka susunan Anggota Dewan Komisaris dan Anggota Direksi Perseroan menjadi sebagai berikut: a. **Dewan Komisaris** • Komisaris Utama : Mohammad Zainal Fatah • Komisaris : M. Roskanedi • Komisaris : Raja Erizman • Komisaris Independen : Chandra Wijaya • Komisaris Independen : Seppalga Ahmad • Komisaris Independen : Marsetio • Komisaris Independen : Abdul Rachman b. **Direksi** • Direktur Utama : Subakti Syukur • Direktur Bisnis : Reza Febriano • Direktur Human Capital dan Transformasi : Bagus Cahya Arinta B. • Direktur Operasi : Fitri Wiyanti • Direktur Pengembangan Usaha : Mohamad Agus Setiawan • Direktur Keuangan dan Manajemen Risiko : Pramitha Wulanjani Anggota-anggota Dewan Komisaris yang diangkat sebagaimana dimaksud pada angka 2 yang masih menjabat pada jabatan lain yang dilarang oleh peraturan perundang-undangan untuk dirangkap dengan jabatan anggota Dewan Komisaris Badan Usaha Milik Negara, maka yang bersangkutan harus mengundurkan diri atau diberhentikan dari jabatannya tersebut. 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. 4. With the dismissal and appointment of Members of the Board of Commissioners as well as the dismissal and appointment of Members of the Board of Directors as referred to in items 1 and 2, the composition of the Company's Board of Commissioners and Board of Directors is as follows: a. **Board of Commissioners** • President Commissioner : Mohammad Zainal Fatah • Commissioner : M. Roskanedi • Commissioner : Raja Erizman • Independent Commissioner : Chandra Wijaya • Independent Commissioner : Seppalga Ahmad • Independent Commissioner : Marsetio • Independent Commissioner : Abdul Rachman b. **Board of Directors** • President Director: : Subakti Syukur • Director of Business : Reza Febriano • Director of Human Capital and Transformation : Bagus Cahya Arinta B. • Director of Operations : Fitri Wiyanti • Director of Business Developmentr : Mohamad Agus Setiawan • Director of Finance and Risk Management : Pramitha Wulanjani The appointed Members of the Board of Commissioners, as referred to in point number 2, who still hold other positions prohibited by rules and regulations from having a concurrent position with that of member of the Board of Commissioners of a State-Owned Enterprise, the said member should then resign or be dismissed from that position. 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. Akta Pernyataan Keputusan Rapat No. 30 tanggal 14 Februari 2023 dibuat dihadapan Ir. Nanette Cahyanie Handari Adi Warsito, SH., Notaris di Jakarta, berikut Surat Penerimaan Pemberitahuan Perubahan Data Perseroan dari Direktur Jenderal Administrasi Hukum Umum Kementerian Hukum dan HAM No. AHU-AH.01.09-0091890 tanggal 14 Februari 2023 dan telah didaftar dalam Daftar Perseroan No. AHU-0032395.AH.01.11.TAHUN 2023 tanggal 14 Februari 2023. 2. Keterbukaan Informasi sesuai Peraturan OJK No. 31/POJK.04/2015 tentang Keterbukaan Informasi atau Fakta Material oleh Emiten atau Perusahaan Publik, Perseroan telah menyampaikan perubahan susunan Pengurus Perseroan tersebut kepada OJK dan BEI pada tanggal 09 Februari 2021, serta diunggah di situs *web* Perseroan www.jasamarga.com. 1. Deed of Statement of Meeting Resolutions No. 30 dated February 14, 2023 made before Ir. Nanette Cahyanie Handari Adi Warsito, S.H., Notary in Jakarta, along with Letter of Acceptance of Notification of Company Data Changes from the Director General of General Legal Administration, Ministry of Law and Human Rights No. No. AHU-AH.01.09-0091890 dated February 14, 2023 and has been registered in the Company Register No.AHU-0032395. AH.01.11.TAHUN date February 14, 2023. 2. Disclosure of Information in accordance with OJK Regulation No.31/POJK.04/2015 concerning Disclosure of Information or Material Facts by Issuers or Public Companies, the Company has submitted changes to the composition of the Company's Management to OJK and IDX on February 09, 2021, and uploaded on the website Company website www.jasamarga.com.

RUPS Tahunan 2023 Tanggal 10 Mei 2023
Annual General Meeting (RUPS) 2023 on May 10, 2023

Keputusan dan Tindak Lanjut atas keputusan RUPS Tahunan 2023
Results and Follow up of the Annual General Meeting of Shareholders 2023

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 2022, 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 2022. Approval of the Annual Report and Ratification of the Company's Consolidated Financial Statements, Approval of the Supervisory Board's Oversight Report, and Ratification of the Financial Statements for the Micro and Small Business Funding Program (PUMK) Ending on December 31, 2022, along with Granting Full Release and Discharge (volledig acquit et de charge) to the Board of Directors for the Management Actions of the Company and to the Board of Commissioners for the Supervisory Actions of the Company Conducted During the 2022 Fiscal Year.
Keputusan Rapat Meeting Decision	Rapat dengan Suara Terbanyak memutuskan: 1. Menyetujui Laporan Tahunan Perseroan termasuk Laporan Tugas Pengawasan yang telah dilaksanakan oleh Dewan Komisaris untuk tahun buku 2022, dan mengesahkan Laporan Keuangan Konsolidasian Perseroan yang berakhir pada tanggal 31 Desember 2022 dan telah diaudit oleh Kantor Akuntan Publik (KAP) Amir Abadi Jusuf, Aryanto, Mawar & Rekan (RSM Indonesia) sesuai laporannya No. 00079/2.1030/AU.1/06/0645-1/1/II/2023 tanggal 28 Februari 2023 dengan pendapat "laporan keuangan konsolidasian terlampir menyajikan secara wajar dalam semua hal yang material, posisi keuangan konsolidasian Kelompok Usaha tanggal 31 Desember 2022, serta kineria keuangan konsolidasian dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia". 2. Menerima Laporan Tahunan Pelaksanaan Program Pendanaan Usaha Mikro dan Usaha Kecil yang berakhir pada tanggal 31 Desember 2022 dan telah diaudit oleh Kantor Akuntan Publik (KAP) Amir Abadi Jusuf, Aryanto, Mawar & Rekan (RSM Indonesia) sesuai laporannya No. 00240/2.1030/ AU.2/12/0645-1/0/III/2023 tanggal 24 Maret 2023 dengan pendapat "laporan keuangan terlampir 3. 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 2022, serta aktivitas dan arus kasnya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan Entitas Tanpa Akuntabilitas Publik". 4. Memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (*volledig acquit et de charge*) kepada Direksi dan Dewan Komisaris Perseroan atas tindakan pengurusan dan pengawasan yang telah dijalankan selama Tahun Buku 2022 sepanjang tindakan tersebut bukan merupakan tindak pidana dan tercermin dalam buku-buku laporan Perseroan. Meeting with the Most Votes Decides: 1. To approve the Company's Annual Report including the Supervisory Task Report conducted by the Board of Commissioners for the 2022 fiscal year, and to ratify the Company's Consolidated Financial Statements ending on December 31, 2022, which have been audited by the Public Accounting Firm (PAF) Amir Abadi Jusuf, Aryanto, Mawar & Rekan (RSM Indonesia) according to their report No. 00079/2.1030/AU.1/06/0645-1/1/II/2023 dated February 28, 2023, with an opinion stating "the attached consolidated financial statements present fairly, in all material respects, 2. the consolidated financial position of the Group as of December 31, 2022, and its consolidated financial performance and cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards". 3. Accepting the Annual Report on the Implementation of the Micro and Small Business Financing Program, which ended on December 31, 2022, and has been audited by the Public Accounting Firm (PAF) Amir Abadi Jusuf, Aryanto, Mawar & Rekan (RSM Indonesia) according to their report No. 4. 00240/2.1030/AU.2/12/0645-1/0/III/2023 dated March 24, 2023, with an opinion stating "the attached financial statements present fairly, in all material respects, the financial position of the Micro and Small Business Financing Program (formerly the Partnership and Community Development Program) of PT Jasa Marga (Persero) Tbk as of December 31, 2022, as well as its activities and cash flows for the year ended on that date, in accordance with Financial Accounting Standards for Entities Without Public Accountability". 5. Granting discharge and full release (volledig acquit et de charge) to the Board of Directors and the Board of Commissioners of the Company for the management and oversight actions carried out during the 2022 Fiscal Year as long as these actions do not constitute criminal acts and are reflected in the Company's books and records.
Tindak Lanjut/ Realisasi Follow-up/Realization	Persetujuan laporan tahunan Perseroan termasuk laporan tugas pengawasan yang telah dilaksanakan oleh Dewan Komisaris untuk tahun 2022 dan mengesahkan laporan keuangan konsolidasian Perseroan yang berakhir pada tanggal 31 Desember 2022 dan telah diaudit oleh Kantor Akuntan Publik (KAP) Amir Abadi Jusuf, Aryanto, Mawar & Rekan (RSM Indonesia). Approval of the Company's annual report including the supervisory report conducted by the Board of Commissioners for the year 2022 and the approval of the Company's consolidated financial statements ending on December 31, 2022, audited by the Public Accounting Firm (PAF) Amir Abadi Jusuf, Aryanto, Mawar & Rekan (RSM Indonesia).

Mata Acara Rapat Kedua Second Meeting Agenda	Penetapan Penggunaan Laba Bersih Perseroan Tahun Buku 2022 Determination of the Utilization of the Company's Net Profit for the Fiscal Year 2022
Keputusan Rapat Meeting Decision	Rapat dengan Suara Terbanyak memutuskan: 1. Menetapkan penggunaan Laba Bersih Atribusi Pemilik Entitas Induk Perseroan Tahun Buku 2022 sebesar Rp2.746.884.072.330 (dua triliun, tujuh ratus empat puluh enam miliar, delapan ratus delapan puluh empat juta, tujuh puluh dua ribu, tiga ratus tiga puluh Rupiah) sebagai berikut: a. Sebesar 20% atau Rp549.376.814.466 (lima ratus empat puluh sembilan miliar, tiga ratus tujuh puluh enam juta, delapan ratus empat belas ribu, empat ratus enam puluh enam Rupiah) ditetapkan sebagai dividen tunai, sehingga dividen bagian Negara RI atas kepemilikan 70% saham adalah sebesar Rp384.563.770.126 (tiga ratus delapan puluh empat miliar, lima ratus enam puluh tiga juta, tujuh ratus tujuh puluh ribu, seratus dua puluh enam Rupiah). b. Sebesar 80% atau Rp2.197.507.257.864 (dua triliun, seratus sembilan puluh tujuh miliar, lima ratus tujuh juta, dua ratus lima puluh tujuh ribu, delapan ratus enam puluh empat Rupiah) sebagai cadangan lainnya. 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. Meeting with the Most Votes Decides: 1. Allocation of Net Profit Attributable to Owners of the Parent Entity for Fiscal Year 2022: The meeting has resolved to allocate the net profit attributable to owners of the parent entity for fiscal year 2022, amounting to Rp2,746,884,072,330 (two trillion, seven hundred forty-six billion, eight hundred eighty-four million, seven hundred seventy-two thousand, three hundred thirty rupiah), as follows: a. 20% or Rp549,376,814,466 (five hundred forty-nine billion, three hundred seventy-six million, eight hundred fourteen thousand, four hundred sixty-six rupiah) is declared as cash dividends. The dividend shares for the Republic of Indonesia (RI) as the owner of 70% of the shares is Rp384,563,770,126 (three hundred eighty-four billion, five hundred sixty-three million, seven hundred seventy thousand, one hundred twenty-six rupiah). b. 80% or Rp2,197,507,257,864 (two trillion, one hundred ninety-seven billion, five hundred seven million, two hundred fifty-seven thousand, eight hundred sixty-four rupiah) is allocated to other reserves. 2. Granting authority and power to the Board of Directors of the Company with the right of substitution to further regulate the procedures and implementation of the distribution of the said cash dividend in accordance with applicable regulations, including rounding up for the payment of dividends per share.
Tindak Lanjut/ Realisasi Follow-up/Realization	1. Tata Cara Pembayaran Dividen Tunai Tahun Buku 2022 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 11 Mei 2023. 2. Perseroan telah melakukan kewajiban pembayaran dividen kepada Pemegang Saham pada tanggal 9 Juni 2023. 1. The Procedures for the Payment of Cash Dividends for the Fiscal Year 2022 were published in the Summary of Minutes of the Decisions of the Annual GMS in Indonesian and English through the websites of the Indonesia Stock Exchange and the Financial Services Authority https://spe. ojk.go.id/idxnet/, the website of the e-GMS provider https://easy.ksei.co.id/, and the Company's website www.jasamarga.com on May 11, 2023. 2. The Company has fulfilled its obligation to pay dividends to Shareholders on June 9, 2023.

Mata Acara Rapat Ketiga Third Meeting Agenda	Penunjukan Kantor Akuntan Publik untuk Mengaudit Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2023 dan Laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) Tahun Buku 2023. Appointment of a Public Accounting Firm to Audit the Company's Consolidated Financial Statements for Fiscal Year 2023 and the Financial Statements of the Micro and Small Business Financing Program (PUMK) for Fiscal Year 2023.
Keputusan Rapat Meeting Decision	Rapat dengan Suara Terbanyak memutuskan: 1. Menyetujui penunjukan Kantor Akuntan Publik (KAP) Amir Abadi Jusuf, Aryanto, Mawar & Rekan (RSM Indonesia) untuk melakukan audit umum atas Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2023 dan periode lainnya dalam Tahun Buku 2023, Laporan Keuangan dan Pelaksanaan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) Tahun Buku 2023; 2. Memberikan pelimpahan kewenangan kepada Dewan Komisaris Perseroan untuk menetapkan besaran imbalan jasa audit, penambahan ruang lingkup pekerjaan yang diperlukan dan persyaratan lainnya yang wajar bagi Kantor Akuntan Publik tersebut; 3. Memberikan wewenang dan kuasa kepada Dewan Komisaris dengan terlebih dahulu mendapatkan persetujuan tertulis Pemegang Saham Seri A Dwiwarna untuk menetapkan Kantor Akuntan Publik pengganti dalam hal Kantor Akuntan Publik Amir Abadi Jusuf, Aryanto, Mawar & Rekan (RSM Indonesia) karena sebab apapun tidak dapat menyelesaikan audit atas Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2023 dan periode lainnya dalam Tahun Buku 2023, dan Laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) Tahun Buku 2023. Meeting with the Most Votes decided to: 1. Approve the appointment of the Public Accounting Firm (KAP) Amir Abadi Jusuf, Aryanto, Mawar & Rekan (RSM Indonesia) to conduct a general audit of the Company's Consolidated Financial Statements for Fiscal Year 2023 and other periods in Fiscal Year 2023, the Financial Statements and Implementation of the Micro and Small Business Financing Program (PUMK) for Fiscal Year 2023; 2. Delegate the authority to the Company's Board of Commissioners to determine the amount of audit fees, additional scope of work required, and other reasonable requirements for the Public Accounting Firm; 3. Grant authority and power to the Board of Commissioners, with the prior written consent of the Series A Dwiwarna Shareholders, to appoint a replacement Public Accounting Firm if, for any reason, Amir Abadi Jusuf, Aryanto, Mawar & Rekan (RSM Indonesia) is unable to complete the audit of the Company's Consolidated Financial Statements for Fiscal Year 2023 and other periods in Fiscal Year 2023, and the Financial Statements of the Micro and Small Business Financing Program (PUMK) for Fiscal Year 2023.
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 & Rekan (RSM Indonesia) carried out the work within the scope of the audit that had been established.

Mata Acara Rapat Keempat Fourth Meeting Agenda	Penetapan Tantiem Tahun Buku 2022, Gaji, Honorarium dan Tunjangan, Serta Fasilitas Lainnya Bagi Anggota Direksi dan Dewan Komisaris untuk Tahun 2023. Determination of Bonuses for Fiscal Year 2022, Salaries, Honorariums and Allowances, and Other Facilities for Members of the Board of Directors and Board of Commissioners for the Year 2023.
Keputusan Rapat Meeting Decision	Rapat dengan Suara Terbanyak memutuskan: 1. Memberikan wewenang dan kuasa kepada Pemegang Saham Seri A Dwiwarna untuk menetapkan besarnya tantiem untuk Tahun Buku 2022 serta menetapkan honorarium, tunjangan dan fasilitas bagi anggota Dewan Komisaris untuk Tahun 2023; dan 2. Memberikan wewenang dan kuasa kepada Dewan Komisaris dengan terlebih dahulu mendapatkan persetujuan tertulis dari Pemegang Saham Seri A Dwiwarna untuk menetapkan besarnya tantiem untuk Tahun Buku 2022, serta menetapkan gaji, tunjangan, fasilitas, dan insentif lainnya bagi Direksi untuk Tahun 2023. Meeting with the Most Votes decided to: 1. Grant authority and power to the Series A Dwiwarna Shareholders to determine the number of bonuses for Fiscal Year 2022 and to determine the honorariums, allowances, and facilities for members of the Board of Commissioners for the Year 2023; and 2. Grant authority and power to the Board of Commissioners, with the prior written consent of the Series A Dwiwarna Shareholders, to determine the number of bonuses for Fiscal Year 2022, and to determine the salaries, allowances, facilities, and other incentives for the Board of Directors for the Year 2023.
Tindak Lanjut/ Realisasi Follow-up/Realization	Memperhatikan Keputusan RUPS Tahunan Jasa Marga tahun buku 2022 yang dilaksanakan tanggal 10 Mei 2023 serta berdasarkan surat Kementerian Badan Usaha Milik Negara No. SR-5/ Wk.MBU.10/07/2023 tanggal 31 Juli 2023, Pemegang Saham Seri A Dwiwarna menetapkan penghasilan Direksi dan Dewan Komisaris Tahun 2023. Considering the resolutions of the Annual General Meeting (RUPS) of Jasa Marga for the fiscal year 2022 held on May 10, 2023, and based on the letter from the Ministry of State-Owned Enterprises No. SR-5/Wk.MBU.10/07/2023 dated July 31, 2023, the Shareholders of Series A Dual Color have determined the remuneration of the Board of Directors and the Board of Commissioners for the year 2023.

Mata Acara Rapat Keempat Fourth Meeting Agenda	Ratifikasi Peraturan Menteri Badan Usaha Milik Negara. Ratification of the Regulation of the Minister of State-Owned Enterprises
Keputusan Rapat Meeting Decision	Rapat dengan Suara Terbanyak memutuskan: 1. Menyetujui pengukuhan atau ratifikasi pemberlakuan Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia Nomor: 2. PER-1/MBU/03/2023 tentang Penugasan Khusus dan Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara; 3. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara; 4. PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara. berikut perubahan-perubahannya di kemudian hari. Meeting with the Most Votes Decides: 1. To approve the ratification and implementation of Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number: 2. PER-1/MBU/03/2023 concerning Special Assignments and Social and Environmental Responsibility Programs of State-Owned Enterprises. 3. PER-2/MBU/03/2023 concerning Guidelines for Corporate Governance and Significant Corporate Activities of State-Owned Enterprises; 4. PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises, including subsequent changes.
Tindak Lanjut/ Realisasi Follow-up/Realization	Implementasi Peraturan-peraturan tersebut di Perseroan secara bertahap. Implementation of the Regulations in the Company in Stages.

Dewan Komisaris
Board of Commissioners

Dewan Komisaris merupakan organ Perseroan yang melakukan pengawasan dan memberikan arahan kepada Direksi dalam menjalankan kepengurusan Perseroan. Disamping 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 organ of the Company responsible for overseeing and providing guidance to the Board of Directors in managing the Company. In addition to carrying out supervisory functions, the Board of Commissioners also monitors the effectiveness of the Company's implementation of Good Corporate Governance (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;
13. Kinerja dan Pelaporan Dewan Komisaris.

Guidelines for the Work/Charter of the Board of Commissioners

In carrying out its duties and functions, the Board of Commissioners has a working reference contained in the Board of Commissioners and Directors' Board Manual, signed by the Board of Commissioners and the Board of Directors. The Board Manual serves as a reference for the Board of Commissioners in decision-making and the execution of its duties and responsibilities.

The Board Manual provides guidance on the working procedures of the Board of Commissioners and the Board of Directors and explains the structured, systematic, and easily understandable steps of activities to be carried out consistently. The substance of the Board Manual is composed of principles of corporate law, provisions of the Articles of Association, applicable regulations, shareholder directives, and best practices in corporate governance.

The guidelines related to the Board of Commissioners in the Board Manual are outlined 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 for 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 Enhancement Program;
10. Code of Conduct for the Board of Commissioners;
11. Board of Commissioners Meetings;
12. Supervisory Functions of the Board of Commissioners;
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

Criteria and Appointment of the Board of Commissioners

Based on Article 11 paragraph 10 and Article 14 paragraph 12 of the Company's Articles of Association, members of the Board of Directors and the Board of Commissioners are appointed and dismissed by the General Meeting of Shareholders (GMS) from candidates proposed by the Series

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. 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 Dwiwarna Shareholders. The appointment and dismissal of members of the Board of Directors and the Board of Commissioners are carried out by the GMS attended by the Series A Dwiwarna Shareholders, and decisions of the GMS must be approved by the Series A Dwiwarna Shareholders. Based on the aforementioned provisions, the appointment/ dismissal of members of the Board of Directors and the Board of Commissioners is proposed by the Series A Dwiwarna Shareholders. The appointed members of the Board of Commissioners must meet formal, material, and other requirements stipulated in the Company Law, the Company's Articles of Association, Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023 dated March 24, 2023, and Financial Services Authority Regulation No. 33/ POJK.04/2014, as well as outlined in the Board Manual of PT Jasa Marga (Persero) Tbk., which include, among others:

1. Must comply with the provisions of the Company Law, Capital Market regulations, and other relevant laws and regulations including those related to the Company's business activities.
2. Individuals who, at the time of appointment and during their term: Have good ethics, morals, integrity, and dedication, are legally competent, understand Company management issues related to management functions and good corporate governance, possess adequate knowledge and/or expertise in the Company's business/ required by the Company, and can allocate sufficient time to perform their duties.
3. Within 5 (five) years before appointment and during their term:
   a. Have not been declared bankrupt.
   b. Have not been members of the Board of Directors and/or Board of Commissioners found guilty of causing a company to go bankrupt.
   c. Have not been convicted of financial crimes against the state and/or related to the financial sector.
   d. During their term as members of the Board of Directors and/or Board of Commissioners:
      i. Have not failed to hold an annual GMS.
      ii. Their accountability as members of the Board of Directors and/or Board of Commissioners has not been rejected by the GMS or they have not failed to provide accountability as members of the Board of Directors and/or Board of Commissioners to the GMS.
      iii. Have not caused a company that has obtained permits, approvals, or registration from the Financial Services Authority to fail to submit annual reports and/or financial reports to the Financial Services Authority.
4. Meet other requirements as stipulated in points 1 to 3 above and/or are prohibited from holding multiple positions, as follows:

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.
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 dan antar 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.

a. Not a member of the Board of Directors of a State-Owned Enterprise, Regional-Owned Enterprise, or Private-Owned Enterprise.
b. Not a member of a political party's leadership and/or a candidate member and/or member of the national, regional, or local legislative council.
c. A candidate for Head/Vice Head of Region and/or Head/Vice Head of Region.
d. Not served as a member of the Board of Commissioners of the Company for 2 (two) consecutive terms.
e. Physically and mentally fit (not suffering from any illness that could hinder the performance of duties as a member of the Board of Commissioners, proven by a doctor's certificate).
f. For prospective candidates from Technical Ministries or other Government Agencies, they must be based on proposals from the respective institutions.
g. Not holding concurrent positions as stipulated by laws and regulations that may potentially cause conflicts of interest with the Company and willing to resign if elected as a member of the Board of Commissioners.
h. There should be no blood relationship up to the third degree, either by direct lineage or collateral lineage, between members of the Board of Commissioners or between members of the Board of Commissioners and members of the Board of Directors.

5. In addition to meeting the requirements as mentioned in points 1 to 5 above, Independent Commissioners must meet the following requirements:
   a. Not a person who works or has the authority and responsibility to plan, lead, control, or supervise the activities of the Company within the last 6 (six) months, except for reappointment as Independent Commissioner of the Company in the following period. Does not own shares, either directly or indirectly, in the Company.
   b. Do not have any affiliation with the Company, members of the Board of Commissioners, members of the Board of Directors, or major shareholders of the Company.
   c. Do not have any business relationship, either directly or indirectly, related to the Company's business activities.

The fulfillment of the requirements as mentioned above is evidenced by a declaration letter signed by the prospective member of the Board of Commissioners and the letter is submitted to the Company.

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.

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.
6. Mengundurkan diri.

Setelah pengangkatan Dewan Komisaris baru, berdasakan 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.

Terms of Office and Process After Appointment

The term of office of members of the Board of Commissioners is effective from the date determined by the General Meeting of Shareholders (GMS) that appoints them and ends at the closing of the 5th Annual GMS after their appointment, provided that it does not exceed a period of 5 (five) years, in accordance with regulations in the field of the Capital Market, with one (1) term of office of the members of the Board of Commissioners being a maximum of 5 (five) years or until the end of the annual GMS at the end of the said term. However, this does not diminish the right of the GMS to terminate the members of the Board of Commissioners at any time before the end of their term. After their term ends, members of the Board of Commissioners may be reappointed by the GMS for 1 (one) term.

The Company is obliged to convene 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 it becomes known that the appointment of a member of the Board of Commissioners does not meet the requirements; other members of the Board of Commissioners must announce the annulment of the appointment of the respective member in public announcement media and notify the Minister of Law and Human Rights within a maximum of 7 (seven) days. The Company is obliged to convene 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 by the decision of the GMS, stating the reasons.

Reasons for the dismissal of members of the Board of Commissioners include:

1. Unable to perform their duties properly;
2. Violating the provisions of the Company's Articles of Association and/or Legislation;
3. Involved in actions detrimental to the Company and/or the state;
4. Engaging in actions that violate ethics and/or decisions that should be respected as members of the Board of Commissioners;
5. Being found guilty by a court decision that has permanent legal force.
6. Resignation.

After the appointment of a new Board of Commissioners, in accordance with the provisions of Chapter II. I. 1 of the Company's Board Manual, an Introduction Program for New Officials must be conducted within a maximum period of 3 (three) months from their appointment. Information regarding the implementation of this program in 2023 can be found in the section on the Company's Introduction Program for New Members of the Board of Commissioners.

Susunan, Jumlah, Komposisi dan Dasar Pengangkatan Anggota Dewan Komisaris pada Tahun 2024

Perseroan melaksanakan RUPS Tahunan tanggal 8 Mei 2024, dengan salah satu agenda Perubahan Susunan Pengurus Perseroan. Namun berdasarkan Keputusan RUPS Tahunan tersebut, diputuskan tidak ada perubahan Pengurus, sehingga susunan Pengurus Perseroan tidak mengalami perubahan, yaitu berjumlah 7 (tujuh) orang, terdiri dari 1 (satu) orang Komisaris Utama, 4 (empat) orang Komisaris Independen, dan 2 (dua) orang Komisaris. Susunan Dewan Komisaris disajikan pada tabel sebagai berikut:

The Arrangement, Number, Composition, and Basis for the Appointment of Members of the Board of Commissioners in 2024

The Company held its Annual General Meeting of Shareholders on May 8, 2024, with one of the agenda items being the Change in the Composition of the Company's Management. However, based on the decision of the Annual General Meeting, it was decided that there would be no changes to the Management. As a result, the composition of the Company's Management remained unchanged, consisting of 7 (seven) members, including 1 (one) President Commissioner, 4 (four) Independent Commissioners, and 2 (two) Commissioners. The composition of the Board of Commissioners is presented in the following table:

Tabel Susunan Anggota Dewan Komisaris Tahun 2024
Table of Composition of the Board of Commissioners in 2024

Nama Name	Jabatan Position	Dasar Pengangkatan Position
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
Seppalga Ahmad	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
Abdul Rachman	Komisaris Independen Independent Commissioner	Keputusan RUPS Luar Biasa tanggal 8 Februari 2023 Extraordinary General Meeting resolution on February 8, 2023

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:

Fit and Proper Test

All appointed members of the Board of Commissioners of Jasa Marga have met the criteria and conditions required 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, as well as other rules and regulations, including provisions concerning Independent Commissioners. All members of the Board of Commissioners have adequate integrity, competence, and reputation. The following fit and proper tests evidence this:

Tabel Pelaksanaan *Fit and Proper Test* Dewan Komisaris
Tabel Pelaksanaan Fit and Proper Test Dewan Komisaris

Nama Name	Jabatan Position	Pelaksana Executor
Mohammad Zainal Fatah	Komisaris Utama President Commissioner	Kementerian BUMN Ministry of SOEs
M. Roskanedi	Komisaris Commissioner	Kementerian BUMN Ministry of SOEs
Raja Erizman	Komisaris Commissioner	Kementerian BUMN Ministry of SOEs
Chandra Wijaya	Komisaris Independen Independent Commissioner	Kementerian BUMN Ministry of SOEs
Seppalga Ahmad	Komisaris Independen Independent Commissioner	Kementerian BUMN Ministry of SOEs
Marsetio	Komisaris Independen Independent Commissioner	Kementerian BUMN Ministry of SOEs
Abdul Rachman	Komisaris Independen Independent Commissioner	Kementerian BUMN Ministry of SOEs

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.
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.

Duties and Responsibilities

Board of Commissioners duties and responsibilities as regulated in the Articles of Association and listed in the Board Manual are as follows:

1. 1. Supervising management policies, the general course of management, both regarding the Company and the Company's business carried out by the Board of Directors. 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 Annual Work Plan and Budget and other plans prepared by the Board of Directors per the provisions of the Company's Articles of Association. In addition to Supervising, reviewing the implementation of the Company's Long-Term Plan and the Company's Annual Work Plan and Budget, other plans, providing approval for the revision of the Company's Long-term Plan and other plans submitted by the Board of Directors, including implementation supervision of the provisions of the Articles of Association and the GMS resolutions, and applicable laws and regulations, are for the benefit of the Company and following the purposes and objectives of the Company.
2. Following the development of the Company's activities, providing opinions and suggestions to the GMS regarding any issues deemed necessary to the management of the Company.
3. Reporting to the Series A Dwiwarna Shareholder if there are symptoms of a decline in the Company's performance.
4. Proposing to the GMS the appointment of a Public Accountant who will examine the Company's books.
5. Researching and reviewing periodic reports and Annual Reports prepared by the Board of Directors and signing the Annual Report.
6. Providing explanations, opinions, and suggestions to the GMS regarding the Annual Report, if requested.
7. Preparing the Board of Commissioners' minutes of the meeting and keeping a copy thereof.
8. Reporting to the Company regarding its Shares ownership and/or their families in the said Company and other Companies.
9. Providing a report on the supervisory duties that have been carried out during the last financial year to the GMS.
10. Explaining all matters asked or requested by the Series A Dwiwarna Shareholder by considering the prevailing laws and regulations in the Capital Market sector.
11. Carrying out other obligations in the context of supervisory duties and providing advice, as long as it does not conflict with the laws and regulations, the Articles of Association, and/or the resolutions of the GMS.
12. Submitting quarterly reports on the Company's performance, including the realization of Key Performance Indicators to Series A Dwiwarna Shareholders.

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;
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:
    a. Tugas Umum;
    b. Tugas dan Kewajiban Terkait RUPS;
    c. Tugas terkait Strategi dan Rencana Kerja;
    d. Tugas terkait Fungsi Pengawasan;
    e. Tugas terkait Nominasi dan Remunerasi;
    f. Tugas terkait Evaluasi Kinerja Dewan Komisaris dan Kinerja Direksi;
    g. Tugas terkait Penerapan *Good Corporate Governance* (GCG);
    h. Tugas terkait Penerapan Manajemen Risiko;
    i. Tugas terkait Sistem Pengendalian Internal;
    j. Tugas terkait Keterbukaan dan Kerahasiaan Informasi;
    k. Tugas terkait Teknologi Informasi;
    l. Tugas terkait Pelaporan;
    m. 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, bertanggungjawab 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.

13. Drawing up a Charter/Guidelines and work procedures for the Board of Commissioners (BOC Charter).
14. Ensuring and encouraging the Board of Directors and all staff in running the Company to apply the principles of Good Corporate Governance (GCG) consistently and continuously, and have high morale in business.
15. Under certain conditions, the Board of Commissioners must convene the Annual GMS and Other GMS following its authority as stipulated in the laws and regulations and the Articles of Association. In addition to the main tasks, the Board of Commissioners' Board Manual also sets out the duties and responsibilities of the Board of Commissioners related to:
    a. General Duties;
    b. Duties and Obligations Related to the GMS;
    c. Tasks related to Strategy and Work Plans;
    d. Tasks related to the Supervision Function;
    e. Duties related to Nomination and Remuneration;
    f. Duties related to the Performance Evaluation of the Board of Commissioners and the Performance of the Board of Directors;
    g. Tasks related to the Implementation of Good Corporate Governance (GCG);
    h. Tasks related to the Implementation of Risk Management;
    i. Duties related to the Internal Control System;
    j. Duties related to Information Disclosure and Confidentiality;
    k. Tasks related to Information Technology;
    l. Tasks Related to Reporting;
    m. Other Tasks.

In carrying out their duties, each member of the Board of Commissioners must:

1. Comply with the Company's Articles of Association,Legislation, and GMS decisions and act and behave professionally, efficiently, transparently, maintaining independence, accountability, responsibility, and fairness.
2. Act in the interests of the Company and per its purposes and objectives. The act is not intended for the interests of certain parties and groups.
3. In good faith, full of prudence, responsible for carrying out supervisory duties and providing advice to the Board of Directors for the benefit of the Company and per the purposes and objectives of the Company.
4. Maintain the confidentiality of the Company's data and/or information.

Rights and Authorities

In carrying out its primary duties, the Board of Commissioners is authorized to:

1. Check books, letters, and other documents, check cash for verification purposes and other securities, and check the Company's assets.

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 pandangan-pandangan 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.

2. Enter yards, buildings, and offices used by the Company.
3. Request the Board of Directors and/or other officials' explanation regarding all issues related to the management of the Company.
4. Know all policies and actions that have been and will be implemented by the Board of Directors.
5. Request the Board of Directors and/or other officials under them with the knowledge of the Board of Directors to attend the Board of Commissioners meeting.
6. Appoint and dismiss a Secretary to the Board of Commissioners.
7. Temporarily dismiss members of the Board of Directors following the provisions of the Articles of Association.
8. Establish an Audit Committee, Remuneration and Nomination Committee, Risk Monitoring Committee, and other committees, if deemed necessary, by considering the Company's capabilities.
9. Use experts for some issues and a certain period at the expense of the Company, if deemed necessary.
10. Take actions to manage the Company under certain conditions for a certain period following the provisions of the Articles of Association.
11. Approve the appointment and dismissal of the (Corporate Secretary & Chief Administration Office) and/or Internal Audit Senior Group Head.
12. Attend Board of Directors meetings and provide views on the matters discussed.
13. Carry out other supervisory powers as long as they do not conflict with the laws and regulations and the applicable rules in the Capital Market sector, the Articles of Association, and/or the resolutions of the GMS.

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 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 Risiko dan Hukum dan anggota Komite Audit.

Division of Duties Between the Board of Commissioners

Each Board of Commissioners member has their respective duties whose distribution has been determined based on their roles, adjusting to their competence and experience. The Board of Commissioners members' responsibilities division is carried out to ensure the effectiveness of duties and functions to be carried out effectively and responsibly, in a transparent and accountable manner, not affiliated with the Board of Directors' interests and controlling shareholders, and not ignoring the interests of public shareholders, minority shareholders, and other stakeholders, and by taking into account the duties of each Board of Directors member. Specifically for 3 (three) members of the Board of Commissioners, each has the task of being the Chairman of the Nomination and Remuneration Committee, the Head of the Risk and Legal Committee, and the Chairman of the Audit Committee. Three (3) other Board of Commissioners members, each as a member of the Nomination and Remuneration Committee, a member of the Risk and Legal Committee, and a member of the Audit Committee.

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-032/III/2023 tanggal 7 Maret 2023 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 Keuangan dan Manajemen Risiko;
3. Bidang Pengelolaan *Human Capital* & Transformasi;
4. Bidang Pengelolaan Pengembangan Usaha;
5. Bidang Pengelolaan Bisnis;
6. Bidang Pengelolaan Operasi & Pemeliharaan.

Mohammad Zainal Fatah, Komisaris Utama, menangani tugas pengawasan dan pemberian nasihat kepada Direksi secara menyeluruh, dengan uraian tugasnya meliputi hal-hal sebagai berikut :

1. Bidang tugasnya meliputi tugas untuk mengkoordinasikan serta mengintegrasikan masukan, arahan dan rekomendasi dari ke-6 (keenam) 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. Menyampaikan kepada RUPS laporan tentang pelaksanaan tugas pengawasan Dewan Komisaris selama tahun buku yang lampau kepada RUPS.
3. 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 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 setelah tahun anggaran Perseroan berjalan;

In addition to carrying out the three functions of the Committee, the Board of Commissioners also carries out the function of supervision of integrated governance through the Integrated Governance Committee. This function is chaired by the President Commissioner and all Commissioners as members and the President Commissioners in all subsidiary entities of the Company.

Based on the Decision of the Board of Commissioners No. KEP-032/III/2023 dated March 7, 2023, the duties of members of the Board of Commissioners are divided into 6 (six) areas of supervisory and advisory responsibilities to the Board of Directors, which include:

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

Mohammad Zainal Fatah, the Chief Commissioner, handles the supervision and advisory tasks to the Board of Directors comprehensively, with the following duties:

1. The responsibilities include coordinating and integrating input, guidance, and recommendations from the other 6 members of the Board of Commis sioners in the preparation and drafting of the company's vision and mission, policies & strategies for the Company's Medium-Term and/or Long-Term Plans, including the preparation and drafting of the Company's Annual Work Plan and Budget, as well as leading the General Meeting of Shareholders (GMS) and overseeing the implementation of GMS decisions.
2. Presenting to the GMS a report on the performance of the supervisory duties of the Board of Commissioners during the past financial year.
3. Coordinating with other members of the Board of Commissioners in implementing the authorities and obligations of the Board of Commissioners as stipulated in the Company's Articles of Association Article 15 paragraph 1 and paragraph 2 letters a and b, and other obligations stipulated in paragraph 4, which, include:
    a. Providing advice and opinions to the GMS regarding the Company's development plans, annual reports, and other periodic reports submitted by the Board of Directors;
    b. Reporting on the supervisory tasks carried out during the past financial year to the GMS, accompanied by suggestions and corrective measures to 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 (thirty) days after the Company's fiscal year commences;

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 tentang 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.

4. Selaku Komisaris Utama, menandatangani laporan-laporan bulanan dan/atau laporan Triwulanan dan/atau laporan tahunan Komite-Komite Dewan Komisaris.
5. Memberikan masukan, arahan, kesimpulan, tanggapan dan persetujuan Dewan Komisaris, terkait dengan permohonan Oireksi 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.

d. Leading and ensuring the effectiveness of Board of Commissioners meetings and Board of Commissioners - Board of Directors coordination meetings and in making decisions during meetings, preparing meeting conclusions and minutes, and signing them together with other Commissioners and/or the Board of Directors;
e. Leading the GMS based on the Board of Commissioners' decision letter;
f. Proposing to the GMS the appointment of the Public Accounting Firm (KAP) to audit the Company's Financial Statements;
g. Together with the Board of Directors, drafting and/or updating guidelines (Board Manual) binding on each member of the Board of Directors and the Board of Commissioners;
h. Together with the Board of Directors, drafting and/or updating the code of ethics applicable to all members of the Board of Directors, members of the Board of Commissioners, employees, and Company-owned organs;
i. In certain circumstances, obliged to hold Annual and Other GMS, in accordance with the authority of the Board of Commissioners as stipulated in the laws and regulations and the Company's Articles of Association;
j. Encouraging and ensuring that the management of the Company, both within the Board of Commissioners and the Board of Directors, complies with the Articles of Association and the Regulations, meets the principles of good corporate governance, professionalism, efficiency, transparency, and fairness;
k. Coordinating the Board of Commissioners in evaluating the performance of the Board of Directors individually and collectively and conducting final discussions to determine the assessment results to provide recommendations of the Board of Commissioners to the Shareholders in proposing candidates for the Board of Directors and/or Directors' remuneration & bonuses;
l. Submitting reports to the GMS and/or Shareholders in case of indications of declining company performance and the suggestions that have been submitted to the Board of Directors to address the issues faced.

4. As the Chief Commissioner, he signs monthly reports and/or quarterly reports and/or annual reports of the Board of Commissioners' Committees.
5. Providing input, guidance, conclusions, responses, and approvals of the Board of Commissioners regarding the requests of the Board of Directors for actions by the Directors as stipulated in Article 12 paragraph 7 letters i, ii, iii, iv, v, and paragraph 10 a of the Articles of Association of PT Jasa Marga (Persero) Tbk.

Marsetio, Komisaris Independen, menangani tugas pengawasan dan pemberian nasihat kepada Direksi khususnya dalam Bidang pengelolaan *Human Capital* & Transformasi Organisasi dan Program Kemitraan dan Bina

Marsetio, an Independent Commissioner, handles supervisory tasks and provides advice to the Board of Directors, particularly in the field of Human Capital Management & Organizational Transformation and the Partnership and

Lingkungan (PKBL), serta merangkap sebagai Ketua Komite Nominasi dan Remunerasi. Uraian tugasnya meliputi hal-hal sebagai berikut:

1. 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 Transformantion, 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 perundangundangan dan prinsip-prinsip tata kelola perusahaan yang baik; (d) Pengawasan atas pelaksanaan manajemen pengelolaan dan pengembangan Pusat Pembelajaran yang menyelenggarakan pendidikan, pelatihan dan 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.
2. 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.

Community Development Program (PKBL), and also serves as the Chairperson of the Nomination and Remuneration Committee. His duties include the following:

1. Handling supervisory tasks and providing advice to the Board of Directors regarding the implementation of human capital development and transformation, the Partnership & Community Development Program (PKBL), which includes providing input, guidance, and recommendations for: (a) setting the direction of policies and strategies for human capital development, human capital services, the Jasa Marga Learning Institute, Strategic Transformation, Innovation Center, and Strategic Transformation Office, including the preparation and establishment ofthe Company's effective and efficient organizational structure, job descriptions, and functions of officials 1 (one) level below the Director positions, governance systems, and their development; (b) Supervision of the implementation of appropriate, accountable, efficient, and accountable human capital managementand development systems; (c) Oversight of the management and development of logistics systems, security of assets owned by the Company and/or the State, and other general activities, based on the provisions of laws and regulations and principles of good corporate governance; (d) Oversight of the management and development of the Learning Center which provides education, training, and management related to human capital development for the Company and its Subsidiaries as well as other Companies; (e) Management of Company activities in accordance with laws and Company regulations, as well as management of legal services and issue resolution; (f) Preparation of requirements and procedures for nominating candidates for Directors and Commissioners of Subsidiaries, determining position compositions and appointments, including for the positions of Company Secretary & Internal Audit Group Head; (g) Procurement of professional institutions to conduct feasibility and suitability tests on Director and/or Commissioner candidates; (h) Formulating 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 regarding Guidelines for Determining the Income of Directors, Commissioners of State-Owned Enterprises, especially in proposing salaries/honorariums, facility allowances, and bonuses/ performance incentives for Directors and Commissioners, to the Minister of State-Owned Enterprises, as the Series A Dwiwarna Shareholder of PT Jasa Marga (Persero) Tbk, as a follow-up to the Company's Annual GMS decision.
2. Conducting individual and collective performance evaluations of the Board of Directors for discussion in Board of Commissioners meetings to determine assessment results as recommendations of the Board of Commissioners to the Shareholders in proposing Director candidates and/or Director remuneration & bonuses.

3. Selaku Komite Nominasi dahn Remunerasi (KNR) memastikan bahwa piagam (*charter*) KNR telah terpenuhi dan dilakukan dengan baik antara lain: 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 *t* selesai pada waktunya, yang nantinya akan disampaikan kepada Direksi untuk bahan penyusunan laporan tahunan Perseroan.

4. 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

3. As Chairman of the Nomination and Remuneration Committee (KNR), ensuring that the KNR charter has been fulfilled and executed properly including: (a) determining the annual work program and key performance indicators of the Nomination and Remuneration Committee, (b) directing the Nomination and Remuneration Committee's study results to be accurate and sharp, 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) issuing and signing quarterly reports and Annual Reports of the Nomination and Remuneration Committee, as well as performance achievement reports of the Nomination and Remuneration Committee conducted through self-assessment completed on time, which will later be submitted to the Board of Directors for the preparation of the Company's annual report.
4. Providing recommendations, input, guidance, conclusions, responses, and approvals of the Board of Commissioners in accordance with and related to his duties and obligations regarding the requests of the Board of Directors for actions by the Directors as stipulated in Article 12 paragraph 7 letters i, ii, iii, iv, v, and paragraph 10 a of the Articles of Association of PT Jasa Marga (Persero) Tbk.

Chandra Wijaya, Komisaris Independen, menangani tugas pengawasan dan pemberian nasihat kepada Direksi dalam Bidang Kebijakan dan Strategi Pengelolaan dan Pengembangan Perseroan, serta merangkap sebagai Ketua Komite Audit tugasnya meliputi hal-hal sebagai berikut:

1. 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.
2. Selaku Ketua Komite Audit (KA), memastikan bahwa piagam (*charter*) KA telah terpenuhi dan dilakukan dengan baik antara lain:
   a. Menetapkan program kerja tahunan dan indikator 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, 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.
3. Selaku Ketua Komite Audit (KA) juga 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.

Chandra Wijaya, an Independent Commissioner, handles supervisory tasks and provides advice to the Board of Directors in the area of Company Management and Development Policy and Strategy, and also serves as the Chairperson of the Audit Committee. His duties include the following:

1. Preparation and formulation of the Company's vision and mission, formulation of policies & strategies for the Company's Medium-Term and/or Long-Term Plans, including the preparation and formulation of the Company's Annual Work Plan and Budget.
2. As the Chairperson of the Audit Committee (AC), ensuring that the AC charter has been fulfilled and executed properly including:
   a. establishing the annual work program and key performance indicators of the Audit Committee;
   b. directing the Audit Committee's study results to be accurate and sharp, and 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. issuing and signing quarterly reports and Annual Reports of the Audit Committee, as well as the performance achievement reports of the Audit Committee conducted through self-assessment completed on time, which will later be submitted to the Board of Directors for the preparation of the Company's annual report.
3. As the Chairperson of the Audit Committee (AC), also evaluating the performance of external auditors in the procurement process of the Public Accounting Firm (KAP) that will conduct the Company's general audit proposed by the Board of Commissioners (through the Directors) for approval and determination by the GMS.

4. 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.

Abdul Rachman, Komisaris lndependen, menangani tugas pengawasan dan pemberian nasihat kepada Direksi khususnya dalam bidang pengelolaan Keuangan dan Manajemen Risiko, serta merangkap sebagai Anggota Komite Risiko dan Hukum. Bidang tugasnya meliputi tugas untuk memberikan masukan, arahan, rekomendasi dalam rangka:

1. Bekerjasama 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), 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 Perusahaan secara tepat waktu dan relevan.
3. Memastikan audit eksternal dan audit internal dilaksanakan secara efektif serta memberikan arahan untuk penguatan sistem pengendalian intern perusahaan.
4. Penetapan arah kebijakan dan strategi untuk pengelolaan manajemen keuangandan akuntansi Perseroan yang sehat, akuntabel, transparan, serta dalam rangka perkuatan struktur keuangan Perusahaan 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 Perusahaan dan Anak Perusahaan serta dalam pengendalian portofolio investasi keuangan Perusahaan, agar tercapai keselarasan dengan arah, sasaran dan rencana strategis Perseroan.
7. Pengembangan, peningkatan efisiensi dan efektivitas keuangan Perseroan serta pemanfaatan teknologi informasi dalam penyusunan laporan keuangan dan

4. Providing recommendations, input, guidance, conclusions, responses, and approvals of the Boardof Commissioners in accordance with and related to his duties and obligations regarding the requests of the Board of Directors for actions by the Directors as stipulated in Article 12 paragraph 7 letters i, ii, iii, iv, v, and paragraph 10 a of the Articles of Association of PT Jasa Marga (Persero) Tbk.

Abdul Rachman, an Independent Commissioner, handles supervisory tasks and provides advice to the Board of Directors, especially in the areas of Financial Management and Risk Management, and also serves as a Member of the Risk and Legal Committee. His duties include the following:

1. Collaborating with the Nomination and Remuneration Committee and the Audit Committee in providing recommendations and/or inputs in determining the direction of policies and strategies for the preparation of the Company's Long-Term Strategic Plan (RJPP) and Annual Work Plan and Budget (RKAP), as well as evaluating and reviewing their implementation annually and the realization of Partnership and Environmental Development Programs.
2. Overseeing and monitoring the Directors' compliance with the Company's RKAP and/or RJPP, and providing important information regarding changes in the business environment that are expected to have a significant impact on the Company's operations and performance in a timely and relevant manner.
3. Ensuring that external and internal audits are conducted effectively and providing guidance for strengthening the company's internal control systems.
4. Determining the direction of policies and strategies for the management of the Company's finances and accounting in a healthy, accountable, transparent manner, as well as strengthening the Company's financial structure and improving the efficiency and effectiveness of financial management to obtain the necessary funds for investment in new toll road development, capacity enhancement, improvement and maintenance of existing toll roads, as well as for investments in other business areas and/or non-toll businesses to increase the Company's revenue.
5. Providing guidance on accounting policies and the preparation of financial statements in accordance with generally accepted accounting standards in Indonesia (SAK), as well as tax management systems.
6. Improving monitoring and evaluation capabilities of the Company's work programs and Subsidiaries, and in controlling the Company's financial investment portfolio to achieve alignment with the Company's direction, targets, and strategic plans.
7. Developing, and improving the efficiency and effectiveness of the Company's finances, and utilizing information technology in the preparation of financial

dalam rangka pengamanan transaksi keuangan termasuk pendapatan tol dan non tol, yang sesuai dan memenuhi ketentuan peraturan perundang-undangan 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 Perusahaan, dan (4) Penyempurnaan sistem manajemen risiko dan pelaksanaannya.
12. Melakukan penelaahan atas informasi keuangan yang akan dikeluarkan perusahaan kepada publik dan/atau pihak otoritas, antara lain laporan keuangan (Triwulanan dan Tahunan) dan informasi lain yang terkait dengan informasi keuangan perusahaan.
13. Selaku Anggota Komite Risiko dan Hukum, menghadiri dan/atau memimpin rapat internal Komite Risiko dan Hukum dan/atau rapat Komite dengan pihak lain, dalam hal Ketua Komite Risiko dan Hukum berhalangan hadir. Selain itu melakukan pengawasan agar piagam (*charter*) Komite Risiko dan Hukum telah terpenuhi dan dilakukan dengan baik, antara lain: (a) Menyusun program kerja tahunan dan indikator kinerja kunci Komite Risiko dan Hukum, untuk ditetapkan oleh Ketua Komite Risiko dan Hukum, (b) Menyusun kajian Komite 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 Risiko dan Hukum, serta laporan capaian kinerja Komite 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.

reports and in securing financial transactions including toll and non-toll revenue, under legal regulations and financial administration standards.

8. Providing inputs, guidance, recommendations on the implementation of risk management oversight, and resolution of legal issues faced by the Company in accordance with legal regulations.
9. Providing inputs, guidance, recommendations for monitoring and controlling quality management to ensure that the Company's products in the financial, investment, and operations & maintenance fields achieve quality, time, and benefit targets, thereby achieving business efficiency and effectiveness.
10. Provide input, direction, recommendations in the context of supervision and control of quality management so that the Company's products in the fields of finance, investment and operations & maintenance are achieved according to the target quality targets, time and benefits, so as to achieve business efficiency and effectiveness.
11. Providing inputs, guidance, recommendations to the Board of Commissioners regarding the Risk Management monitoring function concerning: (1) review of risk management activities conducted by the Directors, (2) improvement of risk management systems and their implementation, (3) providing risk indicator advice on external environmental and organizational developments that will affect the Company's business, and (4) in order to improve risk management systems and their 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 and Legal Committee, attending and/or leading internal Risk and Legal Committee meetings and/or Committee meetings with other parties, in case the Chairperson of the Risk and Legal Committee is unable to attend. Additionally, overseeing that the Risk and Legal Committee charter has been fulfilled and executed properly, including: (a) developing the annual work program and key performance indicators of the Risk and Legal Committee, to be determined by the Chairperson of the Risk and Legal Committee (b) preparing precise and sharp Risk and Legal Committee studies, which can be used as recommendations and inputs for the Board of Commissioners in making decisions, (c) preparing Quarterly and Annual Reports of the Risk and Legal Committee, as well as the Risk and Legal Committee's performance achievement reports conducted through self-assessment, which are prepared and submitted to the relevant parties in a timely manner. These reports will be presented to the Directors for the preparation of the Company's Annual Report.

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.

Seppalga Ahmad, Komisaris lndependen, menangani tugas pengawasan dan pemberian nasihat kepada Direksi di bidang Pengembangan Usaha, merangkap sebagai anggota 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 Perusahaan.
2. Penyusunan dan penetapan arah kebijakan dan strategi dalam pengembangan teknik dan rekayasa teknik pembangunan jalan tol maupun pembangunan bisnis non tol (seperti: properti/*Toll Corridor Development* (TCD), *rest area,* pengoperasian dan preservasi 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,

14. Providing recommendations, guidance, conclusions, responses, and approvals of the Board of Commissioners in accordance with and related to his duties and obligations regarding the requests of the Directors for actions by the Directors as stipulated in Article 12 paragraph 7 letters i, ii, iii, iv, v and paragraph 10 a of the Articles of Association of PT Jasa Marga (Persero) Tbk.

Seppalga Ahmad, an Independent Commissioner, is responsible for supervisory tasks and providing advice to the Board of Directors in the field of Business Development, while also serving as a member of the Audit Committee. His duties include providing input, guidance, and recommendations for the written approval of the Board of Commissioners to the Directors, especially in the following areas:

1. Formulating and determining the direction of policies and strategies in the long-term, medium-term, and short-term development of toll road and other business ventures, in line with the Company's policies and strategies.
2. Formulating and determining the direction of policies and strategies in the development of engineering techniques and toll road construction, as well as non-toll business development (such as property/Toll Corridor Development, rest areas, toll road operation, and preservation), to produce high-quality toll roads, properties, and non-property businesses built and operated by the Company that are modern, efficient, environmentally friendly, and reliable in operation, and generate profitable business revenue for the Company.
3. Managing the development of the ProjectManagement Office and the addition of new toll road conc essions, both through solicited and unsolicited projects or acquisitions, as well as property and non-property projects, which include investment planning stages, submission of investment approval requests, and investment approval from the Board of Commissioners and/or Shareholders, followedby the execution stage of the investment in theform of investment tender proposal preparation and participation in prequalification stages and submissionof tender bids.
4. Managing the preparation for the construction of new toll road projects, including projects to increase toll road capacity, which include determining project layouts/ locations, land acquisition, contractor procurement, and supervision of resourcemobilization and project physical workimplementation. These stages are under supervision to ensure that toll road projects are completed according to schedule, technical specifications,andlegal and environmental requirements, and are ready for operation..

   Management of new toll road and non-toll business development can be conducted through the following methods:
   a. In certain cases, the management of new toll road and other business development utilizes investment studies from the Government or other parties, which

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 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 lnduk 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.

are obtained through auctions, so the Company's involvement starts from the prequalification stage. Thus, before entering the stages of submitting pre-qualification participation letters, the Board of Directors first presents 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 recommendations on whether the Directors can proceed to subsequent auction stages or not.

b. Management of new toll road business development through the acquisition of toll road sections, including the stages ofthetoll road section acquisition planning in the Company's RKAP, submission of acquisition approval requests to the Board of Commissioners, attaching the feasibility data of the toll road sections to be acquired, including technical, financial, legal economic, benefits, bankability, Company funding capability, business plans, and investment risk profiles, for evaluation and review by the Board of Commissioners, the results of which are used by the Board of Commissioners to provide recommendations on whether the Directors can proceed to the implementation stage of the acquisition or not

c. Management of new toll road business development through the acquisition of partial or full shares of toll road sections, including the stages of toll road section acquisition planning in the Company's RKAP, submission of acquisition approval requests to the Board of Commissioners, attaching the feasibility data of the toll road sections to be acquired, including technical, financial, legal, economic, benefits, bankability, Company funding capability, business plans, and investment risk profiles, for evaluation and review by the Board of Commissioners, the results of which are used by the Board of Commissioners to provide recommendations on whether the Directors can proceed to the implementation stage of the acquisition or not.

5. Supervising the implementation of risk management and its mitigation related to the development of new toll roads and the acquisition of toll road sections, as well as toll road infrastructure development.
6. Management and development of Company business initiatives, particularly business development related to information systems and information technology, maintenance, rest areas, and related businesses, in executing and enhancing business opportunities both within and outside the operational areas of the Company's business group to increase and/or maximize Company revenue and value-added through the development of toll road operations of Subsidiaries and Other Related Business and Subsidiaries that are already operational.
7. Overseeing the implementation of development and management in business development in toll roads, other businesses (rest areas, advertising, and utilities), and 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 dan terkait bidang tugas dan kewajibannya sehubungan dengan permohonan Oireksi 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.

M. Roskanedi, Komisaris, menangani tugas pengawasan dan pemberian nasihat kepada Direksi di Bidang Bisnis Konsesi Jalan Tol, merangkap sebagai Ketua Komite Risiko dan Hukum yang meliputi tugas untuk memberikan masukan, arahan, rekomendasi dalam rangka:

1. Penetapan arah kebijakan dan strategi dalam pengelolaan manajemen bisnis Perseroan dan sistem teknologi informasi Perseroan dan pengembangannya.
2. Penetapan arah kebijakan dan strategi dalam pengelolaan manajemen bisnis di tingkat Regional Perseroan 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 anak perusahaan jalan tol 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 perusahaan.
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 operasional dalam rangka untuk mencapai sasaran strategis, standar sistem operasi dan tolok ukur kinerja.

8. As a member of the Audit Committee, attending and/or chairing internal Audit Committee meetings and/or Committee meetings with other parties, in the event the Audit Committee Chair is unable to attend. Additionally, overseeing that the Audit Committee's charter has been fulfilled and carried out properly, including:
   a. Drafting annual work programs and key performance indicators of the Audit Committee, to be determined by the Audit Committee Chair;
   b. Preparing precise and sharp Audit Committee studies, which can be used as recommendations and inputs for the Board of Commissioners in making decisions;
   c. Preparing Quarterly and Annual Audit Committee Reports, as well as Audit Committee performance achievement reports conducted through self-assessment, prepared and submitted to relevant parties promptly. These reports will be presented to the Board of Directors for the preparation of the Company's Annual Report.
9. Providing recommendations, guidance, conclusions, responses, and approvals to the Board of Commissioners by their duties and obligations 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.

M. Roskanedi, as a Commissioner, is responsible for overseeing and providing advice to the Board of Directors in the Toll Road Concession Business sector, while also serving as the Chairman of the Risk and Legal Committee. His duties include providing input, guidance, and recommendations in the following areas:

1. Setting the direction of policies and strategies in managing the Company's business management and information technology systems, as well as their development.
2. Setting the direction of policies and strategies in managing business management at the Regional Company level and the Regional information technology system, including their development.
3. Setting the direction of policies and strategies in managing the Company's business management and information technology systems at the operational toll road sections (APJT) in each Regional, Metropolitan, Nusantara, and Transjawa areas, as well as executing and enhancing business opportunities both within and outside the company's business group operating areas.
4. Managing the information system and information technology of the Company, including toll road operation technology, in terms of planning, development, operations, and technology control.
5. Managing monitoring, evaluation, coordination, and control of operational to achieve strategic objectives, operational system standards, and performance benchmarks.

6. Pengelolaan dan pengendalian kinerja pengoperasian Regional dalam manajemen pengumpulan tol, keefektivitasnya dan pengamanannya, serta pengembangan sistem teknologi operasional.
7. Selaku Komite Risiko dan Hukum (KRH), memastikan bahwa piagam (*charter*) KRH telah terpenuhi dan dilakukan dengan baik, antara lain: (a) Menetapkan program kerja tahunan dan indikator kinerja kunci Komite Risiko dan Hukum, (b) Mengarahkan agar hasil kajian Komite 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 Risiko dan Hukum, (d) Menerbitkan dan menandatangani laporan Triwulan dan Laporan Tahunan Komite Risiko dan Hukum, serta laporan capaian kinerja Komite Risiko dan 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.

6. Managing and controlling the performance of Regional operational management in toll collection, its effectiveness, security, and the development of operational technology systems.
7. As the Risk and Legal Committee, ensure that the charter of the Risk and Legal Committee has been fulfilled and carried out properly, among others: (a) establishing the annual work programme and key performance indicators of the Risk and Legal Committee, (b) directing that the results of the Risk and Legal Committee's review are precise and sharp, and can be used as recommendations and input for the Board of Commissioners in making decisions, (c) signing the minutes of the Risk and Legal Committee meetings, {d) issuing and signing the Quarterly report and Annual Report of the Risk and Legal Committee, as well as the Risk and Legal Committee's performance achievement report conducted by self-assessment completed on time, which will be submitted to the Board of Directors for the preparation of the Company's annual report.
8. Furthermore, he provides recommendations, guidance, conclusions, responses, and approvals to the Board of Commissioners concerning his duties and obligations regarding the Directors' requests for their actions, as stipulated in the Company's Articles of Association Article 12 paragraphs 7 (i), (ii), (iii), (iv), (v), and paragraph 10 (a).

Raja Erizman, Komisaris, menangani tugas pengawasan dan pemberian nasihat kepada Direksi di Bidang Operasi dan Pemeliharaan, dan merangkap sebagai Anggota Komite Nominasi dan Remunerasi, yang meliputi tugas untuk memberikan masukan, arahan, rekomendasi dalam rangka:

1. Penetapan arah kebijakan dan strategi dalam Operation 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 endaraan di gerbang tol sesuai dengan Standar Pelayanan Minimal (SPM).
    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 (SPM).

Raja Erizman, as a Commissioner, is responsible for overseeing and providing advice to the Board of Directors in the Operations and Maintenance sector, while also serving as a Member of the Nomination and Remuneration Committee. His duties include providing input, guidance, and recommendations in the following areas:

1. Setting the direction of policies and strategies in the operation, maintenance, and improvement of toll roads and all associated facilities.
2. Managing toll road operation management, including toll collection and traffic management,ensuring effective, safe, and reliable operations by PT Jasamarga Tollroad Operator (PT JMTO), PTJasamarga Toll Road Maintenance (PT JMTM), and PT Jakarta Lingkarluar Jakarta (PT JLJ), where:
    a. Toll payment transactions are smooth, safe from manipulation/damage, and meet minimum service standards, and toll revenue collection is transparent, safe, accountable and fast.
    b. Traffic flow at toll booths and queues at toll gates meet minimum service standards.
    c. Modern, effective, safe and reliable toll road operation management, by utilising sophisticated information technology, the use of sophisticated, compatible and reliable toll booth technical equipment that allows the integration of toll payment transactions between operators, and supported by sufficient toll road supporting facilities and infrastructure, in order to provide toll road traffic services that meet safety standards, travel speed and increase response time for handling travel disruptions, which meet Minimum Service Standards (MSS).

3. Pengelolaan manajemen pemeliharaan dan peningkatan kapasitas jalan tol beserta seluruh sarana dan prasarana penunjang jalan tol oleh PT JMTM dan 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. Selain itu, penghematan biaya pemeliharaan & peningkatan jalan tol, serta kenaikan tarif dicapai tepat sesuai dengan jadwalnya.
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 & Remunerasi, untuk ditetapkan oleh Ketua Komite 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 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/RUPS, (e) Memberikan masukan, arahan, rekomendasi kepada Dewan Komisaris terkait fungsi remunerasi bagi Direksi.
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.

3. Managing maintenance management and capacity enhancement of toll roads and all toll road supporting facilities by PT Jasamarga Tollroad Maintenance (PT JMTM) and PT Jakarta Lingkarluar Jakarta (PT JLJ) effectively and efficiently, ensuring toll road conditions are reliable to support average travel speeds, safety, comfort, and mobility, and operated under conditions that consistently meet minimum service standards and guarantee tariff increases achieved on schedule. Additionally, cost savings in maintenance and toll road improvements will be realized, and tariff increases will be achieved as scheduled.
4. As a Member of the Nomination and Remuneration Committee, he attends and/or leads internal meetings of the Nomination and Remuneration Committee and/ or meetings with other parties when the Chairman of the Nomination and Remuneration Committee is unable to attend. Additionally, he oversees compliance with the Nomination and Remuneration Committee's charter, including: (a) Developing annual work programs and key performance indicators for the Nomination & Remuneration Committee, to be determined by the Chairman of the Nomination and Remuneration Committee. (b) Conducting precise and sharp studies by the Nomination and Remuneration Committee, which can be used as recommendations and inputs for the Board of Commissioners in making decisions. (c) Compiling Quarterly and Annual Reports of the Nomination and Remuneration Committee, as well as performance achievement reports conducted through self-assessment, submitted to relevant parties in a timely manner. These reports will be presented to the Board of Directors for the preparation of the Company's annual report. (d) Providing input, guidance, and recommendations to the Board of Commissioners regarding nomination functions concerning: (1) Composition of positions for members of the Board of Directors and/or Board of Commissioners (policies and criteria needed in the nomination process). (2) Performance evaluation policies for members of the Board of Directors. (3) Assisting the Board of Commissioners in assessing the performance of Board of Directors members, development programs for the Board of Commissioners, and proposing qualified candidates as Board of Directors and/or Board of Commissioners members to be proposed to Shareholders and/or GMS, (e) Providing input, guidance, and recommendations to the Board of Commissioners regarding remuneration functions for the Directors.
5. Furthermore, he provides recommendations, guidance, conclusions, responses, and approvals to the Board of Commissioners concerning his duties and obligations regarding the Directors' requests for their actions, as stipulated in the Company's Articles of Association Article 12 paragraphs 7 (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.

Meetings Attended by the Board of Commissioners

A description of the policy and implementation of the Board of Commissioners' meetings frequency, the Board of Commissioners with the Board of Director's meetings frequency, and the members of the Board of Commissioners attendance level in these meetings, including attendance at the GMS, can be seen in the Sub-Chapter concerning Meetings of the Board of Commissioners and Directors in this Annual Report.

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 kerjasama 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.

Company Introduction Program for the New Commissioners

The process conducted after the appointment of new management through the General Meeting of Shareholders (GMS) is the implementation of an Introduction Program for newly appointed management members. The Introduction Program for newly appointed members of the Board of Commissioners, for the first time, must be held by the Company no later than 3 (three) months from their appointment, as stated in Chapter II. I. 1. of the Board Manual. This activity aims to introduce the Company to the members of the Board of Commissioners before they understand the Company in more detail. Additionally, this activity aims to allow the members of the Board of Commissioners to get to know each other and build collaboration as a solid, comprehensive, and effective team. The materials for the Introduction Program for new management include the Company profile, an introduction to Jasa Marga's business processes, the Company's achievements, and the implementation of the management system and corporate governance.

Sehubungan dengan tidak terdapatnya perubahan susunan Pengurus Perseroan yang menyebabkan perubahan komposisi Dewan Komisaris, maka untuk tahun 2024 tidak dilaksanakan program pengenalan Perseroan bagi Dewan Komisaris. Program pengenalan Perseroan bagi Dewan Komisaris, telah dilaksanakan untuk komposisi Dewan Komisaris yang sama pada tanggal 13 Februari 2023.

Given that there were no changes in the composition of the Company's management, resulting in no changes to the Board of Commissioners, the Introduction Program for the Board of Commissioners was not conducted in 2024. The program for the same composition of the Board of Commissioners was held on February 13, 2023.

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 2023 dapat dilihat pada bagian Pengembangan Kompetensi Dewan Komisaris di Bab Profil Perusahaan di dalam buku Laporan Tahunan ini.

Competency Development

In order to increase the knowledge and competence of members of the Board of Commissioners, and ensure that the professionalism insights, competencies and leadership abilities of members of the Board of Commissioners can be developed 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 2023 can be seen in the Competency Development Section for the Board of Commissioners in the Company Profile Chapter of 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 2024:

Policy of Concurrent Positions

The concurrent positions of the Board of Commissioners are explicitly regulated in the Company's Articles of Association, as follows:

1. Members of the Board of Directors in SOE, ROE, and privately-owned enterprises.
2. Management of political parties and/or candidates/ members of the People's Representative Council (DPR), Regional Representatives Council (DPD), Level I Regional People's Representative Council (DPRD), and Level II DPRD and/or candidates for Regional
3. Head/Deputy Regional Head. Other positions following the provisions of the Laws and Regulations.
4. Other positions that may cause a conflict of interest.

The following information regarding concurrent positions on the membership of the Board of Commissioners in 2024:

Tabel Rangkap Jabatan Dewan Komisaris
Table of Board of Commissioners Concurrent Position

Nama Name	Jabatan Position	Jabatan Pada Perusahaan/ Instansi Lain Position in other Company/ Institution	Nama Perusahaan/Instansi Lain Name of Company/Institution
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 Independen Independent 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
Seppalga Ahmad	Komisaris Independen Independent Commissioner	Komisaris Independen Independent Commissioner	PT Pelindo Solusi Logistik
Marsetio	Komisaris Independen Independent Commissioner	-	-
Abdul Rachman	Komisaris Independen Independent Commissioner	-	-

Keputusan, Rekomendasi, dan Pelaksanaan Tugas Dewan Komisaris

Sepanjang tahun 2024, 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:

Board of Commissioners Decisions, Recommendations, and Duties Implementation

During 2024, the Board of Commissioners has performed its functions, duties, and responsibilities, some of which are embodied in the form of decisions and other letters of oversight and approval, including:

1. Keputusan-Keputusan Dewan Komisaris Tahun 2024
Selama tahun 2024, Dewan Komisaris telah membuat Keputusan-keputusan di antaranya terkait hal-hal sebagai berikut :
   - Rencana Jangka Panjang Perusahaan 2021-2025.
   - Rencana Kerja dan Anggaran Perusahaan Tahun Buku 2024.
   - Pedoman Tata Kelola Terintegrasi.
   - Komite Tata Kelola Terintegrasi.
   - Audit Laporan Keuangan Konsolidasian Tahun Buku 2024 dan Laporan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) Tahun Buku 2024.
   - Rapat Umum Pemegang Saham Tahunan Tahun Buku 2023.
   - Komite Nominasi dan Remunerasi.
   - Rapat Umum Pemegang Saham Luar Biasa.
   - Remunerasi Direksi dan Dewan Komisaris.

2. Surat lainnya terkait pengawasan dan persetujuan, antara lain surat Dewan Komisaris di antaranya terkait hal-hal sebagai berikut:
   - Pemeringkatan Tingkat Kesehatan Tahun Buku 2023.
   - Rencana Kerja dan Anggaran Perusahaan (RKAP) 2024.
   - Rencana Jangka Panjang Perusahaan (RJPP) 2021-2025 *Review* Tahun 2023.
   - *Key Performance Indicator* (KPI) Kolegial Jasa Marga Tahun 2024.
   - Direksi Anak Perusahaan.
   - Kontrak Manajemen Tahunan Tahun 2024 Antara Dewan Komisaris dan Direksi (Memuat KPI Direksi Secara Kolegial).
   - ICOFR Tahun 2024.
   - *Key Audit Matters.*
   - *Nominated Talents* Tahun 2024.
   - Aksi Korporasi Jasa Marga.
   - Organ Pengelola Risiko.
   - Laporan Tugas Pengawasan Dewan Komisaris Tahun Buku 2023.
   - Remunerasi Direksi dan Dewan Komisaris.
   - RUPS Tahunan Tahun Buku 2023.
   - Audit Laporan Keuangan Konsolidasian Jasa Marga.
   - Ruas-ruas Jalan Tol Jasa Marga.
   - Laporan Audit Internal.
   - Perjanjian Pengusahaan Jalan Tol.
   - Publikasi Informasi Perusahaan.
   - RJPP 2025-2029.
   - Strategi Risiko dan *Contingency Plan.*
   - Obligasi Jasa Marga.
   - RUPS Luar Biasa.
   - *Quality Assurance Review* 2024.
   - Implementasi Produk Dalam Negeri (PDN) dan PaDi UMKM (Pasar Digital Usaha Mikro, Kecil, dan Menengah).
   - Fasilitas Bantuan Hukum.

1. Decisions of the Board of Commissioners in 2024
Throughout 2024, the Board of Commissioners has made decisions regarding matters such as :
   - Company's Long-Term Plan 2021-2025.
   - Work Plan and Budget for the 2024 Fiscal Year.
   - Integrated Governance Guidelines.
   - Integrated Governance Committee.
   - Audit of the Consolidated Financial Statements for the 2024 Fiscal Year and the Micro and Small Business Funding Program (PUMK) Report for the 2024 Fiscal Year.
   - Annual General Meeting of Shareholders for the 2023 Fiscal Year.
   - Nomination and Remuneration Committee.
   - Extraordinary General Meeting of Shareholders.
   - Remuneration for the Board of Directors and Board of Commissioners.

2. Other letters related to oversight and approval, including letters from the Board of Commissioners, are as followst :
   - Health Rating for the 2023 Fiscal Year.
   - Work Plan and Budget for the 2024 Fiscal Year (RKAP).
   - Review of the Company's Long-Term Plan (RJPP) 2021-2025 for the 2023 Year.
   - Jasa Marga's 2024 Collegial Key Performance Indicators (KPI).
   - Board of Directors of Subsidiaries.
   - Annual Management Contract for 2024 Between the Board of Commissioners and the Board of Directors (Including Collegial KPI for the Directors).
   - ICOFR for 2024.
   - Key Audit Matters.
   - Nominated Talents for 2024.
   - Jasa Marga Corporate Actions.
   - Risk Management Committee.
   - Board of Commissioners' Supervisory Tasks Report for the 2023 Fiscal Year.
   - Remuneration for the Board of Directors and Board of Commissioners.
   - Annual General Meeting of Shareholders for the 2023 Fiscal Year.
   - Audit of Jasa Marga's Consolidated Financial Statements.
   - Jasa Marga's Toll Road Segments.
   - Internal Audit Report.
   - Toll Road Concession Agreements.
   - Company Information Publication.
   - RJPP 2025-2029.
   - Risk Strategy and Contingency Plan.
   - Jasa Marga's Bonds.
   - Extraordinary General Meeting of Shareholders.
   - Quality Assurance Review for 2024.
   - Implementation of Domestic Products (PDN) and PaDi UMKM (Digital Marketplace for Micro, Small, and Medium Enterprises).
   - Legal Assistance Facility.

- *Review Board Manual*.
- Kepatuhan Pengelolaan dan Pertanggungjawaban Keuangan Jasa Marga, Anak Perusahaan dan Instansi Terkait.
- Pemeringkatan Tingkat Kesehatan Tahun Buku 2024.
- Pemenuhan Peraturan Menteri Badan Usaha Milik Negara No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara.
- Rencana Kerja dan Anggaran Perusahaan (RKAP) 2025.
- *Key Performance Indicator* (KPI) Direksi Kolegial 2025.
- Kinerja Triwulanan Tahun 2024.

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.
   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.

- Review of the Board Manual.
- Compliance in Financial Management and Accountability for Jasa Marga, its Subsidiaries, and Related Agencies.
- Health Rating for the 2024 Fiscal Year.
- Compliance with the Ministry of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023 on Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.
- Work Plan and Budget for the 2025 Fiscal Year (RKAP).
- Collegial KPI for the Board of Directors for 2025.
- Quarterly Performance for 2024.

Conflict of Interest Management

To maintain independence and professionalism, each member of the Board of Directors must adhere to the following ethics:

1. Comply with prevailing laws and regulations, Articles of Association, and GCG Guidelines as well as established Company policies.
2. Carry out its duties and obligations by placing the interests of the Board of Directors as a whole, above personal interests.
3. During their tenure, members of the Board of Directors are not allowed to:
   a. Taking the Company's business opportunities for the benefit of himself, his family, his business group, and/or other parties.
   b. Using Company assets, Company information or position as a Member of the Board of Directors for personal or other people's interests, which is against the provisions of laws and regulations as well as applicable Company policies.
   c. Competing with the Company, i.e. using inside information to gain an advantage for purposes other than those of the Company.
   d. Deriving personal benefits from the Company's activities, other than the salary and facilities received as a Member of the Board of Commissioners, as determined by the General Meeting of Shareholders (GMS).
4. Maintain the confidentiality of confidential Company information entrusted to it under the provisions of the prevailing laws and regulations.
5. Avoiding any activity that could affect his independence in carrying out his duties.
6. Disclose in the event of a conflict of interest, and the concerned Member of the Board of Directors may not be involved in the Company's decision-making process related to this matter.

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 mempengaruhinya 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.

7. Not holding any other position that could directly conflict with the interests of the Company and/or that contradicts the applicable laws and regulations.
8. Sign a statement of no conflict of interest (Integrity Pact) and declare in writing matters that have the potential to cause a conflict of interest against him and submit it to the GMS and/or OJK.
9. Comply with applicable laws and regulations, including by not engaging in insider trading for personal gain.
10. It is not permitted to give or offer, or receive directly or indirectly rewards and/or gifts, and/or grants and/or donations and/or entertainment in any form from parties who have business relationships or competitors of the Company, which aims to obtain information, or something that is not justified by the applicable laws and regulations, or to influence him/ her to do and/or not do something related to his/her position/position.
11. It is not allowed to give and receive gifts, gifts, parcels, bouquets of flowers and other forms of gifts on religious holidays and other major / certain days to officials / employees within Government agencies and / or parties who have business relationships.

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.

Share Ownership of the Board of Commissioners

Information regarding the share ownership of members of the Board of Commissioners can be found in the Shareholder Composition section in the Company Profile chapter of 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 Evaluation of the Board of Commissioners

Details regarding the performance evaluation of the Board of Commissioners, including the procedures for conducting the evaluation, the criteria used, and the parties involved in the evaluation, can be found in the section on the Performance Evaluation of the Board of Commissioners and the Board of Directors.

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 Evaluation of Committees Under the Board of Commissioners

The Board of Commissioners supervises several committees that assist in carrying out its duties. Each year, the Board of Commissioners evaluates the performance of each Committee based on their respective 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.

Procedures for Performance Evaluation of Committees Under the Board of Commissioners

The performance evaluation of the committees under the Board of Commissioners is carried out by evaluating the annual work program plans and KPIs of each Committee, which have been mutually agreed upon with the Board of Commissioners, along with their actual performance.

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.

Criteria for Performance Evaluation of Committees Under the Board of Commissioners

The criteria for evaluating the performance of the committees under the Board of Commissioners are based on a comparison of each Committee's performance achievements with the KPI targets set in the annual work program for the current fiscal year.

Tabel Penilaian Kinerja Komite di Bawah Dewan Komisaris
Performance Assessment Table of Committees under the Board of Commissioners

Komite di bawah Dewan Komisaris Committees under the Board of Commissioners	Pencapaian KPI Tahun 2024 Achievement of KPIs for 2024	Penilaian Kinerja pada Tahun 2024 Performance Evaluation for the Year 2024
Komite Audit Audit Committee	100%	Sangat Baik Excellent
Komite Nominasi dan Remunerasi Nomination and Remuneration Committee	100%	Sangat Baik Excellent
Komite Risiko dan Hukum Risk and Legal Committee	99%	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 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.

Board of Commissioners Dismissal and Resignation Mechanism

A member of the Board of Commissioners may resign before the end of their term by notifying the Company in writing of their intention, 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 their resignation. In responding to the resignation request, the Company must convene a General Meeting of Shareholders within the same period after receiving the Resignation Letter, with an agenda to follow up on the matter; otherwise, the resignation will be deemed valid without requiring the approval of the General Meeting of Shareholders.

Before the resignation becomes effective, the respective members of the Board of Commissioners remain obligated to fulfill their duties and responsibilities under the Articles of Association. A member of the Board of Commissioners may also be dismissed based on a decision of the General Meeting of Shareholders stating the reasons, including but not limited to:

1. Unable to perform their duties properly.
2. Violating the provisions of the Company's Articles of Association and/or legislation.
3. Involved in actions detrimental to the Company and/or the State.

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 Kementerian BUMN melakukan evaluasi terhadap anggota Dewan Komisaris yang akan diberhentikan.
2. Hasil evaluasi disampaikan kepada Menteri BUMN untuk mendapatkan penetapan.
3. Jika ditetapkan untuk diberhentikan, Deputi yang ditunjuk untuk mewakili Menteri BUMN menyiapkan surat usulan pemberhentian kepada RUPS Perseroan untuk mendapatkan keputusan penetapannya.
4. Menteri BUMN dapat memberhentikan anggota Dewan Komisaris berdasarkan hasil evaluasi Menteri sendiri dan dapat meminta pertimbangan Deputi yang terkait dan Sekretaris Kementerian BUMN.
5. Menteri BUMN secara lisan atau tertulis memberitahukan terlebih dahulu kepada anggota Dewan Komisaris yang rencananya akan diberhentikan sebelum berakhirnya masa jabatannya.
6. Dalam hal Menteri BUMN tidak melakukan sendiri, maka pemberitahuan rencana pemberhentian tersebut dapat dikuasakan kepada Deputi terkait dan/atau menugasi Sekretaris 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 Menteri BUMN.
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.

4. Engaging in 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 legal force.
6. Resignation.
7. Company restructuring.
8. Reaching retirement age (for Civil Servants assigned by Technical Ministries or other Government Agencies).

Procedure for Termination

1. The majority shareholder of the Company, Dwiwarna Series A Shareholders, through the Deputy concerned, coordinates with the Secretary of the Ministry of SOEs to evaluate the members of the Board of Commissioners who will be dismissed.
2. The evaluation results are submitted to the Minister of SOEs for approval.
3. If approved for dismissal, the Deputy appointed to represent the Minister of SOEs prepares a termination proposal letter to the Company's GMS to obtain a definitive decision.
4. The Minister of SOEs may dismiss members of the Board of Commissioners based on the Minister's evaluation and may seek input from the relevant Deputy and the Secretary of the Ministry of SOEs.
5. The Minister of SOEs informs orally or in writing to the member of the Board of Commissioners who is planned to be dismissed before the end of their term.
6. In case the Minister of SOEs does not act personally, the notification of the dismissal plan may be delegated to the relevant Deputy and/or assigned to the Secretary and/or relevant Deputy.
7. The decision of termination for the reasons mentioned in points A. letters a, b, c, d is made after the respective member of the Board of Commissioners has been given the opportunity to defend themselves.
8. The defense is conducted in the GMS forum, following the provisions of Article 114 of Law No. 40 of 2007 concerning Limited Liability Companies.
9. In case the notification of the termination of a member of the Board of Commissioners is made outside the GMS forum, the defense can be given directly at the time of notification by the Minister of SOEs.
10. In case a member of the Board of Commissioners who has been dismissed has presented their defense, or expressed objections or non-objections to the termination plan at the time of notification, their rights are fulfilled according to legal provisions.

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.

11. In addition to the reasons for the termination 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 for the interests and objectives of the Company.
12. The decision on the termination of a member of the Board of Commissioners is made by the GMS Resolution
13. During the termination process, the respective member of the Board of Commissioners must continue to perform their duties as usual.
14. The Company must convene 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 known appointment of a member of the Board of Commissioners who does not meet the requirements. Other members of the Board of Commissioners must announce the invalidation of the appointment of the respective member of the Board of Commissioners in the announcement media, and no later than 7 (seven) days inform the Minister of Law and Human Rights. As a follow-up regarding the replacement of members of the Board of Commissioners who do not meet the requirements, the Company must convene a GMS to replace such members of the Board of Commissioners.

Komisaris Independen
Independent Commissioners

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 Board of Commissioners members. The presence of Independent Commissioners is intended to create a more objective and independent climate in maintaining fairness and ensuring a balance between the interests of majority shareholders and minority shareholders, as well as providing protection for 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 the Board of Commissioners, Independent Commissioners must meet the following criteria:

1. Not currently employed or have the authority and responsibility to plan, lead, control, or supervise the Company's Activities in the last 6 (six) months, except for reappointment as an Independent Commissioner of the Company in the following period.
2. Do not own shares, directly or indirectly, in the Company.
3. Do not have any affiliation with the Company, members of the Board of Commissioners, members of the Board of Directors, or major shareholders of the Company.
4. Do not have any direct or indirect business relationships related to the Company's business activities.

Komposisi Komisaris Independen

Komposisi Komisaris Independen yang dimiliki Perseroan di tahun 2024 ialah sebanyak 4 (empat) orang dari total 7 (tujuh) 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 Independent Commissioners owned by the Company in 2024 is 4 (four) people out of a total of 7 (seven) members of the Board of Commissioners. Thus, the Company has fulfilled the stipulated regulations. The composition of the Company's Independent Commissioners is as follows:

Tabel Komposisi Komisaris Independen Tahun 2024
Table of Independent Commissioners Composition for 2024

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment
Chandra Wijaya	Komisaris Independen Independent Commissioner	Keputusan RUPS Luar Biasa tanggal 8 Februari 2023 Extraordinary GMS Resolution February 8, 2023
Seppalga Ahmad	Komisaris Independen Independent Commissioner	Keputusan RUPS Luar Biasa tanggal 8 Februari 2023 Extraordinary GMS Resolution February 8, 2023
Marsetio	Komisaris Independen Independent Commissioner	Keputusan RUPS Luar Biasa tanggal 8 Februari 2023 Extraordinary GMS Resolution February 8, 2023
Abdul Rachman	Komisaris Independen Independent Commissioner	Keputusan RUPS Luar Biasa tanggal 8 Februari 2023 Extraordinary GMS Resolution February 8, 2023

Pernyataan tentang Independensi Komisaris Independen
Statement on the Independence of Independent Commissioners

Tabel Independensi Komisaris Independen
Table of Independence of Independent Commisioners

Kriteria Criteria	Chandra Wijaya	Seppalga Ahmad	Marsetio	Abdul Rachman
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.	☑	☑	☑	☑

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 a corporate body, the Board of Directors is fully responsible for the management and administration of the Company. The Board of Directors collectively manages and is responsible for the Company to achieve its objectives while adhering to and complying with all applicable provisions. Each member of the Board of Directors performs duties and makes decisions according to the division of tasks, authorities, and other matters related to their position as stipulated in 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;
11. Internal Audit.

Guidelines/Charter of the Board of Directors

In carrying out its duties and functions, the Board of Directors has a working reference contained in the Board of Commissioners and Directors Working Guidelines (Board Manual) signed by the Board of Commissioners and Directors. The Board Manual serves as a reference for the Directors in making decisions and carrying out their duties and responsibilities.

The Board Manual contains guidelines for the implementation of the work of the Board of Commissioners and Directors and explains the structured, systematic, and easily understandable steps of activities to be consistently executed. The substance of the Board Manual is composed of principles of corporate law, provisions of the Articles of Association, applicable regulations, shareholder directives, and best practices in corporate governance.

In addition to adhering to the Board Manual, the Directors also follow the Code of Corporate Governance and Code of Conduct in carrying out their duties and responsibilities. Both the Code of Corporate Governance and the Code of Conduct are signed by the Board of Commissioners and Directors as a commitment to implementing principles of Good Corporate Governance consistently.

The guidelines related to the Directors in the handbook (Board Manual) are outlined in Chapter III concerning the Directors, which broadly regulate the following:

1. Duties of the Directors;
2. Rights and Authorities of the Directors;
3. Obligations of the Directors;
4. Requirements for the Directors;
5. Membership of the Directors;
6. Introduction and Capability Improvement Program;
7. Ethics of the Directors;
8. Board Meetings;
9. Performance Evaluation of the Directors;
10. Corporate Secretary;
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 Kementerian 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 Kementerian BUMN untuk dapat dicalonkan dan diusulkan dalam RUPS Perseroan. Para *top talent* mendapatkan pengembangan yang khusus diberikan baik oleh Perseroan maupun oleh Kementerian 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.

Kriteria dan Penunjukan Direksi

Based on Article 11 paragraph 10 and Article 14 paragraph 12 of the Company's 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 the Series A Dwiwarna Shareholders. The appointment and dismissal of members of the Board of Directors and Board of Commissioners are decided upon by the GMS attended by the Series A Dwiwarna Shareholders, and the decision of the GMS must be approved by the Series A Dwiwarna Shareholders. Based on the above provisions, the appointment/dismissal of members of the Board of Directors and Board of Commissioners is proposed by the Series A Dwiwarna Shareholders.

Jasa Marga has top talent filtered from the talent pool owned by the Ministry of SOEs. Top talent proposed by the Board of Directors and approved by the Board of Commissioners are then presented to undergo a seriesof validations and calibrations by the Cluster Talent Com mittee and further validation and assessment by the Ministry of SOEs to be nominated and proposed in the Company's GMS.The top talent receives specialized development provided by both the Company and the Ministry of SOEs.

Every member of the Board of Directors who is appointed must meet formal, material, and other requirements stipulated by the Regulation of the Ministry of SOEs No. PER-3/MBU/03/2023 dated March 24, 2023 on the Organization and Human Resources of State-Owned Enterprises, as well as requirements as stipulated in the Articles of Association.

In the requirements, it is stated that the members of the Board of Directors are individuals who meet the requirements at the time of appointment and during their tenure:

1. Have good morals, ethics, and integrity.
2. Capable of legal actions.
3. In the 5 (five) years before appointment and during tenure:
    a. Has never been declared bankrupt;
    b. Has never been a member of the Board of Directors and/or Board of Commissioners declared guilty of causing a Company to be bankrupt;
    c. Has never been convicted of crimes detrimental to state finances and/or related to the financial sector;
    d. Has never been a member of the Board of Directors and/or Board of Commissioners who, during tenure:
        i. Has failed to hold Annual GMS.
        ii. Their accountability as a member of the Board of Directors and/or Board of Commissioners has been rejected by the GMS or has failed to provide accountability as a member of the Board of Directors and/or Board of Commissioners to the GMS.

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.
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.

4. Has caused the Company that obtained a permit, approval, or registration from the Financial Services Authority to fail to fulfill obligations to submit annual reports and/or financial statements to the Financial Services Authority.
5. Has a commitment to comply with Regulations.
6. Has knowledge and/or expertise in the field required by the Company.
7. Meets other requirements, following the provisions:
   a. Law No. 40 of 2007 concerning Limited Liability Companies;
   b. Regulations in the Capital Market sector; and
   c. Regulations applicable to the Company related to the Company's business activities..

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 2024 dapat dilihat pada bagian Program Pengenalan Perseroan Bagi Anggota Direksi Baru.

Terms of Office and Process After Appointment

Terms of the board members are for a specified period, starting from the closing of the General Meeting of Shareholders (RUPS) at the time of appointment and ending at the closing of the fifth RUPS after their appointment, without prejudice to the right of the RUPS to dismiss board members at any time.

After the appointment of new directors, as stipulated in Chapter III. F. 1 of the Company's Board Manual, a New Executive Orientation Program must be conducted within a maximum of 3 (three) months from their appointment. Information about the implementation of this program in 2023 can be found in the New Director Orientation Program section.

Susunan, Jumlah, Komposisi dan Dasar Pengangkatan Anggota Direksi pada Tahun 2024

Perseroan melaksanakan RUPS Tahunan tanggal 8 Mei 2024, dengan salah satu agenda Perubahan Susunan Pengurus Perseroan. Namun berdasarkan Keputusan RUPS Tahunan tersebut, diputuskan tidak ada perubahan Pengurus, sehingga susunan Pengurus Perseroan tidak mengalami perubahan. Adapun susunan Direksi masih tetap berjumlah 6 (enam) orang, terdiri dari Direktur Utama, Direktur Operasi, Direktur Pengembangan Usaha, Direktur Keuangan dan Manajemen Risiko, Direktur Bisnis, serta Direktur Human Capital & Transformasi, sebagaimana disampaikan pada tabel berikut:

The Arrangement, Number, Composition, and Basis of Appointment of Members of the Board of Directors in 2024

The Company held an Annual General Meeting of Shareholders on May 8, 2024, with one of the agendas to change the composition of the Company's Management. However, based on the Resolution of the Annual GMS, it was decided that there was no change in the Management, so that the composition of the Company's Management did not change. The composition of the Board of Directors is still 6 (six) people, consisting of President Director, Director of Operations, Director of Business Development, Director of Finance and Risk Management, Business Director, and Director of Human Capital & Transformation, as presented in the following table:

Tabel Susunan Anggota Direksi Tahun 2024
Table of Composition of Board of Directors for 2024

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment
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, 2026 (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 Extraordinary GMS Resolution December 22, 2021
Fitri Wiyanti	Direktur Operasi Director of Operations	Keputusan RUPS Tahunan tanggal 11 Juni 2020 Annual GMS Resolution June 11, 2020
Bagus Cahya Arinta B	Direktur Human Capital & Transformasi Director of Human Capital & Transformation	Keputusan RUPS Luar Biasa tanggal 22 Desember 2021 Extraordinary GMS Resolution December 22, 2021
Mohamad Agus Setiawan	Direktur Pengembangan Usaha Director of Business Development	Keputusan RUPS Tahunan tanggal 27 Mei 2021 Annual GMS Resolution May 27, 2021
Pramitha Wulanjani	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	Keputusan RUPS Luar Biasa tanggal 8 Februari 2023 Extraordinary GMS Resolution February 8, 2023

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:

Fit and Proper Test

All members of Jasa Marga's Board of Directors appointed have fulfilled the criteria and requirements stipulated 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, as well as other relevant regulations and provisions. All members of the Board of Directors have integrity, competence, and adequate reputation. This is evidenced by the implementation of the fit and proper test as follows:

Tabel Pelaksanaan *Fit and Proper Test* Direksi
Table of Implementation of Fit and Proper Test for Directors

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment
Subakti Syukur	Direktur Utama President Director	Kementerian BUMN Ministry of SOEs
Reza Febriano	Direktur Bisnis Director of Business	Kementerian BUMN Ministry of SOEs
Fitri Wiyanti	Direktur Operasi Director of Operation	Kementerian BUMN Ministry of SOEs
Bagus Cahya Arinta B.	Direktur Human Capital & Transformasi Director of Human Capital & Transformation	Kementerian BUMN Ministry of SOEs
Mohamad Agus Setiawan	Direktur Pengembangan Usaha Director of Business Development	Kementerian BUMN Ministry of SOEs
Pramitha Wulanjani	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	Kementerian BUMN Ministry of SOEs

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 kehati-hatian, 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.
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.

Duties and Responsibilities

The Board of Directors is tasked with managing the Company and is authorized to represent the Company both in and out of court as mandated by the Shareholders established in the General Meeting of Shareholders GMS. The Board is accountable for its duties to the shareholders through the GMS. In carrying out its duties, the Board is responsible for following up on audit findings and recommendations from both internal and external auditors. The follow-up actions aim to improve the Company's management to achieve its goals while adhering to applicable regulations.

As stipulated in the relevant regulations, the Board has the primary duty to lead and manage the Company according to its purposes and objectives, and always strive to improve the efficiency and effectiveness of the Company. The Board is also empowered to control, maintain, and manage the Company's assets. In performing its primary duties, the Board must:

1. Comply with applicable laws and regulations, the Company's Articles of Association, and decisions of the RUPS.
2. Consider the Company's interests in line with its purposes and objectives and not for the benefit of specific individuals or groups.
3. Act in good faith, with integrity, professionalism, prudence, and responsibility, and consistently apply principles of Good Corporate Governance (GCG).
4. Maintain the confidentiality of the Company's data and/or information.

In addition to these primary duties, the Board Manual also outlines other tasks related to the following areas:

1. Shareholder/RUPS-related tasks.
2. Strategy and Work Plan-related tasks.
3. Risk Management-related tasks.
4. Internal Control-related tasks.
5. Accounting and Bookkeeping System-related tasks.
6. Human Resources-related tasks.
7. Information Technology-related tasks.
8. Procurement of Goods and Services and Quality and Service Improvement-related tasks.
9. Implementation of Good Corporate Governance-related tasks.
10. Information, Company Documents, and Reporting-related tasks.
11. Subsidiaries-related tasks.
12. Public Relations and other Stakeholder-related tasks.
13. Other tasks.

The basic principles in carrying out the Board's duties are as follows:

1. Take full responsibility for performing duties for the Company's interests and efforts in achieving its purposes and objectives.

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.

2. In every decision/action, business risks must be considered.
3. Each Board member is jointly responsible for any losses incurred by the Company due to errors or omissions in performing their duties.
4. A member of the Board of Directors cannot be held accountable for the Company's losses if they can prove that:
   a. The loss was not caused by their fault or negligence;
   b. They have acted with good faith and due diligence for the benefit of the Company and in accordance with its objectives and purposes;
   c. They have no direct or indirect conflict of interest regarding the management actions that resulted in the loss; and
   d. They have taken actions to prevent the continuation of the loss.

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 miliar, kecuali aset yang dicatat sebagai persediaan, dengan memperhatikan ketentuan di bidang pasar modal;
   b. Mengadakan kerjasama 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;

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 carrying out all actions and deeds regarding management and ownership and binding the Company with other parties and/or other parties with the Company, and carrying out all actions, both management and ownership, with limitations set forth in the Company's Articles of Association and in compliance with the prevailing laws and regulations in the Capital Market sector in Indonesia.
2. For certain actions, the Board of Directors must first obtain written approval from the Board of Commissioners and the Series A Dual Color Shareholders.
3. Unless otherwise specified by applicable regulations and provisions, some matters requiring approval from the Board of Commissioners and the Series A Dual Color Shareholders are:
   a. Disposing/transferring and/or mortgaging the Company's assets with a value exceeding a certain amount determined by the Board of Commissioners, which is less than Rp100 billion, except for assets recorded as inventory, in accordance with the provisions in the Capital Market sector;
   b. Entering into cooperation with other entities or parties, in the form of Operation Cooperation (KSO), Business Cooperation (KSU), License Cooperation, Build Operate and Transfer (BOT), Build Transfer and Operate (BTO), Build Operate and Own (BOO), and other agreements with similar nature with a duration or value exceeding the one set by the Board of Commissioners, which is less than Rp100 billion and a duration of less than 5 (five) years;

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;
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;
o. Tindakan-tindakan yang belum ditetapkan dalam RKAP.

c. Determining and changing the Company's logo;
d. Establishing the organizational structure one level below the Board of Directors;
e. Making capital injections with a specific value determined by the Board of Commissioners into other companies, Subsidiaries, and Joint Ventures not intended for debt recovery purposes, in compliance with the provisions in the Capital Market sector with a value of < Rp75 billion;
f. Establishing Subsidiaries and/or Joint Ventures with a specific value determined by the Board of Commissioners in other companies, subsidiaries, and joint ventures, in compliance with the provisions in the Capital Market sector, with a value of < Rp75 billion;
g. Proposing the Company's representatives to become candidates for Directors and Commissioners at Subsidiaries that significantly contribute to the Company and/or have strategic value determined by the Board of Commissioners;
h. Disposing of capital injections with a specific value determined by the Board of Commissioners, Subsidiaries, and Joint Ventures, in compliance with the provisions in the Capital Market sector, with a value of < Rp75 billion;
i. Merging, consolidating, acquiring, separating, and dissolving Subsidiaries and Joint Ventures with a specific value determined by the Board of Commissioners, in compliance with the provisions in the Capital Market sector, with a value of < Rp75 billion;
j. Binding the Company as a guarantor (surety or avast) with a specific value determined by the Board of Commissioners, in compliance with the provisions in the Capital Market sector, with a value of < Rp300 billion;
k. Receiving medium/long-term loans and providing medium/long-term loans with a specific value determined by the Board of Commissioners, under the provisions in the Capital Market sector, with a value of <Rp1 trillion;
l. Providing short/medium/long-term loans that are non-operational, except loans to Subsidiaries, which must be reported to the Board of Commissioners with a value of < Rp300 billion;
m. Writing off bad debts and dead stock inventories exceeding the limit set by the Board of Commissioners, with a value of < Rp100 billion;
n. Taking actions included in material transactions as determined by the Legal Regulations in the Capital Market sector with a specific value determined by the Board of Commissioners, unless those actions are exempted by the prevailing Legal Regulations in the Capital Market sector;
o. Actions that have not been determined in the 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;
   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.

4. The Board of Directors must seek approval from the General Meeting of Shareholders (RUPS) to:
   a. Transfer the Company's assets; or
   b. Pledge the Company's assets as debt collateral, which constitutes more than 50% (fifty percent) of the Company's net assets in 1 (one) or more transactions, whether related or not, except as part of the Company's business activities.
5. The actions listed below can only be carried out by the Board of Directors after receiving written feedback from the Board of Commissioners and obtaining approval from the General Meeting of Shareholders for:

   a. Perform actions that are included in material transactions as stipulated by the prevailing laws and regulations in the Capital Market sector with a value above 50% (fifty per cent) of the Company's equity, unless such actions are included in material transactions that are excluded by the prevailing laws and regulations in the Capital Market sector;
   b. Engaging in transactions involving conflicts of interest as defined by the prevailing Capital Market Regulations.
   c. Conducting other transactions to comply with prevailing Capital Market Regulations.
6. Legal acts to transfer, release rights, or pledge debts exceeding 50% of the Company's net assets in one transaction or several stand-alone or related transactions must obtain the approval of the General Meeting of Shareholders attended or represented by Shareholders who own at least ¾ of the total issued shares of the Company with valid voting rights and approved by more than ¾ of the total valid votes cast at the General Meeting of Shareholders.

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. 91/KPTS/2019 tanggal 11 September 2019 tentang Pembagian Tugas dan Wewenang Direksi PT Jasa Marga (Persero) Tbk, pembagian lingkup tugas Direksi Perseroan diuraikan sebagai berikut:

Division of Tasks Among Directors

Each member of the Board of Directors has their own duties and authorities according to their position, as has been determined by the Board Resolution No. 91/KPTS/2019 dated September 11, 2019, regarding the Division of Tasks and Authorities of the Board of Directors of PT Jasa Marga (Persero) Tbk. The division of the scope of duties of the Company's Directors is outlined as follows:

Tabel Pembagian Tugas Antar Direksi
Table of Board of Directors Division Duties

Nama Name	Jabatan Position	Bidang Tugas Fields of Duties
Subakti Syukur	Direktur Utama President Director	1. Mengarahkan perumusan penetapan kebijakan Perseroan berikut kewajiban lainnya sesuai dengan kebijakan dalam pencapaian sasaran Perseroan. 2. Mengarahkan penetapan visi, misi, dan tata nilai Perseroan. 3. Penetapan RJPP, RKAP, Laporan Manajemen Perseroan, Laporan Tahunan Perseroan, dan Laporan Keuangan Konsolidasian. 4. Menetapkan kebijakan strategis bidang manajemen risiko dan memimpin pengendalian Risiko Perseroan. 5. Mengarahkan pengusahaan serta pengembangan bisnis usaha jalan tol dan usaha lain. 6. Mengarahkan penyiapan rencana dan anggaran serta penyampaian laporan pertanggungjawaban dan perhitungan hasil usaha Perseroan menurut cara dan waktu yang telah ditetapkan oleh Rapat Umum Pemegang Saham. 7. Mengarahkan penyelenggaraan aktivitas Perseroan sesuai dengan peraturan perundangan dan Peraturan Perseroan yang berlaku *(zero non-compliance)*. 8. Mengarahkan pelaksanaan kegiatan audit internal dan audit eksternal serta audit khusus Perseroan. 9. Mengkoordinasikan pelaksanaan kebijakan Direksi yang dilakukan oleh para Direktur dan mengendalikan tugas pengawasan intern dan para kepala unit pelaksana lainnya. 10. Mengkoordinasikan tugas-tugas lain atas nama Direksi yang telah ditetapkan dalam Anggaran Dasar Perseroan. 1. Directing the formulation of company policies and other obligations in line with the policies to achieve the company's objectives. 2. Directing the establishment of the company's vision, mission, and core values. 3. Establishing the Company's RJPP, RKAP, Company Management Report, Company Annual Report, and Consolidated Financial Statements. 4. Setting the strategic policies in the field of risk management and leading the Company's risk control. 5. Directing the management and development of toll road and other business operations. 6. Directing the preparation of plans and budgets as well as the submission of accountability reports and business performance calculations according to the method and time determined by the General Meeting of Shareholders 7. Directing the conduct of the Company's activities in accordance with applicable laws and Company Regulations (zero non-compliance). 8. Directing the implementation of internal and external audit activities as well as special audits of the Company. 9. Coordinating the implementation of the Board of Directors' policies carried out by the Directors and controlling the internal oversight tasks and other heads of implementing units. 10. Coordinating other tasks on behalf of the Board of Directors as outlined in the Company's Articles of Association.
Pramitha Wulanjani	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	1. Memimpin dan memastikan penyusunan Rencana Jangka Panjang Perusahaan sesuai dengan rencana strategis Perseroan. 2. Memimpin pemantauan dan evaluasi pelaksanaan program kerja Perseroan dan Anak Perusahaan agar terintegrasi dan selaras dengan Rencana Strategis Perseroan melalui Kontrak Manajemen, Laporan Manajemen Korporat dan Rapat Kinerja Korporat. 3. Memimpin dan memastikan kegiatan penyusunan dan pengendalian portofolio investasi keuangan Perseroan. 4. Memimpin kebijakan dan strategi pengelolaan keuangan serta pendanaan Perseroan dan Optimalisasi aset, investasi, kredit serta terkait pasar modal untuk mendukung pertumbuhan dan perkembangan Perseroan. 5. Memimpin kebijakan dan strategi yang berkaitan dengan kewajiban perpajakan untuk memastikan efisiensi dan efektivitas pemenuhan kewajiban perpajakan sesuai peraturan dan perundang-undangan yang berlaku. 6. Memimpin kegiatan pengelolaan keuangan Perseroan terlaksana sesuai dengan standar yang berlaku. 7. Memimpin rekonsiliasi pendapatan tol yang dilaksanakan oleh Regional (*representative office* dan anak perusahaan) untuk memastikan pendapatan sesuai dengan kegiatan transaksi tol. 8. Memimpin dan memastikan terlaksananya kegiatan pengelolaan pelayanan dan penyelesaian permasalahan di bidang hukum dapat berjalan sesuai dengan ketentuan perundang-undangan. 9. Memastikan pengendalian keuangan, hukum dan kepatuhan Anak Perusahaan sesuai dengan ketentuan dan mekanisme yang berlaku dalam pola hubungan Induk dan Anak Perusahaan. 1. Leading and ensuring the preparation of the Company's Long-Term Plan in accordance with the company's strategic plan. 2. Leading the monitoring and evaluation of the implementation of the Company's work programs and Subsidiaries to be integrated and aligned with the Company's Strategic Plan through Management Contracts, Corporate Management Reports, and Corporate Performance Meetings. 3. Leading and ensuring the activities of preparing and controlling the Company's financial investment portfolio. 4. Leading the policies and strategies for financial management and financing of the Company and optimizing assets, investments, credits, and related capital markets to support the growth and development of the Company. 5. Leading policies and strategies related to tax obligations to ensure the efficiency and effectiveness of tax obligations in accordance with applicable regulations and laws. 6. Leading the Company's financial management activities in accordance with applicable standards. 7. Leading the toll revenue reconciliation activities carried out by the Regionals (Representative Offices and Subsidiaries) to ensure revenue is in line with toll transaction activities. 8. Leading and ensuring the implementation of service management and problem resolution activities in the legal field to comply with legal regulations. 9. Ensuring financial, legal, and compliance controls of Subsidiaries are in accordance with applicable regulations and mechanisms within the Parent-Subsidiary relationship pattern.

Tabel Pembagian Tugas Antar Direksi
Table of Board of Directors Division Duties

Nama Name	Jabatan Position	Bidang Tugas Fields of Duties
Reza Febriano	Direktur Bisnis Director of Business	1. Memastikan kegiatan pengoperasian jalan tol di seluruh ruas *regional office, representative office,* dan anak perusahaan jalan tol tahap konstruksi- operasi dan tahap operasi terlaksana sesuai dengan Standar Pelayanan Minimum melalui *Service Level Agreement* (SLA) yang dikelola sehingga dapat memberikan pelayanan terhadap pengguna jalan tol. 2. Memimpin dan memastikan pengendalian kinerja dan *revenue* untuk seluruh ruas jalan tol pada *regional office.* 3. Memimpin dan memastikan peningkatan peluang bisnis dalam rangka memaksimalkan pendapatan Perseroan. 4. Memimpin dan memastikan kegiatan pengelolaan manajemen risiko terkait dengan teknologi informasi Perseroan serta terkait dengan pengoperasian jalan tol, presevasi, dan peningkatan jalan tol anak perusahaan jalan tol tahap konstruksi-operasi dan tahap operasi. 1. Ensuring the operation activities of toll roads in all Regional Office areas, Representative Offices (Branches), and Toll Road Subsidiaries during the construction-operation and operation stages are carried out in accordance with Minimum Service Standards through managed Service Level Agreements (SLAs) to provide services to toll road users. 2. Leading and ensuring performance and revenue control for all toll road sections at the Regional Offices. 3. Leading and ensuring the enhancement of business opportunities to maximize the Company's revenue. 4. Leading and ensuring risk management activities related to the Company's information technology and toll road operations, preservation, and improvement of toll roads in Toll Road Subsidiaries during the construction-operation and operation stages.
Mohamad Agus Setiawan	Direktur Pengembangan Usaha Director of Business Development	1. Memimpin dan memastikan kegiatan pengembangan bisnis jalan tol terkait rencana bisnis dalam penyusunan dan pengajuan proposal tender investasi ruas- ruas baru jalan tol dan persiapan akuisisi ruas jalan tol dalam tahap konstruksi; 2. Memimpin dan memastikan kegiatan pengendalian eksekusi investasi jalan tol (tahap persiapan dan konstruksi) dan pengendalian pembangunan jalan tol (tahap konstruksi-operasi) dan usaha lain tahap perencanaan, pengembangan dan pengendalian investasi sebelum diperolehnya pendapatan usaha terlaksana sesuai target; 3. Memimpin dan memastikan kegiatan rekayasa teknik jalan dan lalu lintas dapat terlaksana guna mendukung ketersediaan rekomendasi strategis Perseroan; 4. Memastikan terlaksananya kegiatan pengelolaan manajemen risiko terkait dengan kebijakan di bidang pengembangan usaha jalan tol, pengembangan usaha lain bidang *related business* dan *toll corridor development* serta rekayasa teknik jalan dan lalu lintas; 5. Memastikan terlaksananya kegiatan dan kinerja bisnis Anak Perusahaan Jalan Tol (tahap persiapan dan konstruksi) dan kegiatan pembangunan jalan tol (tahap konstruksi-operasi); 6. Memimpin dan memastikan kegiatan pengelolaan pengembangan usaha lain Perseroan di bidang *related business* dan *toll corridor development;* 7. Memimpin dan memastikan optimalisasi aset jalan tol dan sekitar jalan tol untuk memastikan keberlangsungan Perseroan dan tercapainya visi dan misi serta sasaran jangka panjang. 1. Leading and ensuring the business development activities of toll roads related to business plans in the preparation and submission of investment proposals for new toll road sections and the preparation for toll road section acquisitions in the construction phase. 2. Leading and ensuring the control of toll road investment execution (preparation and construction stages) and toll road construction control (construction-operation stage) and other efforts in the planning, development, and investment control stages before business income is obtained to be implemented according to targets. 3. Leading and ensuring that road and traffic engineering activities are carried out to support the availability of the Company's strategic recommendations. 4. Ensuring the implementation of risk management activities related to policies in the toll road business development field, other related business developments, toll corridor development, and road and traffic engineering. 5. Ensuring the activities and business performance of Toll Road Subsidiaries (preparation and construction stages) and toll road construction activities (construction-operation stage) are carried out. 6. Leading and ensuring the management of the Company's other business development activities in related business fields and toll corridor development. 7. Leading and ensuring the optimization of toll road assets and surrounding areas to ensure the Company's sustainability and the achievement of long-term vision, mission, and goals.

Tabel Pembagian Tugas Antar Direksi
Table of Board of Directors Division Duties

Nama Name	Jabatan Position	Bidang Tugas Fields of Duties
Bagus Cahya Arinta B.	Direktur Human Capital dan Transformasi Director of Human Capital and Transformation	1. Memimpin pengembangan sistem dan prosedur pengelolaan *human capital* Perseroan. 2. Memimpin dan memastikan implementasi sistem dan prosedur pengelolaan *human capital* Perseroan. 3. Memastikan terlaksananya kegiatan pengelolaan manajemen risiko terkait kebijakan di bidang pengelolaan *human capital.* 4. Memastikan 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 Perseroan dan Karyawan dengan memperhatikan peraturan dan perundang-undangan yang berlaku. 6. Memastikan pengelolaan *human capital* untuk meningkatkan kapabilitas Perseroan melalui *learning* berbasis teknologi informasi. 7. Memastikan pengembangan dan implementasi budaya Perseroan. 8. Memimpin pelaksanaan transformasi Perseroan. 9. Memastikan pengembangan pengetahuan baru berbasis teknologi informasi (*IT Research and Development*) guna menciptakan teknologi, sistem maupun layanan baru guna meningkatkan kapabilitas Perseroan. 1. Leading the development of human capital management systems and procedures for the Company. 2. Leading and ensuring the implementation of human capital management systems and procedures for the Company. 3. Ensuring the implementation of risk management activities related to policies in the field of human capital management. 4. Ensuring the development of human capital systems in Subsidiaries in accordance with the provisions and mechanisms applicable in the relationship between the Parent and Subsidiary Companies. 5. Ensuring the management of harmonious industrial relations between the Company and Employees in accordance with applicable regulations and laws. 6. Ensuring human capital management to enhance the Company's capabilities through technology-based learning. 7. Ensuring the development and implementation of the Company's culture. 8. Leading the implementation of the Company's transformation. 9. Ensuring the development of new knowledge based on information technology (IT Research and Development) to create new technologies, systems, or services to enhance the Company's capabilities.
Fitri Wiyanti	Direktur Operasi Director of Operations	1. Memimpin dan memastikan pengembangan kebijakan strategis di bidang operasional dan preservasi jalan tol di seluruh lingkungan Perseroan. 2. Memastikan kegiatan pengoperasian jalan tol meliputi manajemen layanan transaksi tol dan manajemen lalu lintas dapat terlaksana sesuai dengan Standar Pelayanan Minimum sehingga dapat memberikan pelayanan terhadap pengguna jalan tol. 3. Memastikan pengamanan layanan transaksi tol dan pengelola pendapatan tol Perseroan; 4. Memimpin dan memastikan penyusunan sistem pengamanan jalan tol yang dapat dilaksanakan sesuai dengan kebutuhan pengoperasian jalan tol. 5. Memastikan kegiatan preservasi dan peningkatan jalan tol beserta seluruh kelengkapannya dapat terlaksana sesuai dengan Standar Pelayanan Minimum dari SLA *service provider* sehingga dapat memberikan pelayanan terhadap pengguna jalan tol. 6. Memimpin *services provider* dalam pelaksanaan operasional jalan tol, yang meliputi layanan transaksi, layanan lalu lintas dan preservasi jalan tol sesuai target yang telah di tetapkan serta sesuai dengan ketentuan yang berlaku. 7. Memimpin dan memastikan pengelolaan manajemen risiko terkait dengan pengoperasian jalan tol serta preservasi dan peningkatan jalan tol. 8. Memastikan pengembangan teknologi informasi di bidang operasional dan preservasi jalan tol guna meningkatkan efisiensi beban operasi dan kapabilitas Perseroan. 9. Memimpin dan memastikan pengelolaan teknologi informasi Perseroan melalui pelaksanaan *masterplan* IT untuk *enterprise* dan *business support.* 1. Leading and ensuring the development of strategic policies in the field of toll road operations and preservation throughout the Company's environment. 2. Ensuring toll road operation activities, including toll transaction service management and traffic management, are carried out in accordance with Minimum Service Standards to provide services to toll road users. 3. Ensuring the security of toll transaction services and toll revenue management for the Company. 4. Leading and ensuring the development of toll road security systems that can be implemented according to toll road operational needs. 5. Ensuring toll road preservation and improvement activities, along with all associated components, are carried out in accordance with the Minimum Service Standards from the SLA service provider to provide services to toll road users. 6. Leading the service provider in toll road operational activities, including transaction services, traffic services, and toll road preservation, to achieve set targets and comply with applicable regulations. 7. Leading and ensuring risk management related to toll road operation and toll road preservation activities. 8. Ensuring the development of information technology in toll road operational and preservation areas to enhance operational efficiency and the Company's capabilities. 9. Leading and ensuring the management of the Company's information technology through the implementation of an IT master plan for enterprise and business support.

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

Description of the policy and implementation of the frequency of Board of Directors meetings, meetings of the Board of Commissioners with the Board of Directors, and the attendance rate of Board members in these meetings including attendance at the General Meeting of Shareholders, can be found in the Subsection on Meetings of the Board of Commissioners and Directors.

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 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 tidak terdapatnya perubahan susunan Pengurus Perseroan yang menyebabkan perubahan komposisi Direksi, maka untuk tahun 2024 tidak dilaksanakan program pengenalan Perseroan bagi Direksi. Program pengenalan Perseroan bagi Direksi, telah dilaksanakan untuk komposisi Direksi yang sama pada tanggal 13 Februari 2023.

The Company's Orientation Program for New Directors

Proses yang dilakukan setelah pengangkatan pengurus baru melalui RUPS adalah diselenggarakannya Program The process conducted after the appointment of new executives through the RUPS is the organization of an Orientation Program for newly appointed executives. As stated in Chapter III. F. 1. of the Board Manual, the Company is obligated to conduct the orientation program every time there is an appointment of new Directors, within a maximum of 3 (three) months from their appointment. The Orientation Program aims to comprehensively introduce the Company to the newly appointed Directors, providing them with sufficient initial understanding of the Company. The knowledge gained by the new Directors in the orientation program plays a crucial role in the smooth and effective execution of their duties and responsibilities.

The content of the Orientation Program for new executives includes the Company's profile, an introduction to Jasa Marga's business processes, the Company's achievements, and the implementation of management systems and corporate governance.

In connection with the absence of changes in the composition of the Company's Board of Directors which resulted in changes in the composition of the Board of Directors, no introduction program for the Board of Directors was conducted in 2024. The Company's introduction program for the Board of Directors was held for the same composition of the Board of Directors on February 13, 2023.

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 2024 dapat dilihat pada bagian Pengembangan Kompetensi Direksi di Bab Profil Perusahaan di dalam buku Laporan Tahunan ini.

Competency Development

In order to enhance the knowledge and competence of the board members, and ensure that their professional insights, competencies, and leadership abilities can evolve in line with current industry developments, the Company provides training to each board member. The training/education programs attended by the board members throughout the year 2024 can be found in the Board Competency Development section in the Company Profile chapter within this Annual Report.

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.

Policy on Concurrent Positions

Each member of the Board of Directors is prohibited from holding concurrent positions, as stipulated in the Company's Articles of Association Article 11 paragraph (28), which regulates as follows:

1. Members of the Board of Directors in State-Owned Enterprises, Regional-Owned Enterprises, Private-Owned Enterprises;
2. Members of the Board of Commissioners and/or Supervisory Board in State-Owned Enterprises;
3. Other structural and functional positions in central and regional government agencies/institutions;
4. Political party officials, members of the People's Representative Council (DPR), Regional Representative Council (DPD), Regional People's Representative Council (DPRD) Level I, and DPRD Level II or regional heads/deputy regional heads;
5. Becoming a candidate/member of DPR, DPD, DPRD Level I, and DPRD Level II or candidate for regional heads/deputy regional heads;
6. Other positions that may cause conflicts of interest; and/or
7. Other positions as stipulated in the regulations.

Tabel Rangkap Jabatan Direksi Tahun 2024
Table of Concurrent Positions of Directors in 2024

Nama Name	Jabatan Position	Jabatan Pada Perusahaan/ Instansi Lain Position in Other Company/ Instance	Nama Perusahaan/Instansi Lain Name of Other Company/Instance
Subakti Syukur	Direktur Utama President Director	• Ketua Umum • Staf Khusus Ketua Umum • Ketua Bidang Investasi II • Chairman • Special Staff of the General Chairman • Chairman of Investment II	• 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
Reza Febriano	Direktur Bisnis Director of Business	Komisaris Commissioner	PT Jasamarga Transjawa Tol
Fitri Wiyanti	Direktur Operasi Director of Operation	Tidak memiliki rangkap jabatan No concurent position	-
Bagus Cahya Arinta B	Direktur Human Capital & Transformasi Director of Human Capital & Transformation	Tidak memiliki rangkap jabatan No concurent position	-
Mohamad Agus Setiawan	Direktur Pengembangan Usaha Director of Business Development	Tidak memiliki rangkap jabatan No concurent position	-
Pramitha Wulanjani	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	Tidak memiliki rangkap jabatan No concurent position	-

Keputusan dan Pelaksanaan Tugas Direksi

Sepanjang tahun 2024, Direksi telah membuat sejumlah keputusan, rekomendasi dan pelaksanaan penting, antara lain sebagai berikut :

1. Kaji Ulang dan Pemenuhan Aspek Manajemen Risiko Serta Penyusunan *Contingency Plan* sesuai Implementasi Peraturan Menteri BUMN No. PER-2/MBU/03/2023.
2. Perjanjian Kerja Bersama (PKB) 2024-2026.
3. Tunjangan Hari Raya Keagamaan Tahun 2024.
4. Pemantauan Arus Lalu Lintas Libur Panjang Tahun 2024.
5. Program Beasiswa Internal Dalam Negeri Tahun 2024.
6. Kesetaraan Stratifikasi Kelompok Jabatan Struktural Jasa Marga Grup.
7. Daftar Hitam Penyedia Barang dan Jasa Tahun 2023 di Lingkungan Jasa Marga.
8. Jasa Marga *Innovation Competition*.
9. Penghargaan Pengabdian Karyawan di Lingkungan Jasa Marga Periode 01 Maret 2023-29 Februari 2024.
10. Penghargaan kepada Pensiunan Jasa Marga Periode 01 Maret 2023-29 Februari 2024.
11. Organisasi dan Uraian Jabatan Regional.
12. Jasa Marga *Performance Development*.
13. Prosedur Pedoman Aksi Korporasi di Lingkungan Jasa Marga.
14. Visi Misi Perusahaan.
15. Kompensasi Bulanan Bagi Karyawan Tetap.
16. Peraturan Cuti Karyawan.
17. Insentif Ramadhan, Pemberian Konsumsi Makan Sahur dan Berbuka Puasa serta Konsumsi Hari Raya Idul Fitri Kepada Karyawan yang Bekerja dengan Pola *Shift*.
18. Jaminan Pemeliharaan Kesehatan Karyawan dan Keluarga Karyawan.
19. Santunan Kedukaan Kepada Karyawan dan Keluarga Karyawan.
20. Badan Pembina Kegiatan Olah Raga dan Kesenian Kantor Pusat Jasa Marga.
21. Manual Sistem Manajemen Anti Penyuapan (SMAP) Jasa Marga.
22. Duta Anti Korupsi/*Anti Fraud* di Lingkungan Jasa Marga.
23. Tim *Champion* atas Pelaksanaan Tinjauan Pengujian Kontrol Mandiri dalam Rangka Penerapan SNI ISO 37001 Sistem Manajemen Anti Penyuapan (SMAP).
24. Rekrutmen dan Seleksi Karyawan Tahun 2024.
25. Pengelolaan Program Purna Karya.
26. Tim Satuan Tugas Jasa Marga Siaga Operasional Hari Raya Idul Fitri 1445 H
27. Pedoman Tata Kelola Terintegrasi Konglomerasi Jasa Marga.
28. Pedoman Perilaku *(Code of Conduct)* Jasa Marga.
29. *Roadmap Environment, Social & Governance* (ESG) Jasa Marga Tahun 2024.
30. Standar Operasional Prosedur Pemberian Dana Sponsorship dan/atau Sumbangan di Lingkungan Jasa Marga.
31. Pembagian Tugas dan Wewenang Direksi Jasa Marga.

Decisions and Execution of Directors' Duties

Throughout the year 2024, the Board of Directors has made several decisions, recommendations, and implementations, including but not limited to the following:

1. Review and Fulfillment of Risk Management Aspects and Preparation of Contingency Plan in accordance with the Implementation of the Ministry of SOEs Regulation No. PER-2/MBU/03/2023.
2. 2024-2026 Collective Labor Agreement (PKB).
3. Religious Holiday Allowance for 2024.
4. Monitoring of Traffic Flow During Long Holiday in 2024.
5. 2024 Domestic Internal Scholarship Program.
6. Equality of Stratification for Structural Positions within the Jasa Marga Group.
7. Blacklist of Goods and Services Providers in 2023 within the Jasa Marga Environment.
8. Jasa Marga Innovation Competition.
9. Employee Service Awards within the Jasa Marga Environment for the period of March 1, 2023 - February 29, 2024.
10. Awards for Retired Employees of Jasa Marga for the period of March 1, 2023 - February 29, 2024.
11. Organization and Job Descriptions for Regional Units.
12. Jasa Marga Performance Development.
13. Corporate Action Guidelines and Procedures within the Jasa Marga Environment.
14. The Company Vision and Mission.
15. Monthly Compensation for Permanent Employees.
16. Employee Leave Regulations.
17. Ramadan Incentives, Provision of Sahur and Iftar Meals, and Eid al-Fitr Holiday Meals for Employees on Shift Schedules.
18. Health Insurance for Employees and their Families.
19. Bereavement Benefits for Employees and their Families.
20. Office Sports and Arts Activities Development Body at Jasa Marga Headquarters.
21. Jasa Marga Anti-Bribery Management System (SMAP) Manual.
22. Anti-Corruption/Anti-Fraud Ambassadors within Jasa Marga.
23. Champion Team for the Independent Control Testing Review as part of the implementation of SNI ISO 37001 Anti-Bribery Management System (SMAP).
24. 2024 Employee Recruitment and Selection.
25. Management of Retirement Programs.
26. Jasa Marga Operational Readiness Task Force for Eid al-Fitr 1445 H.
27. Integrated Governance Guidelines for the Jasa Marga Conglomerate.
28. Jasa Marga Code of Conduct.
29. Jasa Marga 2024 Environment, Social & Governance (ESG) Roadmap.
30. Standard Operating Procedure for Granting Sponsorship Funds and/or Donations within the Jasa Marga Environment.
31. Division of Duties and Authorities for Jasa Marga's Board of Directors.

32. Organisasi dan Uraian Jabatan di Lingkungan Jasa Marga.
33. Penetapan *Fine Tuning* untuk Rumusan Kenaikan Gaji Pokok Tahun 2024.
34. Prosedur Penyelesaian Piutang pada Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK).
35. *Motivational Reward* Tahunan Karyawan Tahun Buku 2023.
36. Pembagian Dividen Jasa Marga Tahun Buku 2023.
37. *Employee Well-Being* Policy (EWP) di Lingkungan Jasa Marga.
38. *Roadster Sportivo*.
39. Pedoman Sistem Peringatan Dini Pengaturan Lalu Lintas di Jalan Tol.
40. Tim Audit Internal Atas Penerapan Sistem Manajemen Anti Penyuapan (SMAP).
41. Fasilitas Daycare di Lingkungan Kantor Pusat Jasa Marga.
42. Jasa Marga *Impactful* Akhlak Program Competition 2024.
43. Jasa Marga Akhlak Festival Tahun 2024.
44. Peraturan Perjalanan Dinas.
45. *Human Capital Information System* (HCIS).
46. Pedoman Pengamanan Aset Milik Perusahaan dan Aset Milik Negara di Lingkungan Jasa Marga.
47. Aplikasi JM-*Click* dan *Human Capital Analytic*.
48. Rencana Kerja dan Anggaran Perusahaan Tahun 2025.
49. Apresiasi Kompetisi Inovasi *Indonesian Conference and Competition Occupational Health & Safety*
50. *Risk Maturity Index*.
51. *Update* Model Lalu Lintas Jasa Marga Grup.
52. Audit Internal Implementasi Sistem Manajemen SNI ISO 9001:2015 (Mutu), ISO 48001-2018 (K3) 14001:2015 (Lingkungan) dan SMK3 Kantor Pusat Jasa Marga Tahun 2024.
53. Struktur P2K3 Kantor Pusat Jasa Marga Tahun 2024.
54. Program Beasiswa Internal Luar Negeri Tahun 2024.
55. Risk Management Award Tahun 2024.
56. Kebijakan Anti Penyuapan Jasa Marga.
57. Komite Tanggung Jawab Sosial dan Lingkungan (TJSL) Periode 2024-2025 di Lingkungan Jasa Marga Grup.
58. Kebijakan Audit Internal Jasa Marga.
59. *Whistleblowing System* Jasa Marga.
60. Peringatan Hari Ulang Tahun (HUT) Ke-79 Kemerdekaan Republik Indonesia (RI) Tahun 2024.
61. Tim Inovasi dan Peninjau Temu Karya Mutu dan Produktivitas Nasional Tahun 2024.
62. *Multi-Lane Free Flow* (MLFF).
63. Daftar Informasi Publik Jasa Marga.
64. Daftar Informasi Dikecualikan Jasa Marga.
65. Kajian terkait *Human Capital* Jasa Marga.
66. Rekreasi Karyawan.
67. Konsep *Area of Expertise*.
68. Audit Umum Laporan Keuangan Tahun Buku 2024.
69. Standar Operasional Prosedur Pengendalian Pelaksanaan Kontruksi di Lingkungan Jasa Marga.

32. Organization and Job Descriptions within the Jasa Marga Environment.
33. Setting Fine Tuning for Basic Salary Increase Formulation in 2024.
34. Debt Collection Procedure for Micro and Small Business Funding Program (PUMK).
35. Annual Motivational Reward for Employees for the 2023 Financial Year.
36. Distribution of Dividends for Jasa Marga in the 2023 Financial Year.
37. Employee Well-Being Policy (EWP) within the Jasa Marga Environment.
38. Sportivo Roadster.
39. Early Warning System Guidelines for Traffic Management on Toll Roads.
40. Internal Audit Team for the Implementation of the Anti-Bribery Management System (ABMS).
41. Daycare Facility at Jasa Marga Headquarters.
42. Jasa Marga Impactful Akhlak Program Competition 2024.
43. Jasa Marga Akhlak Festival 2024.
44. Business Travel Regulations.
45. Human Capital Information System (HCIS).
46. Asset Protection Guidelines for Company and State-Owned Assets within the Jasa Marga Environment.
47. JM-Click Application and Human Capital Analytics.
48. Work Plan and Budget for the 2025 Fiscal Year.
49. Appreciation for the Innovation Competition at the Indonesian Conference and Competition for Occupational Health & Safety.
50. Risk Maturity Index.
51. Jasa Marga Group Traffic Model Update.
52. Internal Audit of the Implementation of SNI ISO 9001:2015 (Quality), ISO 48001-2018 (OHS), ISO 14001:2015 (Environment), and SMK3 at Jasa Marga Headquarters for 2024.
53. P2K3 Structure at Jasa Marga Headquarters for 2024.
54. 2024 Internal Scholarship Program for Overseas Studies.
55. 2024 Risk Management Award.
56. Jasa Marga Anti-Bribery Policy.
57. Social and Environmental Responsibility Committee (TJSL) for the 2024-2025 Period within the Jasa Marga Group.
58. Jasa Marga Internal Audit Policy.
59. Jasa Marga Whistleblowing System.
60. Commemoration of the 79th Independence Day Anniversary of the Republic of Indonesia (RI) in 2024.
61. Innovation and Review Team for the National Quality and Productivity Workshop 2024.
62. Multi-Lane Free Flow (MLFF).
63. Jasa Marga Public Information List.
64. Jasa Marga Excluded Information List.
65. Study Related to Jasa Marga Human Capital.
66. Employee Recreation.
67. Concept of Area of Expertise.
68. General Audit of Financial Statements for the 2024 Fiscal Year.
69. Standard Operating Procedure for Controlling Construction Implementation within the Jasa Marga Environment.

70. *Annual Report* dan *Sustainability Report* Tahun Buku 2024 Jasa Marga.
71. Kebijakan Tata Kelola Teknologi Informasi dan Data Jasa Marga.
72. Pedoman Manajemen Data di Lingkungan Jasa Marga.
73. Pedoman Pelindungan Data Pribadi di Lingkungan Jasa Marga.
74. Tata Kelola Data di Lingkungan Jasa Marga Grup.
75. Jasamarga *Learning Festival* Tahun 2024.
76. Kebijakan dan Pedoman Manajemen Risiko Terintegrasi di Lingkungan Jasa Marga.
77. Standar Operasional Prosedur Kerja Sama Lini Bisnis Prospektif di Lingkungan Jasa Marga.
78. Tim Satuan Tugas Jasa Marga Siaga Operasional Hari Raya Natal Tahun 2024 dan Tahun Baru 2025.
79. Pedoman Pengelolaan Keterikatan.

70. Annual Report and Sustainability Report for the 2024 Fiscal Year of Jasa Marga.
71. Jasa Marga Information Technology and Data Governance Policy.
72. Data Management Guidelines within the Jasa Marga Environment.
73. Personal Data Protection Guidelines within the Jasa Marga Environment.
74. Data Governance within the Jasa Marga Group.
75. Jasa Marga Learning Festival 2024.
76. Policy and Guidelines for Integrated Risk Management within the Jasa Marga Environment.
77. Standard Operating Procedure for Prospective Business Line Cooperation within the Jasa Marga Environment.
78. Jasa Marga Task Force Team for Operational Readiness during Christmas 2024 and New Year 2025.
79. Guidelines for Managing Affiliation.

Pengelolaan Benturan Kepentingan

Dalam melaksanakan tugas dan tanggung jawabnya, Direksi dapat terjadi berhadapan dengan kondisi benturan kepentingan. Demi menjaga 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 obyektivitas, 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.

Conflict of Interest Management

In carrying out their duties and responsibilities, the Board of Directors may encounter situations involving conflicts of interest. To maintain independence and professionalism, each member of the Board of Directors must adhere to the following ethics:

1. Comply with applicable laws and regulations, the Articles of Association, and GCG Guidelines as well as Company policies that have been established.
2. Formulate attitudes, opinions, and actions based on objectivity, professionalism, and independence for the balanced interests of the Company and stakeholders.
3. Fulfill their duties and obligations by prioritizing the overall interests of the Board over personal interests.
4. While serving, Board Members are not allowed to:
    a. Board Member determined by the General Meeting of Shareholders, for their own benefit, family, business group, and/or other parties.
    b. Utilize their position for personal interests or for the interests of individuals or parties that conflict with the Company's interests.
    c. Use Company assets, information, or their position as Board Members for personal interests or the interests of others, which contradict the provisions of laws and regulations as well as Company policies.
    d. Competing with the Company is using inside information to gain benefits for interests other than the Company's interests.
    e. Hold other positions that may directly conflict with the Company and/or contravene applicable laws and regulations.

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 Perseroan, yang bertujuan untuk mendapatkan informasi, atau sesuatu hal yang tidak dibenarkan oleh ketentuan perundang-undangan yang berlaku, atau untuk mempengaruhinya 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 mempengaruhi 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.

f. Offer or accept, directly or indirectly, rewards, gifts, grants, or entertainment in any form from parties with business relationships or competitors of the Company, aimed at obtaining information or something not permitted by applicable laws and regulations, or to influence them to perform or not perform certain actions related to their position/ role.

g. Give and receive gifts, hampers, bouquets, and other forms of gifts on religious holidays or other specific occasions to officials/employees within the Government agencies and/or parties with business relationships.

5. Maintain the confidentiality of Company information that is confidential and entrusted to them under 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 concerned Board Member must not be involved in the Company's decision-making process related to such matters.
8. Comply with applicable laws and regulations, including refraining from engaging in insider trading to obtain personal gain.

Kepemilikan Saham Direksi

Informasi mengenai kepemilikan saham oleh anggota Direksi dapat dilihat pada Bab Profil Perusahaan dalam Laporan Tahunan ini.

Share Ownership by the Board of Directors

Information regarding the share ownership by members of the Board of Directors can be found in the Company Profile section of this Annual Report.

Penilaian Kinerja Komite di Bawah Direksi dan Dasar Penilaiannya

Direksi Jasa Marga memiliki 2 (dua) Komite di bawah Direksi, yaitu: Komite Manajemen Risiko dan Komite Pengarah Teknologi Informasi yang membantu pelaksanaan tugas Direksi. Atas kinerja Komite Manajemen Risiko dan Komite Pengarah Teknologi Informasi di tahun 2024, Direksi menilai bahwa kedua Komite tersebut telah menjalankan tugas dan tanggung jawabnya dengan baik dan telah memberikan sejumlah rekomendasi dan saran kepada Direksi terkait impelementasi manajemen risiko dan pengembangan TI di Perseroan.

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

The Board of Directors of Jasa Marga has 2 (two) Committees under the Board of Directors, namely: Risk Management Committee and Information Technology Steering Committee that assist the implementation of the duties of the Board of Directors. On the performance of the Risk Management Committee and Information Technology Steering Committee in 2024, the Board of Directors assesses that both Committees have carried out their duties and responsibilities well and have provided a number of recommendations and suggestions to the Board of Directors regarding the implementation of risk management and IT development in the Company.

Di tahun 2024, Komite Manajemen Risiko telah membantu Direksi dalam menyempurnakan kebijakan dan pedoman manajemen risiko Perseroan dengan melakukan *review* terhadap sistem manajemen risiko Perseroan yang diselaraskan dengan Peraturan Menteri BUMN No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara beserta dengan Petunjuk Teknis turunannya dengan terbitnya 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. 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.

In 2024, the Risk Management Committee assisted the Board of Directors in refining the company's risk management policies and guidelines by reviewing the company's risk management system, which was aligned with the Ministry of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023 on Governance Guidelines and Significant Corporate Activities of State-Owned Enterprises, along with the technical instructions and the issuance of the Joint Decree of the Board of Commissioners and Board of Directors No. KEP-183/XI/2024 and No. 227/KPTS/2024 regarding the Integrated Risk Management Policy and Guidelines within PT Jasa Marga (Persero) Tbk, dated November 12, 2024. Additionally, the Risk Management Committee also conducted a review of the strategic risks and their criteria that the company might face, along with monitoring their realization and reviewing the results of the risk maturity index measurement (Risk Maturity Index) within the company.

Sedangkan Komite Pengarah Teknologi Informasi di tahun 2024 telah melakukan beberapa arahan terkait program kerja yaitu Penyusunan *Business Continuity Plan* (BCP), Pembaharuan Pengelolaan Situs *Web* Perseroan, Implementasi *Business Process Management* (BPM), Aplikasi Arsip, Rencana Strategis Teknologi Informasi (RSTI), serta Peraturan Turunan Permen BUMN No. PER-2/MBU/2023 Tahun 2023 terkait Information Technology.

In 2024, the Information Technology Steering Committee provided guidance on several work programs, including the preparation of the Business Continuity Plan (BCP), updates to the Company's Website Management, implementation of Business Process Management (BPM), Archival Applications, the Information Technology Strategic Plan (RSTI), and the derivative regulations of Ministry of State-Owned Enterprises Regulation No. PER-2/MBU/2023 of 2023 related to Information Technology.

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.

Procedure for Assessing the Performance of Committees under the Board of Directors

The procedure for evaluating the performance of committees under the Board of Directors is conducted by evaluating the execution of their duties and responsibilities based on the objectives of each committee's formation. In terms of the assessment procedure for the performance of committees under the Board of Directors, the Board will assess the performance of these committees according to their core tasks and functions, as well as considering a number of decision-making recommendations provided to the Board in accordance with applicable provisions.

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.

Criteria for Assessing the Performance of Committees under the Board of Directors

The criteria for assessing the performance of 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 their intended purpose and objectives.

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.
   e. Melakukan tindakan yang melanggar etika dan/atau kepatutan yang seharusnya dihormatisebagai 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.

Mechanism of Dismissal and Resignation of Directors

Directors may be temporarily suspended by the Board of Commissioners stating the reasons, if the director acts contrary to the Articles of Association or there are indications of actions detrimental to the Company or neglecting their duties, or if there are urgent reasons for the Company, considering the following provisions:

1. Directors may be dismissed at any time based on a General Meeting of Shareholders (RUPS) decision stating the reasons.
2. The dismissal of Directors may occur if, based on facts, the respective Director, among others:
   a. Fails/is unable to fulfill obligations agreed upon in the management contract.
   b. Cannot perform their duties effectively.
   c. Violates the provisions of the Articles of Association and/or legislation.
   d. Is involved in actions detrimental to the Company and/or the state.
   e. Engages in actions that violate ethics and/or decency that should be respected as a Director.
   f. Is convicted by a court decision that has legal force.
   g. Resigns.
   h. Other reasons deemed appropriate by the RUPS for the interests and objectives of the Company.
3. Dismissal decisions for the reasons mentioned are made after the individual has been given the opportunity to defend themselves, except for numbers2, letter f, and g.
4. Dismissal for reasons mentioned in number 2, letters d, and f constitutes dismissal dishonorably.
5. There should be no consanguineous family relationship up to the third degree between Directors and between Directors and Members of the Board of Commissioners, either by direct or collateral line or by affinity (son/daughter-in-law or brother/sister-in-law).
6. In the event of circumstances as mentioned in number 5, the RUPS has the authority to dismiss one of them.

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.

Resignation of Board Members

1. A Board Member may resign from their position before their term expires. In the event that a Board Member resigns, they must submit a written resignation letter regarding their intention to the Company.
2. The Company is required to convene a General Meeting of Shareholders (RUPS) to decide on the resignation request of the Board Member no later than 90 (ninety) days after receiving the resignation letter.
3. The Company must disclose this information to the public and report it to the Financial Services Authority (OJK) no later than 2 (two) working days after:
   a. Receiving the resignation request from the Board of Directors as referred to in point a, and;
   b. The results of the convening of the RUPS as referred to in point a.
4. Before the resignation becomes effective, the resigning Board Member is still obligated to fulfill their duties and responsibilities in accordance with the Articles of Association and applicable regulations.
5. A resigning Director is only released from their responsibilities after obtaining a discharge from the Annual General Meeting of Shareholders.

Penilaian Kinerja Dewan Komisaris dan Direksi

Assessment on Board of Commissioners and Board of Directors Performance

Perseroan telah menetapkan mekanisme penilaian kinerja bagi Dewan Komisaris dan Direksi, 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 and the Board of Directors, which is based on Key Performance Indicators (KPIs) and Good Corporate Governance (GCG) Assessment. The assessment of the Board of Commissioners and the Board of Directors is a stage of evaluating 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. Capaian atas KPI merupakan objek penilaian yang menentukan pencapaian kinerja Dewan Komisaris selama 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 Key Performance Indicators

Every year, the Board of Commissioners establishes the annual work program of the Board of Commissioners and also sets Key Performance Indicators (KPIs) as benchmarks for assessing the performance of the Board of Commissioners. Achievement against KPIs is the subject of assessment that determines the performance of the Board of Commissioners for one year.

Based on the annual work program prepared by the Board of Commissioners, the holding of meetings is scheduled, namely Board of Commissioners Meetings and Coordination Meetings between the Board of Commissioners and the Board of Directors, as well as field visits, such as visits to Regional Offices and Subsidiaries, both in new toll road projects and those under construction.

The Board of Commissioners' KPIs consist of 8 (eight) perspectives and 15 (fifteen) performance evaluation indicators/parameters for 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.

The Procedure of Implementation and Parties Conducting Evaluation

The performance evaluation of the Board of Commissioners is conducted based on the guidelines for self-assessment of the Board of Commissioners performance established in Board of Commissioners Decision No. 125/X/2019 dated October 18, 2019, concerning the Revision of the Self-Assessment System of the Board of Commissioners of PT Jasa Marga (Persero) Tbk. The performance evaluation is carried out at the end of each quarter, including at the end of the fourth quarter before the end of the fiscal year for the evaluation of the entire fiscal year. The results of the assessment are communicated to the Series A Dwiwarna Shareholders.

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.
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.

Criteria for assessing the performance of the Board of Commissioners

The performance assessment criteria for the Board of Commissioners include the following perspectives:

1. General Meeting of Shareholders (GMS).
2. Supervision of the Board of Directors' implementation of the company's plans and policies.
3. Supervision of the implementation of the subsidiary management policies.
4. Approval of the Draft Long-Term Plan (RJPP) and Annual Work Plan and Budget (RKAP) submitted by the Board of Directors.
5. Determining the factors required to support the execution of their duties.
6. Organizing effective Board of Commissioners meetings and attending them.
7. Providing guidance to the Board of Directors on the implementation of the company's plans and policies.
8. Monitoring to ensure that the principles of Good Corporate Governance (GCG) have been applied effectively and sustainably.

Hasil Penilaian KPI Dewan Komisaris
The Results of the Board of Commissioners' KPI Assessment

Tabel Hasil Penilaian KPI Dewan Komisaris Tahun 2024
Table of Board of Commissioners KPI Assessment Results for 2024

No.	Perspektif dan Indikator Kinerja Perspective and Performance Indicator	Bobot Weight	Nilai KPI KPI Point	
			Target Target	Realisasi Realization
1.	RUPS 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 Company 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.	Pemberian Persetujuan atas Rancangan RJPP dan RKAP yang Disampaikan Direksi Granting Approval of the Draft RJPP and RKAP Submitted by the Board of Directors	17,5%	0,875	0,875
5.	Penetapan Faktor-faktor yang Dibutuhkan untuk Mendukung Pelaksanaan Tugasnya Determination of Factors Needed to Support the Implementation of Duties	2,5%	0,125	0,125
6.	Penyelenggaraan Rapat Dewan Komisaris yang Efektif dan Menghadirinya Organizing and Attending Effective Board of Commissioners Meetings	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 Have Been Implemented Effectively and Sustainably	16,5%	0,825	0,825
Jumlah **Total**		**100,0%**	**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 2024 telah dilaksanakan dengan sangat baik.

Sesuai dengan pedoman *self assessment* kinerja Dewan Komisaris, hasil penilaian kinerja Dewan Komisaris tahun 2024 secara *self assessment* adalah sebesar 5,0 atau 100% sesuai dengan target yang ditetapkan untuk tahun 2024 yaitu 5,0. Skor tersebut dipertahankan dari tahun sebelumnya, dimana skor tahun lalu untuk aspek Dewan Komisaris adalah 5,0 atau 100%.

Tindak Lanjut Rekomendasi Asesmen GCG Dewan Komisaris Tahun 2023

Sedangkan, berdasarkan self-assessment GCG tahun 2023, pada aspek Dewan Komisaris mendapatkan rekomendasi sebanyak 5 (lima) yang pada tahun 2024 telah ditindaklanjuti, sesuai rekomendasi sebanyak 5 (lima) telah selesai ditindaklanjuti. Pembahasan tindak lanjut rekomendasi *self assessment* GCG pada aspek Dewan Komisaris tahun 2023 dapat dilihat pada bagian Tindak Lanjut atas Rekomendasi Hasil Asesmen GCG Tahun 2023.

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.

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.

Based on the self-assessment results, it can be concluded that the supervisory and advisory performance of the Board of Commissioners to the Board of Directors in managing and developing the Company in the fiscal year 2024 has been carried out very well.

In accordance with the self-assessment guidelines for the Board of Commissioners' performance, the performance evaluation results for the Board of Commissioners in 2024, based on the self-assessment, are 5.0 or 100%, in line with the target set for 2024, which is 5.0. This score was maintained from the previous year, where the score for the Board of Commissioners' aspect last year was also 5.0 or 100%.

Follow-up on Recommendations from the 2023 GCG Assessment for the Board of Commissioners

Meanwhile, based on the 2023 GCG self-assessment, the Board of Commissioners received 5 (five) recommendations, all of which have been followed up in 2024. As per the recommendations, all 5 (five) have been successfully addressed. A detailed discussion on the follow-up actions for the 2023 GCG self-assessment recommendations for the Board of Commissioners can be found in the section "Follow-up on Recommendations from the 2023 GCG Assessment Results."

Performance Evaluation of the Board of Directors Based on Key Performance Indicators (KPIs)

The performance evaluation of the Board of Directors, including the Chief Executive Officer, is conducted using the self-assessment method, which is carried out at the end of each year. The evaluation results are then presented to the shareholders during the Annual General Meeting (RUPS).

Procedure for Conducting Performance Evaluation of the Board of Directors and Parties Involved in the Evaluation

The procedure for conducting the performance evaluation of the Board of Directors, including the President Director, through Key Performance Indicators (KPIs) is carried out based on the Management Contract that has been approved by the Board of Commissioners.

Criteria for Evaluating Key Performance Indicators (KPIs) of the Board of Directors

The performance evaluation criteria for the Board of Directors, including the Chief Executive Officer, based on KPIs, are divided into several perspectives:

1. Economic and Social Value for Indonesia;
2. Business Model Innovation;
3. Technological Leadership;
4. Investment Growth; and
5. Talent Development.

Hasil Penilaian KPI Direksi Tahun 2024

Penilaian kinerja Direksi termasuk Direktur Utama untuk tahun 2024 telah dilakukan berdasarkan kriteria penilaian dan proses sebagaimana diuraikan di atas dengan hasil sebagai berikut:

The Results of the Board of Directors' KPI Evaluation for the Year 2024

The performance evaluation of the Board of Directors, including the Chief Executive Officer, for the year 2024 has been conducted based on the outlined evaluation criteria and processes, with the following results:

Hasil Penilaian KPI Direksi (Termasuk Direktur Utama) Tahun 2024
Results of the KPI Assessment of the Board of Directors (Including the President Director) for 2024

No.	Prespektif dan Indikator Kinerja Perspectives and Performance Indicators	Bobot Weight	Target	Audited 2024
1.	Nilai Ekonomi dan Sosial untuk Indonesia Economic and Social Value for Indonesia	50	50	53,67
2.	Inovasi Model Bisnis Business Model Innovation	15	15	14,73
3.	Kepemimpinan Teknologi Technology Leadership	13	13	14,30
4.	Peningkatan Investasi Investment Growth	7	7	7,26
5.	Pengembangan Talenta Talent Development	15	15	13,78
Jumlah Total		**100**	**100**	**103,74**

Tindak Lanjut Rekomendasi Asesmen GCG Direksi Tahun 2023

Berdasarkan *self assessment* GCG tahun 2023, pada aspek Direksi mendapatkan sebanyak 7 (tujuh) rekomendasi yang pada tahun 2024 telah ditindaklanjuti sebanyak 3 (tiga) sesuai rekomendasi dan 4 (empat) dalam proses pemenuhan tindak lanjut.

Pembahasan tindak lanjut rekomendasi asesmen GCG pada aspek Direksi tahun 2023 dapat dilihat pada sub bab Tindak Lanjut atas Rekomendasi Hasil Asesmen GCG Tahun 2023.

Follow-up on Recommendations from the 2023 GCG Assessment for the Board of Directors

Based on the 2023 GCG self-assessment, the Board of Directors received a total of 7 (seven) recommendations, of which 3 (three) recommendations were followed up in 2024 according to the recommendations, and 4 (four) recommendations are currently in the process of being fulfilled.

Further discussion on the follow-up of recommendations from the 2023 GCG assessment for the Board of Directors aspect can be found in the subsection titled Follow-up on Recommendations from the 2023 GCG Assessment.

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.

Meetings of the Board of Commissioners

According to the Financial Services Authority Regulation No. 33/POJK.04/2014 regarding the Board of Directors and Board of Commissioners of Publicly Listed Companies and under Article 16 of the Articles of Association of PT Jasa Marga (Persero) Tbk., which mandates the Board of Commissioners to hold meetings at least once every 2 (two) months and to conduct coordination meetings between the Board of Commissioners and the Board of Directors regularly, at least once every 4 (four) months.

Rencana Rapat Dewan Komisaris Tahun 2024

Dewan Komisaris telah menyusun jadwal rencana Rapat Dewan Komisaris, untuk rapat yang wajib dilaksanakan sepanjang tahun 2024. Ada pun jadwal rencana rapat Dewan Komisaris tahun 2024 adalah sebagai berikut:

Rencana Rapat Dewan Komisaris Tahun 2024

The Board of Commissioners has prepared a schedule of planned Board of Commissioners Meetings, for meetings that must be held throughout 2024. The schedule of planned Board of Commissioners meetings in 2024 is as follows:

Tabel Rencana Jadwal Rapat Dewan Komisaris Tahun 2024
Table of Board of Commissioners Meeting Schedule Plan in 2024

Bulan Month	Tanggal Rapat Meeting Date
Januari/January	16/01/2024
Februari/February	20/02/2024
Maret/March	19/03/2024
April/April	16/04/2024
Mei/May	21/05/2024
Juni/June	19/06/2024
Juli/July	16/07/2024
Agustus/August	13/08/2024
September/September	17/09/2024
Oktober/October	15/10/2024
November/November	19/11/2024
Desember/December	17/12/2024

Sedangkan untuk Rencana Agenda Rapat Dewan Komisaris Tahun 2024, 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.

Meanwhile, the 2024 Board of Commissioners Meeting Agenda Plan is as follows:

1. Report on the Implementation of Supervisory Duties of the Board of Commissioners.
2. Board of Commissioners Work Program
3. Proposal and Realization of RKAP.
4. Proposed and Realized Key Performance Indicators (KPI).
5. Organizational structure.
6. Committee Report.
7. Corporate Action.
8. Supervision of Talent Management.
9. Company Long Term Plan (RJPP).
10. Monthly Report on Physical Investment Progress.

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.

Sepanjang tahun 2024, Dewan Komisaris Jasa Marga melakukan rapat sebanyak 20 (dua puluh) kali dengan berbagai agenda sebagai berikut:

1. Usulan RKAP 2024.
2. Pelaksanaan Fungsi Pengawasan dan Pemberian Nasihat oleh Dewan Komisaris Tahun 2023.
3. KPI Kolegial dan Remunerasi dalam RKAP 2024.
4. Struktur Organisasi Pemenuhan Peraturan Menteri Badan Usaha Milik Negara No. PER-2/MBU/03/2023.
5. Laporan Komite Nominasi dan Remunerasi terkait *Nominated Talent* Jasa Marga.
6. Aksi Korporasi Investasi/Divestasi di Anak Perusahaan.
7. Usulan Direksi Anak Perusahaan.
8. Laporan Komite Nominasi dan Remunerasi terkait Pembentukan dan Susunan Komite Tata Kelola Terintegrasi dan Piagam Komite Tata Kelola Terintegrasi.
9. Amandemen Perjanjian Pengusahaan Jalan Tol (PPJT).
10. Pedoman Tata Kelola Terintegrasi Konglomerasi Jasa Marga.
11. *Equity Financing* PT Jasamarga Transjawa Tol.
12. Rencana Jangka Panjang Perusahaan (RJPP) 2025-2029.
13. Rencana Kerja Komite Tata Kelola Terintegrasi Jasa Marga.
14. Laporan Bulanan Progres Fisik Investasi.
15. Anak Perusahaan: Laporan Keuangan, Daftar Aset, RKAP 2024, Struktur Organisasi dan Jumlah Karyawan.
16. Laporan Manajemen Semester 1 2024.
17. Komite Nominasi dan Remunerasi.
18. *Review* Strategi Organisasi Tahun 2024 Jasa Marga.
19. Pandangan terhadap Rantai Nilai dan Proses Bisnis Perseroan.
20. Kesesuaian struktur organisasi dan fungsi terhadap Inisiatif Strategis RJPP.
21. Model operasi (pembagian peran) dan fungsi *shared services*.
22. Aspirasi untuk struktur organisasi ke depan.
23. *Review Board Manual* Jasa Marga.
24. Fasilitas Bantuan Hukum.
25. Kepatuhan Pengelolaan dan Pertanggungjawaban Keuangan Jasa Marga, Anak Perusahaan dan Instansi Terkait.
26. Audit Internal 2024 dan Tindak Lanjut ICOFR.
27. Pemenuhan Organ Pengelola Risiko Anak Perusahaan berdasarkan Peraturan Menteri BUMN No. PER-02/MBU/03/2023.
28. RKAP 2025.

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 Audit.

Throughout 2024, the Jasa Marga Board of Commissioners held 20 (twenty) meetings with various agendas as follows:

1. Proposal of the 2024 RKAP (Corporate Work and Budget Plan).
2. Implementation of Oversight Function and Advisory by the Board of Commissioners in 2023.
3. Kolegial KPI and Remuneration in the 2024 RKAP.
4. Organizational Structure Compliance with the Minister of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023.
5. Nomination and Remuneration Committee Report on Nominated Talent at Jasa Marga.
6. Corporate Action on Investment/Divestment in Subsidiaries.
7. Proposal from the Board of Directors of Subsidiaries.
8. Nomination and Remuneration Committee Report on the Formation and Composition of the Integrated Governance Committee and its Charter.
9. Amendment to Toll Road Operating Agreement (PPJT).
10. Integrated Governance Guidelines for Jasa Marga Conglomerate.
11. Equity Financing for PT Jasamarga Transjawa Toll.
12. Long-Term Corporate Plan (RJPP) 2025-2029.
13. Work Plan of the Integrated Governance Committee at Jasa Marga.
14. Monthly Progress Report on Physical Investment.
15. Subsidiary Reports: Financial Statements, Asset List, 2024 RKAP, Organizational Structure, and Employee Count.
16. Management Report for the First Semester of 2024.
17. Nomination and Remuneration Committee.
18. Review of Jasa Marga's 2024 Organizational Strategy.
19. View on the Company's Value Chain and Business Processes.
20. Alignment of Organizational Structure and Functions with RJPP Strategic Initiatives.
21. Operating Model (role distribution) and Shared Services Functions.
22. Aspirations for the Future Organizational Structure.
23. Review of Jasa Marga's Board Manual.
24. Legal Assistance Facilities.
25. Compliance with Financial Management and Accountability at Jasa Marga, its Subsidiaries, and Related Entities.
26. Internal Audit 2024 and Follow-up on ICOFR (Internal Control over Financial Reporting).
27. Compliance with Risk Management Organs in Subsidiaries based on the Ministry of SOEs Regulation No. PER-02/MBU/03/2023.
28. RKAP 2025 (Corporate Work and Budget Plan for 2025).

Adapun tingkat kehadiran anggota Dewan Komisaris dalam Rapat Dewan Komisaris, termuat dalam tabel berikut:

The attendance rate of Board of Commissioners members in the Board of Commissioners meetings is detailed in the following table:

Tabel Kehadiran Anggota Dewan Komisaris Pada Rapat Dewan Komisaris Tahun 2024
Table of Attendance of Members of the Board of Commissioners at the 2024 Board of Commissioners Meeting

	Mohammad Zainal Fatah	Marsetio	Chandra Wijaya	Abdul Rachman	Seppalga Ahmad	M. Roskanedi	Raja Erizman
Jumlah Rapat dalam Setahun Number of Meetings in a Year				20			
Jumlah Rapat yang Wajib Dihadiri Total Mandatory Meeting	20	20	20	20	20	20	20
Jumlah Rapat yang Dihadiri Number of Meetings Attended	19	16	18	17	15	17	17
Presentase Kehadiran Attendance Percentage	95%	80%	90%	85%	75%	85%	85%
Rata-Rata **Average**				**85%**			

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

Direksi telah menyusun jadwal rencana Rapat Direksi, untuk rapat yang wajib dilaksanakan sepanjang tahun 2024. 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 2024 adalah sebagai berikut:

Meetings of the Board of Directors

As stipulated in the Company's Articles of Association the Board of Directors is required to hold Board meetings regularly, at least once every month. Board meetings can also be held at any time if deemed necessary by one or more Directors or upon a written request from one or more members of the Board of Commissioners. The rules regarding the conduct of Board meetings are also regulated in Financial Services Authority Regulation No. 33/POJK.04/2014 regarding the Board of Directors and Board of Commissioners of Publicly Listed Companies, which mandates that the Board of Directors must hold meetings at least once every month.

Board of Directors Meeting Agenda

The Board of Directors has scheduled a plan for Board meetings that must be conducted throughout the year 2024. The 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 months, and Annual Meetings held once a year. The planned schedule and agenda for the Board meetings in 2024 are as follows:

Tabel Rencana Jadwal Rapat Direksi Tahun 2024
Table of Board of Directors Meeting Schedule Plan for 2024

Bulan Month	Minggu Week	Tanggal Rapat Meeting Date
Januari January	Minggu Pertama First Week	02/01/2024
	Minggu Kedua Second Week	09/01/2024
	Minggu Ketiga Third Week	16/01/2024
	Minggu Keempat Fourth Week	23/01/2024
	Minggu Kelima Fifth Week	30/01/2024
Februari February	Minggu Pertama First Week	06/02/2024
	Minggu Kedua Second Week	13/02/2024
	Minggu Ketiga Third Week	20/02/2024
	Minggu Keempat Fourth Week	27/02/2024
Maret March	Minggu Pertama First Week	05/03/2024
	Minggu Kedua Second Week	13/03/2024
	Minggu Ketiga Third Week	19/03/2024
	Minggu Keempat Fourth Week	26/03/2024
April April	Minggu Pertama First Week	04/04/2024
	Minggu Kedua Second Week	11/04/2024
	Minggu Ketiga Third Week	18/04/2024
Mei May	Minggu Pertama First Week	02/05/2024
	Minggu Kedua Second Week	16/05/2024
	Minggu Ketiga Third Week	23/05/2024
	Minggu Keempat Fourth Week	30/05/2024
Juni June	Minggu Pertama First Week	07/06/2024
	Minggu Kedua Second Week	14/06/2024
	Minggu Ketiga Third Week	21/06/2024
	Minggu Keempat Fourth Week	28/06/2024
Juli July	Minggu Pertama First Week	04/07/2024
	Minggu Kedua Second Week	11/07/2024
	Minggu Ketiga Third Week	19/07/2024
	Minggu Keempat Fourth Week	25/07/2024

Tabel Rencana Jadwal Rapat Direksi Tahun 2024
Table of Board of Directors Meeting Schedule Plan for 2024

Bulan Month	Minggu Week	Tanggal Rapat Meeting Date
Agustus August	Minggu Pertama First Week	02/08/2024
	Minggu Kedua Second Week	09/08/2024
	Minggu Ketiga Third Week	16/08/2024
	Minggu Keempat Fourth Week	23/08/2024
	Minggu Kelima Fifth Week	30/08/2024
September September	Minggu Pertama First Week	03/09/2024
	Minggu Kedua Second Week	10/09/2024
	Minggu Ketiga Third Week	17/09/2024
	Minggu Keempat Fourth Week	24/09/2024
Oktober October	Minggu Pertama First Week	01/10/2024
	Minggu Kedua Second Week	08/10/2024
	Minggu Ketiga Third Week	15/10/2024
	Minggu Keempat Fourth Week	22/10/2024
	Minggu Kelima Fifth Week	29/10/2024
November November	Minggu Pertama First Week	05/11/2024
	Minggu Kedua Second Week	12/11/2024
	Minggu Ketiga Third Week	19/11/2024
	Minggu Keempat Fourth Week	26/11/2024
Desember December	Minggu Pertama First Week	03/12/2024
	Minggu Kedua Second Week	10/12/2024
	Minggu Ketiga Third Week	17/12/2024
	Minggu Keempat Fourth Week	24/12/2024
	Minggu Kelima Fifth Week	31/12/2024

Tabel Rencana Agenda Rapat Direksi Tahun 2024
Table of Board of Directors Meeting Agenda Plan for 2024

Rapat Rapat	Materi Materi	Waktu Pelaksanaan Waktu Pelaksanaan	Keterangan Keterangan
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** (in accordance with Board of Directors Decision No. 197/KPTS/2011 regarding Guidelines for Conducting Board Meetings of PT Jasa Marga (Persero) Tbk).	Penyampaian materi Rapat disampaikan oleh unit kerja terkait kepada Corporate Secretary & CAO. Kompilasi materi Rapat tersebut disampaikan oleh Corporate Secretary & CAO kepada Direksi. The presentation materials for the meeting are delivered by the relevant work units to the Corporate Secretary & CAO. The compilation of meeting materials is then conveyed by the Corporate Secretary & CAO to the Board of Directors.
Rapat Triwulanan Quarterly Meeting	• Realisasi RKAP. • Evaluasi Kerja. • Laporan Manajemen (Triwulanan). • Implementation of the Annual Work Plan (RKAP). • Work Evaluation. • Management Report (Quarterly).	Setiap **3 bulan sekali** pada Rapat Mingguan pertama bulan yang bersangkutan. Every **3 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). • Implementation of the Annual Work Plan (RKAP) for the respective semester. • Work Evaluation. • Key Performance Indicator (KPI) Evaluation. • Management Report (Semi-Annual).	Setiap **6 bulan sekali** pada Rapat Mingguan pertama bulan yang bersangkutan. Every **6 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 conveyed 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. • Report on the Implementation of the Annual Work Plan (RKAP) for that year. • Annual Key Performance Indicator (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 meeting materials is delivered by the relevant work units to the Corporate Secretary & CAO.

Adapun daftar agenda rapat Direksi tahun 2024, di antaranya sebagai berikut:

1. Jasa Marga *Executive Summit* 2024.
2. HUT Jasa Marga.
3. Kegiatan Bulan Keselamatan dan Kesehatan Kerja (K3) Nasional Tahun 2024.
4. *Equity Financing* (EF) PT Jasamarga Transjawa Tol (JTT).
5. Usulan RKAP 2024.
6. Laporan Kinerja 2023.

The agenda for the Board of Directors meeting in 2024 is as follows:

1. Jasa Marga Executive Summit 2024.
2. Jasa Marga Anniversary.
3. National Occupational Safety and Health (K3) Month activities in 2024.
4. Equity Financing (EF) of PT Jasamarga Transjawa Tol (JTT).
5. Proposed RKAP 2024.
6. 2023 Performance Report.

7. Integrasi Situs *Web Whistleblowing System* (WBS) Jasa Marga dengan Komisi Pemberantasan Korupsi (KPK) Sebagai Implementasi Kerja Sama dengan KPK dalam WBS Terintegrasi.
8. Laporan Progres Audit oleh Kantor Akuntan Publik (KAP).
9. Laporan Investasi/Divestasi Saham di Anak Perusahaan.
10. Laporan Progres Jalan Tol Baru.
11. Logo Perusahaan.
12. *Nominated Talent* Perseroan.
13. Pemenuhan Organ Pengelola Risiko Induk.
14. Penetapan Direktur Fungsional dan Direktur Pembina.
15. Alternatif Pendanaan Perseroan.
16. Visi dan Misi Perseroan.
17. Program Tanggung Jawab Sosial dan Lingkungan (TJSL).
18. Insentif Kinerja Tahun Buku 2023.
19. Struktur Organisasi.
20. Penyertaan Modal di Anak Perusahaan.
21. Laporan Pembebasan Lahan Jalan Tol.
22. Roadmap Penyehatan Dana Pensiun Jasa Marga (DPJM).
23. Kenaikan Berkala (*fine tuning*).
24. Laporan Rekrutmen Karyawan Tahun 2023 dan Rencana Rekrutmen Tahun 2024.
25. Hasil Audit *Key Performance Indicators* (KPI).
26. Laporan Pengusahaan Jalan Tol Baru.
27. Rencana Jangka Panjang Perusahaan (RJPP) 2025-2029.
28. Laporan Kinerja Triwulanan 2024.
29. Jasa Marga *Performance Management* (JMPM), Jasa Marga *Performance Development* (JMPD), dan *Motivational Reward* (MR) Tahun Buku 2023.
30. Pembahasan Aset Perseroan.
31. Rapat Umum Pemegang Saham (RUPS) Tahunan Anak Perusahaan.
32. Penetapan Strategi Risiko Berdasarkan Peraturan Menteri BUMN No. PER-2/MBU/03/2023 dan Keputusan Deputi Keuangan dan Manajemen Risiko Kementerian BUMN No. SK-6/DKU.MSU/10/2023.
33. Laporan Progres Diagnostik *Internal Control Over Financial Reporting* (ICOFR).
34. Proyek *Multi-Lane Free Flow* (MLFF).
35. Prognosa 2024.
36. Program Manajemen Reputasi.
37. Penetapan *Contingency Plan* Berdasarkan Peraturan BUMN No. PER-2/MBU/03/2023 untuk Memenuhi Kewajiban Sesuai Aspirasi Pemegang Saham dalam Penyusunan RKAP 2024.
38. Rapat Kinerja Triwulanan 2024.
39. Revitalisasi dan Pengembangan Jasa Marga *Tollroad Command Center* (JMTC).
40. Nilai Ambang Batas Risiko.
41. Pengelolaan Tempat Istirahat dan Pelayanan.
42. Penajaman Prognosa Tahun Anggaran 2024.
43. Laporan Aksi Korporasi.
44. Rapat Tinjauan Manajemen Terhadap Sistem Manajemen ISO Mutu, K3 & Lingkungan dan Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3).
45. Pembahasan Remunerasi.
46. RKAP 2025.

7. Integration of Jasa Marga's Whistleblowing System (WBS) Website with the Corruption Eradication Commission (KPK) as an Implementation of Cooperation with KPK in Integrated WBS.
8. Audit Progress Report by Public Accounting Firm (KAP).
9. Report on Investment/Divestment of Shares in Subsidiaries.
10. New Toll Road Progress Report.
11. Company Logo.
12. Company Nominated Talent.
13. Fulfillment of Parent Risk Management Organs.
14. Assignment of Functional Director and Supervisory Director.
15. Alternative Funding of the Company.
16. Vision and Mission of the Company.
17. Social and Environmental Responsibility Program (TJSL).
18. Performance Incentive for Financial Year 2023.
19. Organization Structure.
20. Capital Participation in Subsidiaries.
21. Toll Road Land Acquisition Report.
22. Roadmap for the Restructuring of Jasa Marga Pension Fund (DPJM).
23. Periodic Increase (fine tuning).
24. Employee Recruitment Report 2023 and Recruitment Plan 2024.
25. Key Performance Indicators (KPI) Audit Results.
26. New Toll Road Concession Report.
27. Company Long Term Plan (RJPP) 2025-2029.
28. Quarterly Performance Report 2024.
29. Jasa Marga Performance Management (JMPM), Jasa Marga Performance Development (JMPD), and Motivational Reward (MR) for Financial Year 2023.
30. Discussion on the Company's Assets.
31. Annual General Meeting of Shareholders (AGM) of Subsidiaries.
32. Determination of Risk Strategy Based on Regulation of the Minister of SOEs No. PER-2/MBU/03/2023 and Decision of the Deputy for Finance and Risk Management of the Ministry of SOEs No. SK-6/DKU.MSU/10/2023.
33. Internal Control Over Financial Reporting (ICOFR) Diagnostic Progress Report.
34. Multi-Lane Free Flow (MLFF) Project.
35. 2024 Prognosis.
36. Reputation Management Program.
37. Determination of Contingency Plan Based on SOE Regulation No. PER-2/MBU/03/2023 to Fulfill Obligations in Accordance with Shareholders' Aspirations in the Preparation of 2024 RKAP.
38. Quarterly Performance Meeting 2024.
39. Revitalization and Development of Jasa Marga Tollroad Command Center (JMTC).
40. Risk Threshold Value.
41. Rest and Service Area Management.
42. Refinement of Fiscal Year 2024 Prognosis.
43. Corporate Action Report.
44. Management Review Meeting on ISO Quality, OHS & Environment Management System, and Occupational Safety and Health Management System (SMK3).
45. Remuneration Discussion.
46. RKAP 2025.

47. Laporan Tahunan 2024.
48. *Multi-Lane Free Flow (MLFF).*
49. *Implementasi Anti Fraud.*
50. Rencana Strategis Teknologi Informasi (RSTI) 2025-2029.

47. Annual Report 2024.
48. Multi-Lane Free Flow (MLFF).
49. Anti-Fraud Implementation.
50. Information Technology Strategic Plan (RSTI) 2025-2029.

Realisasi Rapat Direksi

Sepanjang tahun 2024, Direksi Jasa Marga telah menyelenggarakan rapat sebanyak 51 (lima puluh satu) kali, dengan tingkat kehadiran sebagai berikut:

Realization of Board of Directors Meetings

Throughout the year 2024, the Board of Directors of Jasa Marga held a total of 51 (fifty-one) meetings, with the following attendance rates:

Tabel Kehadiran Anggota Direksi Pada Rapat Direksi Tahun 2024
Table of Attendance of Board of Directors Members at Board of Directors Meetings in 2024

	Subakti Syukur	Fitri Wiyanti	Pramitha Wulanjani	M. Agus Setiawan	Reza Febriano	Bagus Cahya Arinta B.
Jumlah Rapat dalam Setahun Number of Meetings in a Year			51			
Jumlah Rapat yang Wajib Dihadiri Total Mandatory Meeting	51	51	51	51	51	51
Jumlah Rapat yang Dihadiri Number of Meetings Attended	48	51	51	51	51	51
Presentase Kehadiran Attendance Percentage	94%	100%	100%	100%	100%	100%
Rata-Rata **Average**			**99%**			

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, dimana rapat gabungan wajib dilakukan sekurang-kurangnya 1 (satu) kali dalam 4 (empat) bulan.

Sepanjang tahun 2024, Dewan Komisaris dan Direksi Perseroan mengadakan rapat bersama sebanyak 18 (delapan belas) kali dengan agenda sebagai berikut:

1. Kinerja Tahun 2023 *Unaudited.*
2. Audit Laporan Keuangan Tahun 2023.
3. Aksi Korporasi Investasi/Divestasi Anak Perusahaan.
4. Visi dan Misi Perusahaan.
5. *Equity Financing* PT Jasamarga Transjawa Tol.
6. Persiapan RUPS Tahunan Tahun Buku 2023 Jasa Marga.
7. Laporan Kinerja Triwulanan 2024.
8. Progres Implementasi Pelaksanaan Diagnostik ICOFR.

Joint Meeting of the Board of Directors and the Board of Commissioners

As stipulated in the Company's Articles of Association, the Board of Commissioners and the Board of Directors are required to hold Combined Meetings or Coordination Meetings. Board of Commissioners and Board of Directors meetings must be held by the Board of Commissioners regularly at least once every 4 (four) months. In its dynamics, Coordination Meetings can also be conducted at the request of the Board of Directors by presenting the agenda to be discussed. Regarding Combined Meetings or Coordination Meetings, they are regulated in Financial Services Authority Regulation No. 33/POJK.04/2014 concerning the Board of Directors andBoard of Commissioners of Issuers or Public Companies, which explains about the combined meetings between the Board of Commissioners and the Board of Directors, where combined meetings must be held at least once every 4 (four) months.

Throughout the year 2024, the Company's Board of Commissioners and Board of Directors held 18 (eighteen) joint meetings with the following agendas:

1. Unaudited 2023 Performance.
2. 2023 Financial Statement Audit.
3. Corporate Actions on Investment/Divestment of Subsidiaries.
4. The Company Vision and Mission.
5. Equity Financing for PT Jasamarga Transjawa Tol.
6. Preparation for the 2023 Annual General Meeting of Shareholders (AGMS) of Jasa Marga.
7. Quarterly Performance Report for 2024.
8. Progress on the Implementation of ICOFR Diagnostics.

9. Strategi Risiko dan *Contingency Plan* Perseroan Tahun 2024.
10. Kinerja 2024.
11. Penerbitan Obligasi.
12. Persiapan RUPS Luar Biasa.
13. Hasil Pemeriksaan Auditor Eksternal.
14. Pemenuhan Organ Pengelola Risiko.
15. Progres Audit Kantor Akuntan Publik Tahun 2024.
16. RKAP 2025 Anak Perusahaan.
17. Usulan RKAP 2025 Jasa Marga Konsolidasi.
18. KPI Kolegial Tahun 2025.

Adapun tingkat kehadiran masing-masing anggota Dewan Komisaris dan anggota Direksi dalam Rapat Gabungan, dapat dilihat pada tabel berikut:

9. Risk Strategy and Contingency Plan for the Company in 2024.
10. 2024 Performance.
11. Issuance of Bonds.
12. Preparation for the Extraordinary General Meeting of Shareholders (EGMS).
13. External Auditor's Examination Results.
14. Fulfillment of Risk Management Organizational Structure.
15. Progress on Public Accountant Firm Audit for 2024.
16. RKAP 2025 for Subsidiaries.
17. Proposal for RKAP 2025 Consolidated Jasa Marga.
18. Collegial KPI for 2025.

The attendance rate of each member of the Board of Commissioners and members of the Board of Directors in the Joint Meetings can be seen in the following table:

Tabel Kehadiran Anggota Dewan Komisaris dan Anggota Direksi Pada Rapat Gabungan Tahun 2024
Table of Attendance of Board of Commissioners and Board of Directors Members at Joint Meetings in 2024

	Subakti Syukur	Fitri Wiyanti	Pramitha Wulanjani	M. Agus Setiawan	Reza Febriano	Bagus Cahya Arinta B.
Jumlah Rapat dalam Setahun Number of Meetings in a Year				15		
Jumlah Rapat yang Wajib Dihadiri Total Mandatory Meeting	14	14	14	14	14	14
Jumlah Rapat yang Dihadiri Number of Meetings Attended	12	13	12	14	13	13
Presentase Kehadiran Attendance Percentage	86%	93%	86%	100%	93%	93%
Rata-Rata Kehadiran Direksi Average Attendance of the Board of Directors				92%		
Rata-Rata Keseluruhan **Total Average**				**91%**		

	Mohammad Zainal Fatah	Marsetio	Chandra Wijaya	Abdul Rachman	Seppalga Ahmad	M. Roskanedi	Raja Erizman
Jumlah Rapat dalam Setahun Number of Meetings in a Year				15			
Jumlah Rapat yang Wajib Dihadiri Total Mandatory Meeting	14	14	14	14	14	14	14
Jumlah Rapat yang Dihadiri Number of Meetings Attended	13	13	13	11	13	13	12
Presentase Kehadiran Attendance Percentage	93%	93%	93%	79%	93%	93%	86%
Rata-Rata Kehadiran Dewan Komisaris Average Attendance of the Board of Commissioners				90%			
Rata-Rata Keseluruhan **Overall Average**				**91%**			

Nominasi dan Remunerasi bagi Dewan Komisaris dan Direksi

Nomination and Remuneration of the Board of Commissioners and 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.

The nomination of the Board of Commissioners and the Board of Directors of the Company refers to Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023 dated March 3, 2023, regarding the Organization and Human Resources of State-Owned Enterprises. The nomination of the Board of Commissioners and the Board of Directors is carried out through the process of appointing prospective candidates for the Board of Commissioners and the Board of Directors, proposed by the Board of Commissioners with the assistance of the Nomination and Remuneration Committee. Each prospective candidate must meet formal, material, and other requirements, including passing the Fit and Proper Test. The appointment of the Board of Commissioners and the Board of Directors is made by the Shareholders through a General Meeting of Shareholders decision.

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.

In determining the remuneration for the Board of Commissioners and the Board of Directors, the Company refers to Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023 dated March 3, 2023, regarding the Organization 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 Menteri 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 2024, 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 DK 051/ IV/2024 tanggal 16 April 2024. Selanjutnya Menteri BUMN melalui Asisten Deputi Bidang Jasa Infrastruktur memberikan surat jawaban atas usulan Dewan Komisaris berdasarkan surat Kementerian Badan Usaha Milik Negara No. SR-293/ Wk.MBU.10/08/2024 tanggal 23 Agustus 2024.

Board of Commissioners and Board of Directors Remuneration Procedure

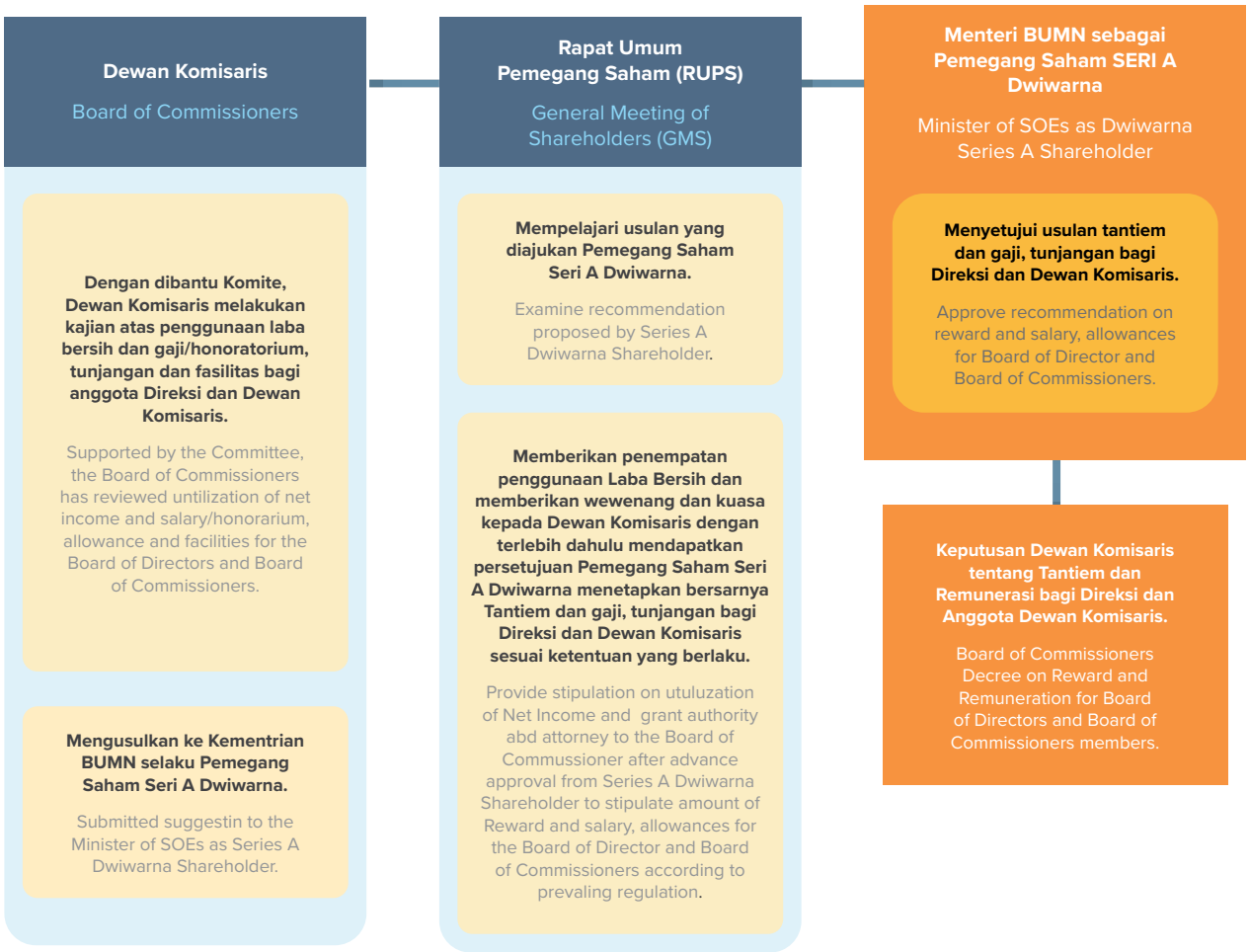
The determination of remuneration for the Board of Commissioners and the Board of Directors of theCompany has followed the applicable regulations,taking into account and considering the resultsof the assessment conducted by the Nomination,Remuneration, and Risk Committee, which is thenproposed to the Minister of State-Owned Enterprisesas the Holder of Series A Dwiwarna Shares, for furtherapproval and proposal for resolution at the AnnualGeneral Meeting of Shareholders.As for the salary, honorarium, and other allowances for members of the Board of Directors and the Board of Commissioners in 2024, the Board of Commissioners proposed that they be granted authority and power by the Annual General Meeting of Shareholders, subject to prior approval from the Holder of Series A Dwiwarna Shares.

The Board of Commissioners sent a letter to the Minister of State-Owned Enterprises (BUMN) as the holder of Class A Dwiwarna shares through the Board of Commissioners letter of PT Jasa Marga (Persero) Tbk No. DK 051/IV/2024 dated April 16, 2024. Subsequently, the Minister of BUMN, through the Assistant Deputy for Infrastructure Services, provided a response letter to the proposal of the Board of Commissioners based on the Ministry of State-Owned Enterprises letter No. SR-293/Wk.MBU.10/08/2024 dated August 23, 2024.

Berdasarkan surat Menteri BUMN kepada Dewan Komisaris tersebut, selanjutnya Dewan Komisaris menetapkan Keputusan Dewan Komisaris PT Jasa Marga (Persero) Tbk, No.KEP-147/IX/2024 tanggal 23 September 2024 tentang Penetapan Gaji/Honorarium, Tunjangan dan Fasilitas Tahun 2024 serta Tantiem/Insentif Kinerja Tahun Buku 2023 Bagi Direksi dan Dewan Komisaris PT Jasa Marga (Persero) Tbk.

Based on the letter from the Minister of State-Owned Enterprises to the Board of Commissioners, the Board of Commissioners subsequently issued the Board of Commissioners Decision of PT Jasa Marga (Persero) Tbk, No. KEP-147/IX/2024 dated September 23, 2024, regarding the Determination of Salaries/Honoraria, Allowances and Facilities for 2024, as well as the Performance Bonus/ Incentive for the 2023 Fiscal Year for the Board of Directors and 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;
5. Insentif Jangka Panjang (*Long Term Incentive*).

Board of Commissioners and Board of Directors Remuneration Structure

The components of remuneration for the Board of Commissioners and the Board of Directors consist of:
1. Honorarium;
2. Allowances;
3. Facilities;
4. Bonuses/Performance Incentives/Special Incentives;
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 Honorarium/Salary	
a. Komisaris Utama President Commissioner	45% dari Gaji Direktur Utama 45% of President Director's Salary
b. Wakil Komisaris Utama Vice President Commissioner	42,5% dari Gaji Direktur Utama 42.5% of President Director's Salary
c. Anggota Dewan Komisaris Board of Commissioner Members	90% dari Honorarium Komisaris Utama 90% of Honorarium of President Commissioner
d. Direktur Utama President Director	Rp319.000.000,-per bulan Rp319,000,000,- per month
e. Anggota Direksi lainnya Other Board of Directors Members	85% dari Gaji Direktur Utama 85% of President Director's Salary
2. Tunjangan Allowance	
a. Hari Raya Keagamaan Religious Holiday	1 (satu) kali gaji 1 (one) time salary
b. Transportasi (hanya Dewan Komisaris) Transportation (Board of Commissioners only)	20% dari honorarium per bulan 20% of honorarium per month
c. Asuransi Purna Jabatan Retirement Insurance	Premi yang ditanggung Perseroan sebesar maksimal 25% dari gaji dalam 1 tahun Premium paid by the Company is 25% of honorarium paid in 1 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 altogether 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 form of health insurance or medical costs reimbursement
c. Bantuan Hukum Legal Assistance	Sebesar pemakaian At cost
4. Tantiem/Insentif Kinerja/Insentif Khusus Tantiem Performance Incentives/Special Incentives	
a. Komisaris Utama President Commissioner	45% dari Tantiem Direktur Utama 45% from the President Director's Bonus
b. Wakil Komisaris Utama Vice President Commissioner	42,5% dari Gaji Direktur Utama 42.5% of President Director's Salary
c. Anggota Dewan Komisaris Board of Commissioners Member	90% dari Tantiem Komisaris Utama 90% from the President Commissioner's Bonus
d. Direktur Utama President Director	100%
e. Anggota Direksi Board of Directors Member	85% dari Tantiem Direktur Utama 85% from the President Director's Bonus
5. Insentif Jangka Panjang Long Term Incentive	
-	-

Indikator Penetapan Remunerasi

Usulan besarnya tantiem bagi Dewan Komisaris dan Direksi tahun buku 2022 mempertimbangkan pencapaian kinerja Perseroan selama tahun 2022, bahwa di tengah ketidakpastian atas adanya pembatasan kegiatan masyarakat (PPKM), Perseroan dapat meningkatkan kinerjanya dan mencatatkan laba bersih yang positif di tahun 2021 sebesar Rp1,62 triliun, menambah panjang jalan tol operasi sepanjang 53,1 km, meningkatkan efiensi & efektivitas pengoperasian jalan tol dengan penggunaan sistem pembayaran tol non tunai nirhenti berbasis SLFF *with barrier* dengan teknologi RFID melalui aplikasi *Let It Flo* di 100 titik ruas jalan tol Jasa Marga Grup, penggunaan penentuan golongan kendaraan secara otomatis (AVC), pengendalian kendaraan angkut barang di jalan tol dengan teknologi *Weigh in Motion* dan uji coba ETLE (electronic traffic law enforcement), penerapan *intelligent digital map* (JID), dan *digital mobile app* untuk pengguna jalan tol (*Travoy*). Selain itu, Perseroan memperoleh beberapa sertifikat penghargaan berskala internasional dan nasional seperti: sertifikat *Green Toll Road*, *Star Rating Certificate.* Pencapaian kinerja Anak Perusahaan prosektif (*non* tol) PT Jasamarga Tollroad Operator (JMTO), PT Jasamarga Tollroad Maintenance (JMTM), dan PT Jasamarga Related Business (JMRB) yang berhasil membukukan dan meningkatkan pertumbuhan laba usaha yang cukup signifikan.

Untuk Remunerasi berupa gaji/honorarium dan tunjangan dan fasilitas, mengikuti ketentuan Peraturan Menteri BUMN No. 3/PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara.

Remuneration Determination Indicators

The proposed number of bonuses for the Board of Commissioners and Directors for the 2022 fiscal year take into account the Company's performance achievements in 2022, that amid uncertainty over restrictions on community activities (PPKM), the Company can improve its performance and record a positive net profit in 2021 of Rp1.62 trillion, increasing the length of toll road operations by 53.1 km, increasing the efficiency & effectiveness of toll road operations by using the SLFF with barrier-based non-cash toll payment system with RFID technology through the Let It Flo application at 100 Jasa Marga Group toll road points, use of automatic vehicle class determination (AVC), control of goods transport vehicles on toll roads with Weigh in Motion technology and ETLE (electronic traffic law enforcement) trials, application of intelligent digital maps (JID) and digital mobile apps for toll road users (Travoy). In addition, the Company received several certificates of appreciation on an international and national scale, such as: the Green Toll Road certificate and, the Star Rating Certificate. Achievement of the performance of prospective (non-toll road) subsidiaries PT Jasamarga Tollroad Operator (JMTO), PT Jasamarga Tollroad Maintenance (JMTM) and PT Jasamarga Related Business (JMRB) which succeeded in recording and increasing significant operating profit growth.

Remuneration in the form of salary/honorarium and allowances and facilities follow the provisions of Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023 regarding the Organization and Human Resources of State-Owned Enterprises.

Realisasi Remunerasi Dewan Komisaris dan Direksi pada Tahun 2024
Realization of Remuneration for the Board of Commissioners and Directors in the Year 2024

Tabel Realisasi Remunerasi Dewan Komisaris Tahun 2024
Table of Realization of the Board of Commissioners 2024

Nama Name	Jabatan Position	Penghasilan Income			THR Religious Holiday Allowance	Tantiem/ Insentif Kinerja/ Insentif Khusus Tantiem/ Performance Incentives/Special Incentives	Jumlah Total
		Per Tahun Per Year		1 Tahun 1 Year			
		Gaji Salary	Tunjangan Allowance				
Mohammad Zainal Fatah	Komisaris Utama President Commissioner/	1,787,400,000	357,480,000	2,144,880,000	148,950,000	2,799,390,000	5,093,220,000
M. Roskanedi	Komisaris Commissioner	1,608,660,000	321,732,000	1,930,392,000	134,055,000	2,810,610,000	4,875,057,000
Raja Erizman	Komisaris Commissioner	1,608,660,000	321,732,000	1,930,392,000	134,055,000	2,810,610,000	4,875,057,000
Chandra Wijaya	Komisaris Independen Independent Commissioner	1,608,660,000	321,732,000	1,930,392,000	134,055,000	2,513,280,000	4,577,727,000
Seppalga Ahmad	Komisaris Independen Independent Commissioner	1,608,660,000	321,732,000	1,930,392,000	134,055,000	2,513,280,000	4,577,727,000
Marsetio	Komisaris Independen Independent Commissioner	1,608,660,000	321,732,000	1,930,392,000	134,055,000	2,513,280,000	4,577,727,000
Abdul Rachman	Komisaris Independen Independent Commissioner	1,608,660,000	321,732,000	1,930,392,000	134,055,000	2,513,280,000	4,577,727,000
Total		**11,439,360,000**	**2,287,872,000**	**13,727,232,000**	**953,280,000**	**18,473,730,000**	**33,154,242,000**

Tabel Realisasi Remunerasi Direksi Tahun 2024
Table of Realization of the Board of Directors 2024

Nama Name	Jabatan Position	Penghasilan Income			THR Religious Holiday Allowance	Tantiem/ Insentif Kinerja/ Insentif Khusus Tantiem/ Performance Incentives/ Special Incentives	Jumlah Total
		Per Tahun Per Year		1 Tahun 1 Year			
		Gaji Salary	Tunjangan Allowance				
Subakti Syukur	Direktur Utama President Director	3.972.000.000	330.000.000	4.302.000.000	331.000.000	6.828.900.000	11.461.900.000
Fitri Wiyanti	Direktur Operasi Director of Operations	3.376.200.000	330.000.000	3.706.200.000	281.350.000	5.806.775.000	9.794.325.000
Mohamad Agus Setiawan	Direktur Bisnis Director of Business	3.376.200.000	330.000.000	3.706.200.000	281.350.000	5.806.775.000	9.794.325.000
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	5.199.025.000	9.186.575.000
Reza Febriano	Direktur Bisnis Director of Business	3.376.200.000	330.000.000	3.706.200.000	281.350.000	5.806.775.000	9.794.325.000
Bagus Cahya Arinta B.	Direktur Human Capital dan Transformasi Director of Human Capital & Transormation	3.376.200.000	330.000.000	3.706.200.000	281.350.000	5.806.775.000	9.794.325.000
Total		**20.853.000.000**	**1.980.000.000**	**22.833.000.000**	**1.737.750.000**	**35.255.025.000**	**59.825.775.000**

Hubungan Dewan Komisaris dan Direksi

Relations Between Board of Commissioners and Board of Directors

Dewan Komisaris dan Direksi memiliki perbedaan tugas dan fungsi, dimana Dewan Komisaris memiliki tugas dan fungsi pengawasan dan pemberian nasihat kepada Direksi, sedangkan Direksi memiliki tugas dan fungsi melakukan pengelolaan Perseroan.

The Board of Commissioners and the Board of Directors have different duties and functions. The Board of Commissioners has the responsibilities and functions of supervising and providing advice to the Board of Directors. In contrast, the Board of Directors has the task and function of managing the Company.

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.

Informal relations can be made by each Member of the Board of Directors and the Board of Commissioners, but do not have legal force before it is decided through a legal mechanism under the laws and regulations and the Company's Articles of Association. In certain strategic matters concerning assets, loans, equity, organizational structure, and the appointment of directors and commissioners of Subsidiaries, the Board of Directors requires formal approval from the Board of Commissioners.

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.

All procedures, work guidelines, and relationships between the Board of Directors and the Board of Commissioners are stipulated in the Board Manual. This guideline is binding on every member of the Board of Directors and the Board of Commissioners and includes, among others, the responsibilities, obligations, authority, rights, and ethics of members of the Board of Directors and Board of Commissioners, as well as the arrangement of meetings and procedures for working relations between the Board of Directors and 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:

Among the Board of Commissioners and the Board of Commissioners and Board of Directors members, there is no family affiliation up to the third degree, either in a vertically or horizontally. The family affiliation among the Board of Commissioners members and fellow Board of Commissioners and/or Board of Directors members as well as the Majority/ Controlling Shareholders are illustrated in the table below:

Tabel Hubungan Keuangan dan Hubungan Keluarga Direksi dan Komisaris
Table of Board of Commissioners and Board of Directors Financial and Family 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
Mohammad Zainal Fatah	Komisaris Utama President Commissioner		☑		☑		☑		☑		☑		☑		☑
M. Roskanedi	Komisaris Commissioner		☑		☑		☑		☑		☑		☑		☑
Raja Erizman	Komisaris Commissioner		☑		☑		☑		☑		☑		☑		☑
Chandra Wijaya	Komisaris Independen Independent Commissioner		☑		☑		☑		☑		☑		☑		☑
Seppalga Ahmad	Komisaris Independen Independent Commissioner		☑		☑		☑		☑		☑		☑		☑
Marsetio	Komisaris Independen Independent Commissioner		☑		☑		☑		☑		☑		☑		☑
Abdul Rachman	Komisaris Independen Independent Commissioner		☑		☑		☑		☑		☑		☑		☑
Subakti Syukur	Direktur Utama President Director		☑		☑		☑		☑		☑		☑		☑
Fitri Wiyanti	Direktur Operasi Director of Operation		☑		☑		☑		☑		☑		☑		☑
M. Agus Setiawan	Direktur Pengembangan Usaha Director of Business Development		☑		☑		☑		☑		☑		☑		☑
Pramitha Wulanjani	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management		☑		☑		☑		☑		☑		☑		☑
Reza Febriano	Direktur Bisnis Director of Business		☑		☑		☑		☑		☑		☑		☑
Bagus Cahya Arinta B.	Direktur Human Capital & Transformasi Director of Human Capital & Transormation		☑		☑		☑		☑		☑		☑		☑

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 recommendations of the Financial Services Authority as outlined in the Attachment to Financial Services Authority Circular Letter No. 32/ SEOJK.04/2015 concerning Guidelines for Governance of Public Companies, governing composition of the Board of Commissioners shall concern the Board of Commissioners' composition diversity. The Company has followed these rules and also fulfilling Board of Commissioners' stipulation aspect as authority of Series A Dwiwarna Shareholder.

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.

Diversity of the Board of Commissioners composition is a combination of characteristics both in terms of Board of Commissioners and individual members of the Board of Commissioners, according to the Public Company's needs. These characteristics can be reflected in the stipulation of expertise, knowledge, and experience required in the implementation of supervisory duties and providing advice by the Board of Commissioners of a Public Company. The composition has considered the needs of the Public Company as a positive aspect, especially about decision-making in the context of implementing the supervisory function which is carried out by concerning a broader range of aspects.

Keberagaman komposisi Dewan Komisaris dan Direksi pada tahun 2024 dapat dilihat sebagaimana dalam tabel di bawah ini:

The Board of Commissioners and Board of Directors composition diversity in 2024 is explained in the table below:

Tabel Keberagaman Komposisi Dewan Komisaris dan Direksi Tahun 2024
Table of Board of Commissioners and Board of Directors Composition Diversity in 2024

Nama Name	Jabatan Position	Usia Age	Jenis Kelamin Gender	Pendidikan Education	Pengalaman Kerja Work Experience	Keahlian Expertise
Mohammad Zainal Fatah	Komisaris Utama President Commissioner	58 tahun/ years	Laki-laki Male	S1 Teknik Pertanian (Teknik Tanah & Air) dari Universitas Brawijaya (1992) Bachelor's degree in Agricultural Engineering (Soil and 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 of the Minister for Economy and Investment of the Ministry of Public Works and Public Housing (2019-2020) • Assistant Deputy for Water Resources Infrastructure of the Coordinating Ministry for Economic Affairs (2015- 2019)	Pertanian (teknik tanah dan air) Agriculture (land and water engineering)

Tabel Keberagaman Komposisi Dewan Komisaris dan Direksi Tahun 2024
Table of Board of Commissioners and Board of Directors Composition Diversity in 2024

Nama Name	Jabatan Position	Usia Age	Jenis Kelamin Gender	Pendidikan Education	Pengalaman Kerja Work Experience	Keahlian Expertise
M. Roskanedi	Komisaris Commissioner	63 tahun/ years	Laki-laki Male	Sarjana bidang Hukum Bachelor's 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 of the Republic of Indonesia (2020) • Head of the North Sulawesi High Prosecutor's Office (Kajati) (2018)	Hukum Law
Raja Erizman	Komisaris Commissioner	62 tahun/ years	Laki-laki Male	• Akademi Angkatan Bersenjata Republik Indonesia • Armed Forces Academy, Republic of Indonesia	• Analis Kebijakan Utama, Lembaga Pendidikan dan Pelatihan (Lemdiklat) Polri (2020) • Kepala Divisi Teknologi Informasi dan Komunikasi (Kadiv. TIK) Polri (2019) • Main Policy Analyst, Police Education and Training Institute (Lemdiklat) (2020) • Head of Information and Communication Technology Division (Kadiv. TIK) of the Indonesian National Police (2019)	Hukum Law
Chandra Wijaya	Komisaris Independen Independent Commissioner	54 tahun/ years	Laki-laki Male	• S3 Ilmu Manajemen (Konsentrasi Keuangan) dari Fakultas Ekonomi Universitas Indonesia (2004) • S2 Manajemen dari Institut Teknologi Bandung (2000) • Doctoral's degree Facultyof Economics, University of Indonesia the Management Science (Finance Concentration) (2000-2004) • Master's degree of Postgraduate Program Bandung Institute of Technology, Management (1998-2000)	• 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, Indonesian Ministry of Youth and Sports Affairs (March 2016-June 2016) • President Commissioner of PT Daya Makara UI (May 2014-May 2016)	Manajemen Keuangan Financial Management
Seppalga Ahmad	Komisaris Independen Independent Commissioner	53 tahun/ years	Laki-laki Male	Sarjana Akuntansi Sekolah Tinggi Ilmu Ekonomi YAI Bachelor's degree of 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 of PT Pupuk Indonesia Energi (2020-2021) • Member of the DKI Jakarta DPRD (2014-2019) • Director of PT Pasopati Indo Risk (2010-2013)	Akuntansi Accountancy

Tabel Keberagaman Komposisi Dewan Komisaris dan Direksi Tahun 2024
Table of Board of Commissioners and Board of Directors Composition Diversity in 2024

Nama Name	Jabatan Position	Usia Age	Jenis Kelamin Gender	Pendidikan Education	Pengalaman Kerja Work Experience	Keahlian Expertise
Marsetio	Komisaris Independen Independent Commissioner	68 tahun/ years	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) • Doctoral's degree in Cultural • and Media Studies, Gadjah Mada University (2002) • Master's degree of Management, Wijaya Putra University, Surabaya (2001) • Bachelor's degree of Political Science, Wijaya Putra University, Surabaya (1997)	• Kepala Staf TNI Angkatan Laut (2012-2014) • Wakasal TNI Angkatan Laut (2010-2012) • Chairman of Staff of the Indonesian Navy (2012-2014) • Deputy Chief of Staff of Indonesian Navy (2010- 2012)	Manajemen, Budaya, Pemerintahan/ Politik Management, Culture, Government/ Politics
Abdul Rachman	Komisaris Independen Independent Commissioner	70 tahun/ years	Laki-laki Male	• S2 Financial Management dari Kansas State University (1989) • S2 Ekonomi dari Universitas Padjajaran (1980) • Master's degree of Financial Management from Kansas State University (1989) • Master's degree of Economics from Padjadjaran 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
Subakti Syukur	Direktur Utama President Director	62 tahun/ years	Laki-laki Male	Sarjana Teknik Sipil Bachelor's in Civil Engineering	• Direktur Operasi PT Jasa Marga (Persero) Tbk • Direktur Utama PT Marga Lingkar Jakarta • Director of Operations of PT Jasa Marga (Persero) Tbk • President Director of PT Marga Lingkar Jakarta	Teknik Sipil, Manajemen Civil Engineering, Management
Fitri Wiyanti	Direktur Operasi Director of Operation	50 tahun/ years	Perempuan Female	Sarjana Teknik Mesin Bachelor's 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
M. Agus Setiawan	Direktur Pengembangan Usaha Director of Business Development	54 tahun/ years	Laki-laki Male	• Sarjana Teknik Sipil • Magister Teknik Pengelolaan Jaringan Jalan • Bachelor's in Civil Engineering • Master's in Road Network Management Engineering	• Corporate Secretary PT Jasa Marga (Persero) Tbk • Direktur Utama PT Jasamarga Pandaan Malang • Corporate Secretary PT Jasa Marga (Persero) Tbk • President Director of PT Jasamarga Pandaan Malang	Teknik Sipil Civil Engineering

Tabel Keberagaman Komposisi Dewan Komisaris dan Direksi Tahun 2024
Table of Board of Commissioners and Board of Directors Composition Diversity in 2024

Nama Name	Jabatan Position	Usia Age	Jenis Kelamin Gender	Pendidikan Education	Pengalaman Kerja Work Experience	Keahlian Expertise
Pramitha Wulanjani	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	37 tahun/ years	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
Reza Febriano	Direktur Bisnis Director of Business	45 tahun/ years	Laki-laki Male	• Sarjana Ilmu Pemerintahan, Universitas Padjadjaran • Sarjana Teknik Sipil, Universitas Katolik Parahyangan • Magister Teknik Sipil, Universitas Indonesia • Bachelor's in Public Administration, University of Padjajaran • Bachelor's in Civil Engineering, Parahayangan Catholic University • Master's in Civil Engineering, University of Indonesia	• Corporate Secretary PT Jasa Marga (Persero) Tbk (2021) • Jasamarga Transjawa Tollroad Regional Division Head (2019-2020) • Corporate Secretary PT Jasa Marga (Persero) Tbk (2021) • Jasamarga Transjawa Tollroad Regional Division Head (2019-2020)	Teknik Sipil, Tata Kelola Civil Engineering, Governance
Bagus Cahya Arinta B.	Direktur Human Capital & Transformasi Director of Human Capital & Transformation	56 tahun/ years	Laki-laki Male	Sarjana Teknik Sipil, Universitas Brawijaya Malang Bachelor's in Civil Engineering, University of Brawijaya 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

Organ dan Komite di Bawah Dewan Komisaris

Organ 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 2024, organ di bawah Dewan Komisaris adalah sebagai berikut:

1. Komite Audit;
2. Komite Nominasi dan Remunerasi;
3. Komite Risiko dan Hukum;
4. Sekretaris Dewan Komisaris.

In exercising the function, duty, and responsibility, the Board of Commissioners is assisted by organs under the Board of Commissioners. In 2024, the organs under the Board of Commissioners are as follows:

1. Audit Committee;
2. Nomination and Remuneration Committee;
3. Risk and Legal Committee;
4. 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.

Audit Committee

Board of Commissioners is assisted by the Audit Committee in carrying out the duties to supervise and provide advice to the Board of Directors thereby the Company's management will comply with the prevailing laws and regulations.

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 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);
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);

Audit Committee Establishment Framework

The Company's Audit Committee was formed based on the following laws/regulations:

1. Law of the Republic of Indonesia No. 19 of 2003 concerning 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 has been last amended by Government Regulation in Lieu of Law No. 2 of 2022 concerning 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 concerning the Stipulation of Government Regulation in Lieu of Law No. 2 of 2022 concerning Job Creation into Law (State Gazette of the Republic of Indonesia of 2023 No. 2023, Supplement to the State Gazette No. 6856);
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 State Gazette of the Republic of Indonesia No. 4756) which has been 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 pursuant to 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. 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;
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-125/X/2023 tanggal 2 Oktober 2023 tentang Pemberhentian dan Pengangkatan Anggota Komite Audit PT Jasa Marga (Persero) Tbk.

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;
9. Penutup.

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, regarding 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, regarding the Establishment and Implementation Guidelines for the Audit Committee;
6. Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023 dated March 24, 2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises;
7. Regulation of the Financial Services Authority No. 13/ POJK.03/2017 dated March 27, 2017, regarding the Use of Public Accountant Services and Public Accounting Firms in Financial Services Activities;
8. Financial Services Authority Regulation No. 21/ POJK.04/2015 dated November 16, 2015, regarding the Implementation of Public Company Governance Guidelines as elaborated in OJK Circular Letter No. 32/SEOJK.04/2015 dated November 17, 2015 regarding Public Company Governance Guidelines, that the Board of Commissioners may establish a Board of Commissioners Committee (Dekom);
9. Financial Services Authority Regulation No. 9 of 2023 dated July 11, 2023, regarding the Use of Public Accountant Services and Public Accounting Firms in Financial Services Activities;
10. Decision of the Board of Commissioners of PT Jasa Marga (Persero) Tbk No. KEP-125/X/2023 dated October 2, 2023, concerning the Dismissal and Appointment of Audit Committee Members of PT Jasa Marga (Persero) Tbk.

Audit Committee Charter

The Audit Committee Charter was ratified by the Board of Commissioners on November 8, 2023, which is an update from 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. It includes provisions that must be adhered to in the formation and implementation of Audit Committee activities to ensure independent, objective, transparent, and accountable work. The contents of the Charter include:

1. Purpose and Objectives;
2. Roles of the Audit Committee;
3. Duties, Responsibilities, and Authorities;
4. Composition, Structure, and Appointment Procedures;
5. Membership Requirements and Performance Evaluation of the Audit Committee;
6. Conduct of Meetings;
7. Reporting;
8. Term of Service;
9. Conclusion.

Kriteria

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. Anggota Komite Audit bukan merupakan orang dalam kantor akuntan publik, kantor konsultan hukum, kantor jasa penilai publik atau pihak lain yang memberi jasa asurans, 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 pemyataan 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 dimana 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.

Criteria

Criteria for members of the Audit Committee:

1. Have good integrity and sufficient knowledge and work experience in the field of supervision/audit;
2. Do not have personal interests/relationships that may have negative impacts and conflicts of interest with the company;
3. Able to communicate effectively;
4. Can provide sufficient time to complete their duties;
5. One member of the Audit Committee must have an independent background or expertise in accounting or finance and one member must understand the industry/ business;
6. Committee members are not employees of public accounting firms, legal consulting firms, public appraisal firms, or other parties providing assurance, non-assurance, appraisal, and/or consulting services to the company within the last 6 (six) months;
7. The Committee must sign an integrity pact, which is a commitment to comply with all legal regulations and principles of good corporate governance;
8. Willing to continuously improve competence through education and training;
9. Not an individual who works or has authority and responsibility to plan, lead, control, or oversee the company's activities within the last 6 (six) months, except for independent commissioners;
10. If a member of the Audit Committee acquires shares of the company directly or indirectly due to a legal event, those shares must be transferred to another party within a maximum period of 6 (six) months after the acquisition of the shares;
11. Do not have an affiliation with members of the Board of Commissioners, members of the Board of Directors, or major shareholders of the company;
12. Do not have a direct or indirect business relationship related to the company's business activities;
13. Audit Committee members who are Board of Commissioners may serve on a maximum of 5 (five) committees in public companies where they also serve as Board of Commissioners, as long as it does not conflict with other regulations;
14. Audit Committee members who are not Board of Commissioners of the Company may not concurrently serve as:
    a. Board of Commissioners members in other SOEs/ companies;
    b. Secretary/board secretary staff in other SOEs/ companies;
    c. Members of other committees in the Company;
    d. Committee members in other SOEs/companies.

Ketentuan Masa Jabatan

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.

Terms of Office

All members of the Jasa Marga Audit Committee have good integrity, competence, and reputation. The term of office for 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 the next 1 (one) term. Audit Committee members who are also members of the Board of Commissioners automatically cease their roles when their term as a member of the Board of Commissioners ends. The term of office for Audit Committee members who are not members of the Board of Commissioners is a maximum of 3 (three) years and can 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, they can only be reappointed to the Audit Committee for the next 1 (one) term of the Audit Committee's term of office.

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 2023 adalah sebagai berikut:

Audit Committee Arrangement, Number of Members, Composition, and Basis of Appointment

The Audit Committee is established by the Board of Commissioners, comprising a chairman and members, with at least 3 (three) members consisting of 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 capable of acting independently. Audit Committee members may be from the Board of Commissioners or independent external parties.

The composition of the Jasa Marga Audit Committee in 2023 is as follows:

Tabel Susunan Keanggotaan Komite Audit
Table of Composition of Audit Committee Membership

Nama / Name	Jabatan / Position	Periode / Period	Dasar Pengangkatan / Basis of Appointment
Chandra Wijaya	Ketua / Chairman	7 Maret 2023 - Sekarang / March 7, 2023 - Present	Keputusan Dewan Komisaris Jasa Marga No. KEP-029/III/2023 / Decision of the Board of Commissioners of Jasa Marga No.KEP-029/III/2023
Seppalga Ahmad	Anggota / Member	7 Maret 2023 - Sekarang / March 7, 2023 - Present	Keputusan Dewan Komisaris Jasa Marga No. KEP-029/III/2023 / Decision of the Board of Commissioners of Jasa Marga No. KEP-029/III/2023
Siti Purnama Rizki	Anggota / Member	2 Oktober 2023 - Sekarang / October 2, 2023 - Present	Keputusan Dewan Komisaris Jasa Marga No. KEP-125/X/2023 / Decision of the Board of Commissioners of Jasa Marga No. KEP-125/X/2023
Mohammad Fahmi Arkanuddin*	Anggota / Member	2 Oktober 2023 - Sekarang / October 2, 2023 - Present	Keputusan Dewan Komisaris Jasa Marga No. KEP-125/X/2023 / Decision of the Board of Commissioners of Jasa Marga No. KEP-125/X/2023

Keterangan/Notes:
* Berhenti menjadi Anggota Komite Audit sejak 04 September 2024 karena meninggal dunia/ He has resigned from his position as a member of the Audit Committee as of September 4, 2024, due to his passing.

Profil Komite Audit

Profil anggota Komite Audit dapat dilihat pada bagian Profil Komite Audit di Bab Profil Perusahaan dalam buku Laporan Tahunan ini.

Profiles of the Audit Committee Members

Profiles of Audit Committee members can be seen in Management Profiles in 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 Perseroan telah memenuhi persyaratan jumlah, komposisi, kriteria, kompetensi, dan independensi.

Independence of Audit Committee Members

Under the provisions of Financial Services Authority Regulation No. 55/POJK.04/2015 dated December 23, 2015 concerning the Establishment and Guidelines for the Implementation of the Audit Committee, as well as Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023 concerning the Organization and Human Resources of State-Owned Enterprises, all members of the Company's Audit Committee have met the requirements regarding the number, composition, criteria, competencies, and independence.

Tabel Independensi Komite Audit
Table of Audit Committee Independency

Aspek Independensi Aspek Independensi	Chandra Wijaya	Seppalga Ahmad	Siti Purnama Rizki	Mohammad Fahmi Arkanuddin *
Tidak memiliki hubungan keuangan dengan Dewan Komisaris. Not having any financialaffiliation 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 kekeluargaa 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:
* Berhenti menjadi Anggota Komite Audit sejak 04 September 2024 karena meninggal dunia/ He has resigned from his position as a member of the Audit Committee as of September 4, 2024, due to his passing.

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 manifestation of the commitment and responsibility of the Audit Committee to Corporate Governance principles implementation, as well as an effort to realize provisions on independence as disclosed in the Audit Committee Charter, the Audit Committee has prepared an Audit Committee Independency Declaration which was signed by the Audit Committee Chairman and Members.

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 pihak eksternal, dan hanya digunakan untuk kepentingan pelaksanaan tugas Komite Audit.

Some important statements in the Audit Committee Independence Declaration includes that Jasa Marga's Audit Committee:

1. Not having any personal interest/affiliation that could cause a negative impact and conflict of interest to the Company.
2. Not having any ownership on the Company's shares, either directly or indirectly.
3. Will preserve confidentiality of documents, data and information of the Company, both from internal and external parties, and are only used for the purposes of carrying out the duties of the Audit Committee.

Tugas, Tanggung Jawab, dan Wewenang Komite Audit

Piagam Komite Audit telah mengatur akan tugas dan tanggung jawab Komite di antaranya sebagai berikut:

1. 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.
2. Memberikan pendapat independen dalam hal terjadi perbedaan pendapat antara Manajemen dan akuntan atas jasa yang diberikannya.
3. Memberikan rekomendasi kepada Dewan Komisaris mengenai penunjukan akuntan yang didasarkan pada:
   a. Independensi Akuntan Publik (AP), Kantor Akuntan Pubik (KAP), dan orang dalam KAP.
   b. Ruang lingkup audit.
   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.
   h. Hasil evaluasi terhadap pelaksanaan pemberian jasa audit atas informasi keuangan historis tahunan oleh AP dan KAP pada periode sebelumnya, jika ada.
4. Memastikan objektivitas dan independensi auditor internal dan auditor eksternal.
5. Memantau dan mengkaji proses pelaporan keuangan yang diaudit oleh auditor eksternal.
6. Menilai pelaksanaan kegiatan serta hasil audit yang dilaksanakan oleh auditor internal maupun auditor eksternal.
7. Menelaah pengaduan yang berkaitan dengan proses akuntansi dan pelaporan keuangan Perseoran.
8. Memantau dan mengkaji efektivitas pelaksanaan audit intern dan audit ekstern.
9. Memberikan rekomendasi kepada Dewan Komisaris atas hal yang mendukung efektivitas dan akurasi proses pelaporan keuangan Perseroan.
10. Memantau pelaksanaan tindak lanjut oleh Direksi atas temuan auditor internal dan auditor eksternal.
11. Memastikan Internal Audit Group melakukan komunikasi dengan Direksi, Dewan Komisaris dan auditor eksternal.
12. Memberikan rekomendasi kepada Dewan Komisaris terkait penyusunan rencana audit, ruang lingkup, dan anggaran Internal Audit Group.
13. 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.

Duties, Responsibilities, and Authorities of the Audit Committee

The Audit Committee Charter has regulated the duties and responsibilities of the Committee, including the following:

1. Review regarding financial information that will be issued by the company to the public and/or authorities, including financial reports, projections and other reports related to the Company's financial information.
2. Providing an independent opinion in the event of a difference of opinion between Management and the accountant regarding the services provided.
3. Provide recommendations to the Board of Commissioners regarding the appointment of accountants based on:
   a. Independence of Public Accountants (PA), Public Accounting Firms (KAP), and people within KAP.
   b. Scope of the audit.
   c. Audit service fee.
   d. The expertise and experience of AP, KAP, and the audit team from KAP.
   e. The audit methodology, techniques and tools used by the KAP.
   f. The benefits of a new perspective that will be obtained through replacing AP, KAP, and the audit team from KAP.
   g. Potential risks of using audit services by the same KAP consecutively for a fairly long period of time.
   h. The results of the evaluation of the implementation of the provision of audit services for annual historical financial information by AP and KAP in the previous period, if any.
4. Ensuring the objectivity and independence of internal and external auditors.
5. Monitor and review the financial reporting process audited by external auditors.
6. Assess the implementation of activities and audit results carried out by internal auditors and external auditors.
7. Reviewing complaints related to the Company's accounting and financial reporting processes.
8. Monitor and review the effectiveness of internal and external audit implementation.
9. Provide recommendations to the Board of Commissioners on matters that support the effectiveness and accuracy of the Company's financial reporting process.
10. Monitoring the implementation of follow-up actions by the Board of Directors on the findings of internal auditors and external auditors.
11. Ensure that the Internal Audit Group communicates with the Board of Directors, Board of Commissioners and external auditors.
12. Provide recommendations to the Board of Commissioners regarding the preparation of the audit plan, scope and budget of the Internal Audit Group.
13. Evaluate periodic internal auditor reports and recommend corrective actions to address control weaknesses, fraud (fraud), compliance issues with policies and laws or other issues identified and reported by the Internal Audit Group.

14. Mengevaluasi kinerja Internal Audit Group.
15. Memastikan Internal Audit Group menjunjung tinggi integritas dalam pelaksanaan tugas.
16. Memberikan rekomendasi kepada Dewan Komisaris terkait pemberian remunerasi tahunan Internal Audit Group secara keseluruhan serta penghargaan kinerja.
17. Melaksanakan pemantauan dan evaluasi terhadap pelaksanaan fungsi audit intern dengan ketentuan peraturan perundang-undangan, Anggaran Dasar, dan/atau keputusan RUPS/Menteri.
18. Melakukan proses pengadaan calon kantor akuntan publik sesuai dengan ketentuan pengadaan barang dan jasa, dan apabila diperlukan dapat meminta bantuan direksi dalam proses pengadaannya.
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.
20. Melakukan *review* atas usulan Rencana Kerja Anggaran Perusahaan (RKAP) dan Rencana Jangka Panjang Perusahaan (RJPP) serta revisi RKAP dan RJPP.
21. Memantau implementasi kebijakan keuangan Perseroan.
22. Memberikan rekomendasi mengenai penyempurnaan sistem pengendalian manajemen serta pelaksanaannya.
23. Memastikan telah terdapat prosedur evaluasi yang memuaskan terhadap informasi keuangan yang dikeluarkan Perseroan.
24. Melaksanakan penugasan dari Dewan Komisaris terkait hal-hal yang perlu diidentifikasi yang menjadi perhatian terhadap suatu temuan.
25. Memberikan saran dan rekomendasi kepada Dewan Komisaris terkait dengan adanya potensi benturan kepentingan Perseroan.
26. Melaksanakan penugasan lain dari Dewan Komisaris;
27. Menyusun dan melaksanakan program kerja Komite Audit.
28. Menjaga kerahasiaan dokumen, data dan informasi Perseroan.

Dalam melaksanakan tugasnya Komite Audit mempunyai wewenang sebagai berikut:

1. Mengakses seluruh informasi yang relevan tentang BUMN terkait dengan tugas dan fungsi Komite Audit.
2. Berkomunikasi langsung dengan karyawan, termasuk Direksi 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.
5. Dalam melaksanakan kewenangannya, Komite Audit dapat bekerja sama dengan Internal Audit Group.

14. Evaluate the performance of the Internal Audit Group.
15. Ensure that the Internal Audit Group upholds integrity in carrying out its duties.
16. Provide recommendations to the Board of Commissioners regarding the provision of annual remuneration for the Internal Audit Group as a whole and performance awards.
17. Carrying out monitoring and evaluation of the implementation of internal audit functions in accordance with the provisions of laws and regulations, Articles of Association, and/or decisions of the GMS/Minister.
18. Carrying out the procurement process for prospective public accounting firms in accordance with the provisions for procurement of goods and services, and if necessary, may request assistance from the board of directors in the procurement process.
19. Recommend rating companies to conduct a company health level assessment and if necessary, may request assistance from the Board of Directors to conduct the rating company procurement process based on the applicable goods and services procurement mechanism.
20. Conducting a review of the proposed Company Work Budget Plan (RKAP) and Company Long-Term Plan (RJPP) as well as revisions to the RKAP and RJPP.
21. Monitor the implementation of the Company's financial policies.
22. Providing recommendations regarding the improvement of the management control system and its implementation.
23. Ensure that there are satisfactory evaluation procedures for the financial information issued by the Company.
24. Carrying out assignments from the Board of Commissioners regarding matters that need to be identified that are of concern regarding a finding.
25. Provide advice and recommendations to the Board of Commissioners regarding potential conflicts of interest within the Company.
26. Carry out other assignments from the Board of Commissioners;
27. Prepare and implement the Audit Committee work program.
28. Maintain the confidentiality of the Company documents, data and information.

In carrying out its duties, the Audit Committee has the following authorities:

1. Access all relevant information about BUMN related to the duties and functions of the Audit Committee.
2. Communicate directly with employees, including the Board of Directors regarding the duties and responsibilities of the Audit Committee.
3. Involve independent parties outside the Audit Committee members as needed to assist in carrying out its duties (if necessary).
4. Carry out other powers granted by the Board of Commissioners.
5. In carrying out its authority, the Audit Committee can cooperate with the 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.

Duties and Responsibilities Related to the External Auditor

Audit Committee provides recommendations to the Board of Commissioners regarding the appointment of a Public Accountant Public Accounting Firm to be submitted to the General Meeting of Shareholders. For further on the implementation of the Audit by KAP, the Audit Committee conducts a review. If in carrying out their duties, the External Auditor does not comply with the applicable standards and regulations, the Audit Committee may provide recommendations to the Board of Commissioners regarding the dismissal of the External Auditor.

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.

Division of Duties of Audit Committees

The Audit Committee does not carry out a specific division of tasks, but for each job, an appropriate person in charge will be determined.

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.

Sepanjang tahun 2024, Komite Audit telah menyelenggarakan Rapat sebanyak 37 (tiga puluh tujuh) kali, dengan agenda diantara sebagai berikut:

a. Program Kerja Komite Audit tahun 2024.
b. Progres Laporan Keuangan Perseroan.
c. Evaluasi Kegiatan Komite Audit.
d. Monitoring Kegiatan Audit.
e. Diagnostik ICOFR dan ICOFR Lanjutan.
f. Audit Internal Tahun 2024.
g. Laporan Triwulanan Komite Audit.
h. Evaluasi Pelaksanaan Audit Kepatuhan Tahun 2023.
i. Evaluasi AUP atas KPI Direksi Individu dan Kolegial Tahun 2023.
j. *Review Self Assessment* GCG Tahun 2023.
k. Laporan Audit Internal Triwulanan.
l. Evaluasi Pelaksanaan PKAT.
m. Laporan Manajemen Risiko Triwulanan.
n. Pembahasan Anak Perusahaan Usaha Lain (APUL).
o. Laporan Tindak Lanjut Audit dan Surat Manajemen.
p. Laporan Audit Terintegrasi.

Audit Committee Meetings

Audit Committee Charter also regulates Committee meetings. At least once in 1 (one) month, members of the Audit Committee are required to hold a meeting where the decisions are taken based on collective consensus. Meeting resolutions can be taken if the meeting is attended by more than ½ (half) of the number of members. If a consensus does not occur, decision-making is carried out by majority votes. Each Audit Committee meeting shall be documented in the minutes of the meeting and signed by all Audit Committee members present. Differences of opinion that occur in a committee meeting must be clearly stated in the minutes of the meeting along with the reasons for such differences.

Throughout the year 2024, the Audit Committee held 37 (thirty-seven) meetings with agendas including:

a. Audit Committee Work Program 2024.
b. Progress of the Company's Financial Report.
c. Evaluation of Audit Committee Activities.
d. Monitoring Audit Activities.
e. ICOFR Diagnostics and Advanced ICOFR.
f. Internal Audit 2024.
g. Audit Committee Quarterly Report.
h. Evaluation of the Implementation of Compliance Audit in 2023.
i. AUP Evaluation of Individual and Collegial Directors' KPIs in 2023.
j. Self-Assessment Review of GCG 2023.
k. Quarterly Internal Audit Report.
l. Evaluation of PKAT Implementation.
m. Quarterly Risk Management Report.
n. Discussion of Other Business Subsidiaries (APUL).
o. Audit Follow-up Report and Management Letter.
p. Integrated Audit Report.

q. *Quality Assurance* Eksternal.
r. Laporan Pengawasan Informasi Keuangan Perseroan.
s. Laporan Manajemen Triwulanan.
t. Laporan Progress Belanja Produk Dalam Negeri (PDN) dan Implementasi PADI UMKM.
u. *Fraud Risk Assessment.*
v. *Quality Assurance Review* (QAR) 2024.
w. Internal Audit *Charter.*
x. Strategi Internal Audit Internal Anak Perusahaan.
y. Laporan Tahunan Internal Audit Tahun 2024.

q. External Quality Assurance.
r. Company Financial Information Supervision Report.
s. Quarterly Management Report.
t. Report on the Progress of Domestic Product Spending (PDN) and the Implementation of PADI UMKM.
u. Fraud Risk Assessment.
v. Quality Assurance Review of (QAR) 2024.
w. Internal Audit Charter.
x. Internal Audit Strategy of Subsidiaries.
y. Internal Audit of Annual Report 2024.

Tabel Kehadiran Komite Audit dalam Rapat Komite Audit 2024
Table of Attendance of the Audit Committee in Audit Committee Meetings 2024

	Chandra Wijaya	Seppalga Ahmad	Siti Purnama Rizki	Mohammad Fahmi Arkanuddin*
Jumlah Rapat dalam Setahun Total of Meetings in A Year			37	
Jumlah Rapat yang Wajib Dihadiri Total of Mandatory Meetings Attended	37	37	37	24
Jumlah Rapat yang Dihadiri Number of Meetings Attended	37	37	37	24
Presentasi Kehadiran (%) **Attendance Percentage (%)**	**100%**	**100%**	**100%**	**100%**
Rata-rata (%) **Average (%)**			**100%**	

Keterangan/Notes:
*Berhenti menjadi Anggota Komite Audit sejak 04 September 2024 karena meninggal dunia /He has resigned from his position as a member of the Audit Committee as of September 4, 2024, due to his passing.

Pengembangan Kompetensi Komite Audit

Pengembangan kompetensi Komite Audit dapat dilihat pada Pendidikan dan/atau Pelatihan di Bab Profil Perusahaan dalam buku Laporan Tahunan ini.

Audit Committee Competency Development

The competency development of the Audit Committee is disclosed in the Education and/or Training at Company Profile Chapter in this Annual Report.

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.

Audit Committee Remuneration Policy and Amount

Based on the Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023 dated March 24, 2023, regarding the Organization and Human Resources of State-Owned Enterprises, Committee Audit members who are not members of the Board of Commissioners receive remuneration in the form of an honorarium equivalent to 20% of the President Director's salary.

Pelaksanaan Tugas Komite Audit

Selama tahun 2024, realisasi atas pelaksanaan tugas Komite Audit di antaranya sebagai berikut:

1. Rapat
   Piagam Komite Audit mengatur kegiatan rapat paling sedikit satu kali dalam setiap bulan yang selanjutnya dituangkan dalam risalah rapat. Risalah rapat ditandatangani oleh seluruh anggota Komite Audit yang hadir dan disampaikan kepada Dewan Komisaris.

Implementation of Audit Committee's Duties

During 2024, the realization of the implementation of the Audit Committee's duties includes the following:

1. Meeting
   The Audit Committee Charter regulates meeting activities at least once a month which are then outlined in the minutes of the meeting. The minutes of the meeting are signed by all members of the Audit Committee present and submitted to the Board of Commissioners. The

Kehadiran anggota Komite Audit dalam Rapat dilaporkan dalam Laporan Tahunan Komite Audit. Keputusan Rapat Komite Audit diambil berdasarkan musyawarah untuk mufakat. Sepanjang tahun 2024, Komite Audit telah menyelenggarakan Rapat sebanyak 37 kali, dengan penjelasan sebagaimana termuat dalam bagian Rapat Komite Audit.

2. 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:

a. Dalam rangka melaksanakan pengawasan atas pelaksanaan kegiatan Internal audit, Komite Audit melakukan *review* dan pembahasan atas Laporan Internal Audit Grup Tahun 2023, Laporan Internal Audit Grup Triwulan I-III Tahun 2024 untuk kemudian dilaporkan kepada Dewan Komisaris. Pengawasan yang dilakukan terkait Laporan Hasil Pemeriksaan Internal Audit Group dan Evaluasi Pelaksanaan PKAT.
   i. Memantau dan mengkaji efektifitas pelaksanaan audit internal.
   ii. Memastikan objektivitas dan independensi Auditor Internal.
   iii. Memastikan SPI 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 tahun 2023 dan perencanaan tahun 2024.
   vi. Memberikan rekomendasi kepada Dewan Komisaris terkait pelaksanaan audit internal tahun 2023 dan Triwulan I-III Tahun 2024.
   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/Menteri.
b. Dalam rangka melaksanakan pengawasan atas ketentuan pasal 57 ayat 3 huruf e Permen BUMN No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan terkait BUMN Sistemik A yang mewajibkan untuk melakukan

presence of Audit Committee members in the Meeting is reported in the Audit Committee Annual Report. Decisions of the Audit Committee Meeting are taken based on deliberation to reach consensus. Throughout 2024, the Audit Committee has held 37 meetings, with explanations as contained in the Audit Committee Meetings section.

2. Internal Audit Activity Supervision
The Audit Committee continues to coordinate with the Internal Audit Group (IAU) and studies the results of internal audits and their follow-up in order to ensure the effectiveness of the implementation of Internal Audit duties and functions.

The activities of the Audit Committee include the following:

a. In order to carry out supervision over the implementation of internal audit activities, the Audit Committee carries out review and discussion of the 2023 Group Internal Audit Report, the 2024 Quarter I-III Group Internal Audit Report to be reported to the Board of Commissioners. Supervision
   i. Monitor and review the effectiveness of internal audit implementation.
   ii. Ensure the objectivity and independence of Internal Auditors.
   iii. Ensure that SPI communicates with the Board of Directors, Board of Commissioners and Internal Auditors.
   iv. Conduct monitoring and evaluation of the suitability of the implementation of Internal Audits of the Parent Company and Subsidiaries.
   v. Provide recommendations to the Board of Commissioners regarding the implementation of the 2023 audit and planning for 2024.
   vi. Provide recommendations to the Board of Commissioners regarding the implementation of internal audits in 2023 and Quarter I-III of 2024.
   vii. Conduct periodic evaluation of internal auditor reports and recommend corrective actions related to strengthening controls, fraud, compliance with policies and regulations or other matters reported by the Internal Audit Group.
   viii. Carrying out monitoring and evaluation of the implementation of other Internal Audit functions in accordance with the provisions of laws and regulations, Articles of Association and/or decisions of the GMS/Minister.
b. To carry out supervision of the provisions of Article 57 paragraph 3 letter of BUMN Ministerial Regulation No. PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities related to Systemic the BUMN which requires

Internal Control Over Financial Reporting (ICOFR), sebagaimana lebih lanjut disampaikan dalam Surat Asisten Deputi Bidang Manajemen Risiko dan Kepatuhan No. S-48/DKU.MBU.B/12/2023 tanggal 27 Desember 2023 perihal Arahan Pelaksanaan *Review* ICOFR dan Arahan Ruang Lingkup Diagnostik ICOFR untuk penyempurnaan Tata Kelola BUMN tanggal 05 Februari 2024, Komite Audit bersama dengan Internal Audit Group melakukan pembahasan terkait ICOFR.

c. Pemberian tanggapan atas terkait rencana pelaksanaan *Quality Assurance Review* 2024.

3. Pengawasan Kegiatan Eksternal Audit

a. Kantor Akuntan Publik

Audit Umum atas Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2024 dilakukan oleh Kantor Akuntan Publik (KAP) 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 2023 yang diselenggarakan pada tanggal 08 Mei 2024.

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 Hasil Pemeriksaan Kepatuhan atas Pengelolaan dan Pertanggungjawaban Keuangan Tahun Buku 2020-2022 pada PT Jasa Marga (Persero) Tbk, Anak Perusahaan dan Instansi terkait.

4. Pengawasan atas Informasi Keuangan

Komite Audit melakukan berbagai kegiatan dalam rangka pengawasan atas informasi keuangan serta review atas usulan/revisi RKAP dan RJPP, di antaranya melakukan pembahasan dan menyampaikan kepada Dewan

them to carry out Internal Control Over Financial Reporting (ICOFR), as further stated in the Letter of the Assistant Deputy for Risk Management and Compliance No. S-48/DKU.MBU.B/12/2023 dated December 27, 2023 concerning Directions for the Implementation of ICOFR Review and Directions for the Scope of ICOFR Diagnostics for the Improvement of BUMN Governance dated February 5, 2024, the Audit Committee together with the Internal Audit Group conducted discussions related to ICOFR.

c. Providing feedback regarding the implementation plan Quality Assurance Review 2024.

3. External Audit Activity Supervision

a. Public accounting firm

The General Audit of the Company's Consolidated Financial Statements for the 2024 Financial Year was conducted by the Public Accounting Firm (KAP) Amir Abadi Jusuf, Aryanto, Mawar & Rekan (Member of the RSM Global Network). The determination of the KAP in question has been carried out and has been approved by the Annual General Meeting of Shareholders (GMS) for the 2023 Financial Year held on May 8, 2024.

In carrying out the audit of the Company's consolidated financial statements, the Audit Committee assesses the implementation of activities and audit results carried out by external auditors and the independence of auditors, by carrying out matters including supervision through holding pre-kickoff meetings up to kickoff meetings and periodic meetings with the Internal Audit Group and Accounting and Tax Group to:

i. Monitor and review the effectiveness of the implementation of External Audits.
ii. Ensuring the objectivity and independence of the External Auditor.
iii. Ensuring the credibility and objectivity of BUMN financial reports published for external parties and supervisory bodies.
iv. Monitor and review the financial reporting process audited by the External Auditor.
v. Conduct monitoring and evaluation of the suitability of the implementation of the parent company's and subsidiary's financial policies.

b. External Auditor

The Audit Committee reviewed the Compliance Audit Result Report on Financial Management and Accountability for the 2020-2022 Financial Year at PT Jasa Marga (Persero) Tbk, Subsidiaries and Related Agencies.

4. Supervision of Financial Information

The Audit Committee carries out various activities in order to supervise financial information and review proposals/revisions to the RKAP and RJPP, including discussing and submitting the following to the Board of

Komisaris sebagai berikut:

a. Laporan Pengawasan Informasi Keuangan PT Jasa Marga (Persero) Tbk Tahunan 2023 serta Triwulan I-III Tahun 2024.
b. Laporan Pengawasan Kesesuaian Laporan Manajemen berdasarkan Permen BUMN No. PER-2/MBU/03/2023 dan Pengawasan Laporan Manajemen Tbk Tahunan 2023 serta Triwulan I-III Tahun 2024.
c. Melakukan pembahasan bersama Corporate Planning and Portfolio Management Group dan memberikan rekomendasi kepada Dewan Komisaris atas evaluasi RKAP dan KPI 2024.
d. Melakukan pembahasan bersama Corporate Planning and Portfolio Management Group dan memberikan rekomendasi kepada Dewan Komisaris atas Usulan Bobot dan Formula KPI Tambahan Tahun 2024.
e. Melakukan pembahasan atas *review* terhadap Usulan Revisi-2 RJPP (2021-2025) *Review* 2023.
f. Melakukan pembahasan RKAP 2025 bersama Corporate Planning and Portfolio Management Group serta Komite lain.
g. Melakukan pembahasan RJPP 2025-2029 bersama Corporate Planning and Portfolio Management Group serta Komite lain.

5. 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 dan Rapat Koordinasi Dewan Komisaris dengan Direksi.
b. Mengikuti peninjauan lapangan bersama Dewan Komisaris pada ruas Jalan Tol Trans Jawa dan Belmera dalam rangka persiapan mudik lebaran tahun 2024.
c. Menghadiri undangan rapat Deputi Bidang Keuangan dan Manajemen Risiko Kementerian BUMN.
d. Menghadiri undangan Deputi Bidang Keuangan dan Manajemen Risiko Kementerian BUMN dalam rangka pengembangan kompetensi.
e. Melakukan pembahasan dan memberikan rekomendasi mengenai permohonan persetujuan investasi pada Anak Perusahaan.
f. Melakukan pembahasan dan memberikan rekomendasi mengenai usulan perubahan Visi dan Misi Perseroan.

Commissioners:

a. Financial Information Supervision Report of PT Jasa Marga (Persero) Tbk Annual 2023 and Quarter I-III of 2024.
b. Supervision Report on the Conformity of Management Reports based on BUMN Ministerial Regulation No. PER-2/MBU/03/2023 and Supervision of the Management Reports of Tbk Annual 2023 and Quarter I-III of 2024.
c. Conduct discussions with the Corporate Planning and Portfolio Management Group and provide recommendations to the Board of Commissioners on the evaluation of the 2024 RKAP and KPI.
d. Conduct discussions with the Corporate Planning and Portfolio Management Group and provide recommendations to the Board of Commissioners on the Proposed Weighting and Formula of Additional KPIs for 2024.
e. Conducting discussions on the review of the Proposed Revision-2 of the RJPP (2021-2025) Review 2023.
f. Conducting discussions on the 2025 RKAP with the Corporate Planning and Portfolio Management Group and other Committees.
g. Conducting discussions on the 2025-2029 RJPP with the Corporate Planning and Portfolio Management Group and other Committees.

5. 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 with the Board of Directors, Meetings with the Government and other stakeholders, conducting visits and competency development. The results of the activities are conveyed directly in meetings or in writing to the Board of Commissioners.

Some activities in support of the Board of Commissioners' Work Program include the following:

a. Attending the Board of Commissioners Meeting and the Coordination Meeting of the Board of Commissioners with the Board of Directors.
b. Participating in a field review with the Board of Commissioners on the Trans Java and Belmera Toll Road sections in preparation for the 2024 Eid homecoming.
c. Attending the invitation to the meeting of the Deputy for Finance and Risk Management of the Ministry of SOEs.
d. Attending the invitation of the Deputy for Finance and Risk Management of the Ministry of SOEs in order to develop competency.
e. Conduct discussions and provide recommendations regarding investment approval requests for Subsidiaries.
f. Conduct discussions and provide recommendations regarding proposed changes to the Company's Vision and Mission.

g. Melakukan pembahasan dan memberikan rekomendasi mengenai usulan KPI Kolegial.
h. Melakukan rapat koordinasi bersama Komite-komite Dewan Komisaris mengenai Program Kerja.
i. Mengikuti peninjauan lapangan dalam Kunjungan Kerja Dewan Komisaris ke Anak Perusahaan untuk melihat langsung aktivitas dan/atau kondisi di Anak Perusahaan di antaranya terkait volume lalu lintas dan laporan keuangan.
j. Melakukan pembahasan dan memberikan rekomendasi mengenai pengawasan kegiatan audit internal, pengawasan kegiatan audit eksternal, dan pengawasan atas informasi keuangan.
k. Melakukan rapat koordinasi bersama Komite-komite Dewan Komisaris dengan Corporate Planning and Portfolio Management Group dan membantu menyusun Tanggapan Dewan Komisaris atas *Draft* Rencana Jangka Panjang Perusahaan 2025-2029.
l. Mengikuti peninjauan lapangan ke PT Jasamarga Related Business (JMRB) dalam rangka mengikuti Kunjungan Kerja Dewan Komisaris.
m. Melakukan pembahasan berbagai agenda dalam Rapat Dewan Komisaris antara lain mengenai *equity financing* PT Jasamarga Transjawa Tol dan mengenai manajemen risiko.
n. Menyampaikan saran dan masukan kepada Dewan Komisaris sehubungan dengan Pemaparan Laporan Progres Belanja Produk Dalam Negeri (PDN) dan Implementasi PaDi UMKM Semester I Tahun 2024 pada Rapat Kementerian BUMN.
o. Melakukan pembahasan terkait PPJT.

6. 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.

7. Laporan
Selama tahun 2024, 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:
- Laporan Kegiatan Komite Audit Triwulanan.
- Program Kerja Tahunan Komite Audit Tahun 2024.
- Evaluasi RKAP dan KPI 2024.
- Usulan Bobot dan Formula KPI Tambahan Tahun 2024.
- Riviu terhadap Usulan Revisi-2 RJPP (2021-2025) Review 2023.
- Masukan atas Pelaksanaan Review ICOFR Tahun 2024.

g. Conduct discussions and provide recommendations regarding proposed Collegial KPIs.
h. Conduct coordination meetings with the Board of Commissioners Committees regarding the Work Program.
i. Participating in field reviews during the Board of Commissioners' Working Visits to Subsidiaries to directly observe activities and/or conditions in Subsidiaries, including those related to traffic volume and financial reports.
j. Conduct discussions and provide recommendations regarding supervision of internal audit activities, supervision of external audit activities, and supervision of financial information.
k. Conduct coordination meetings with the Board of Commissioners Committees with the Corporate Planning and Portfolio Management Group and assist in compiling the Board of Commissioners' Response to Draft Company Long Term Plan 2025-2029.
l. Participating in a field review to PT Jasamarga Related Business (JMRB) in order to participate in the Board of Commissioners' Working Visit.
m. Conducting discussions on various agendas in the Board of Commissioners Meeting, including: equity financing PT Jasamarga Transjawa Toll Road and regarding risk management.
n. Delivering suggestions and input to the Board of Commissioners regarding the Presentation of the Domestic Product Expenditure (PDN) Progress Report and the Implementation of PaDi UMKM Semester I of 2024 at the SOE Ministry Meeting.
o. Conduct discussions related to PPJT.

6. Audit Committee Internal Process
The Audit Committee holds meetings both specifically for Audit Committee members and joint meetings with the Board of Commissioners Committee. The Audit Committee also holds other meetings by inviting the company's management with the issues discussed. In addition to formal meetings, the Audit Committee also carries out internal activities in the form of collecting documents, preparing official notes, reviewing and preparing meeting materials, and communicating informally with various related parties.

7. Report
During 2024, the Audit Committee will provide reports and recommendations to the Board of Commissioners and will communicate with the Internal Audit Group in writing, including regarding the following matters:
- Quarterly Audit Committee Activity Report.
- Audit Committee Annual Work Program 2024.
- Evaluation of RKAP and KPI 2024.
- Proposed Weighting and Formula for Additional KPIs in 2024.
- Review of the Proposed Revision-2 of the RJPP (2021-2025) Review 2023.
- Input on the Implementation of the 2024 ICOFR Review.

- Tanggapan atas Usulan Penyampaian Visi dan Misi Perusahaan.
- Laporan Kegiatan Tahunan Komite Audit 2023.
- Pengkomunikasian Hal Audit Utama dalam Laporan Akuntan Publik atas Laporan Keuangan yang Diaudit.
- Kajian dan Rekomendasi Komite Audit atas Aksi Korporasi di Anak Perusahaan.
- Laporan Pelaksanaan Audit Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2023.

- Laporan Pengawasan terhadap Informasi Keuangan Perseroan.
- Evaluasi Kinerja KAP Pemberian Jasa Audit Laporan Keuangan Konsolidasian Tahun Buku 2023.

- Penyampaian Progress Interim dan Laporan ICOFR.
- Rekomendasi Penunjukkan KAP untuk audit atas Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2024.

- Laporan Internal Audit Group Tahun 2023,
- Laporan Kegiatan Komite Audit Triwulanan.
- Pemenuhan Regulasi Terkait Publikasi Informasi Keuangan
- Laporan Pengawasan atas Pelaksanaan Audit Tahun 2023 terhadap Laporan Kepatuhan atas Perundang-undangan dan Pengendalian Internal.
- Laporan Pengawasan atas Agreed Upon Procedure (AUP) *Key Performance Indicator* (KPI) Direksi Secara Individual dan Secara Kolegial Tahun Buku 2023.

- Laporan Pengawasan Penerapan Tata Kelola Perusahaan yang Baik Atas *Self-Assessment* GCG PT Jasa Marga (Persero) Tbk Tahun 2023.
- Laporan Pengawasan Kesesuaian Laporan Manajemen berdasarkan Permen BUMN No. PER-2/MBU/03/2023 dan Pengawasan Laporan Manajemen Berdasarkan Laporan Keuangan.

- Laporan Pengawasan Pelaksanaan Kegiatan Internal Audit Triwulanan.
- Penerbitan Obligasi.
- Komunikasi *Key Audit Matters* (KAM), *Emphasis of Matters* (EOM) dan *Paragraph Other Matters* (POM) atas Laporan Keuangan Konsolidasian Perseroan.

- Pelaporan Manajemen Risiko Triwulanan.
- Laporan Pengawasan Informasi Keuangan PT Jasa Marga (Persero) Tbk
- *Quality Assurance Review* 2024.
- Laporan Progress Belanja Produk Dalam Negeri (PDN) dan Implementasi PADI UMKM Semester I Tahun 2024.
- *Fraud Risk Assessment* Audit 31 Desember 2024.
- Saran/Masukan atas Resume Laporan Hasil Pemeriksaan Kepatuhan atas Pengelolaan dan Pertanggungjawaban Keuangan Tahun Buku 2020-2022 pada PT Jasa Marga (Persero) Tbk, Anak Perusahaan dan Instansi terkait.

- Response to the Proposal to Submit the Company's Vision and Mission.
- Audit Committee Annual Activity Report 2023.
- Communication of Key Audit Matters in the Public Accountant's Report on the Audited Financial Statements.
- Audit Committee Review and Recommendations on Corporate Actions in Subsidiaries.
- Report on the Implementation of the Audit of the Company's Consolidated Financial Statements for the 2023 Financial Year.
- Supervision Report on the Company's Financial Information.
- Evaluation of KAP Performance in Providing Consolidated Financial Statement Audit Services for Fiscal Year 2023.
- Submission of Interim Progress and ICOFR Report.
- Recommendation for Appointment of Public Accounting Firm to audit the Company's Consolidated Financial Statements for the 2024 Financial Year.
- Internal Audit Group Report 2023,
- Quarterly Audit Committee Activity Report.
- Compliance with Regulations Regarding Publication of Financial Information
- Supervisory Report on the Implementation of the 2023 Audit on Compliance Reports on Legislation and Internal Control.
- Supervision Report on the Agreed Upon Procedure (AUP) Key Performance Indicator (KPI) of the Board of Directors Individually and Collegially for the 2023 Financial Year.
- Supervision Report on the Implementation of Good Corporate Governance on the GCG Self-Assessment of PT Jasa Marga (Persero) Tbk in 2023.
- Supervision Report on the Conformity of Management Reports based on BUMN Ministerial Regulation No. PER-2/MBU/03/2023 and Supervision of Management Reports Based on Financial Reports.
- Quarterly Internal Audit Activity Implementation Supervision Report.
- Bond Issuance.
- Communication of Key Audit Matters (KAM), Emphasis of Matters (EOM) and Paragraph Other Matters (POM) on the Company's Consolidated Financial Statements.
- Quarterly Risk Management Reporting.
- Financial Information Supervision Report of PT Jasa Marga (Persero) Tbk
- Quality Assurance Review 2024.
- Report on the Progress of Domestic Product Spending (PDN) and the Implementation of PADI UMKM Semester I of 2024.
- Fraud Risk Assessment Audit 31 December 2024.
- Suggestions/Input on the Summary of the Compliance Audit Report on Financial Management and Accountability for the 2020-2022 Financial Year at PT Jasa Marga (Persero) Tbk, Subsidiaries and Related Agencies.

- *Review* dan Saran atas Pelaksanaan Pemeringkatan Tingkat Kesehatan Perseroan Tahun Buku 2024.
- Pemenuhan Permen BUMN No. PER-2/MBU/03/2023 atas Fungsi Internal Audit Tahun 2024.
- Rekomendasi Pemenuhan Permen BUMN No. PER-2/MBU/03/2023 atas fungsi Internal Audit 2025.
- Hasil telaah atas Laporan Hasil Penilaian Indonesia Corporate Accountability Indeks (ICORPAX) Tahun Buku 2023.
- Pemutakhiran Piagam Komite Audit PT Jasa Marga (Persero) Tbk.

- Review and Recommendations on the Implementation of the Company's Health Level Rating for the 2024 Financial Year.
- Fulfillment of BUMN Regulation No. PER-2/MBU/03/2023 regarding Internal Audit Function in 2024.
- Recommendation for Fulfillment of BUMN Ministerial Regulation No. PER-2/MBU/03/2023 on Internal Audit Function 2025.
- Results of the review of the Indonesian Corporate Accountability Index (ICORPAX) Assessment Report for the 2023 Financial Year.
- Update of the Audit Committee Charter of PT Jasa Marga (Persero) Tbk.

Pemenuhan *Key Performance Indicator* (KPI) Komite Audit

Dalam melaksanakan tugasnya, Komite Audit selalu berpedoman pada Program Kerja Tahunan Komite Audit (PKT-KA). Secara umum, PKT-KA Tahun 2024 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 2024 kami sampaikan sebagai berikut:

Fulfillment of Audit Committee Key Performance Indicators (KPI)

In carrying out its duties, the Audit Committee is always guided by the Audit Committee's Annual Work Program (PKT-KA). In general, the 2024 PKT-KA has been prepared and implemented in accordance following the targets set in the Audit Committee charter.

Based on the self-assessment conducted, the Audit Committee has fulfilled all assessment indicators resulting in a score of 100. We present the details of the 2024 Audit Committee KPI self-assessment as follows:

Program Kerja Work Program	Realisasi (%) Realization (%)	Keterangan Information
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 Review of financial information to be issued by the Company to the public and/or authorities, including financial reports, projections and other reports related to the Company's financial information	100%	
Memberikan pendapat independen dalam hal terjadi perbedaan pendapat antara Manajemen dan KAP atas jasa yang diberikannya Providing an independent opinion in the event of a difference of opinion between Management and the KAP regarding the services provided.	N/A	Tidak terdapat perbedaan pendapat antara Manajemen dan akuntan. There is no difference of opinion between Management and accountants.
Memberikan rekomendasi kepada Dewan Komisaris mengenai penunjukan akuntan yang didasarkan pada: Provide recommendations to the Board of Commissioners regarding the appointment of accountants based on:	100%	
Independensi AP, KAP, dan orang dalam KAP Independence of AP, KAP, and people in KAP	100%	
Ruang lingkup audit Audit scope	100%	
Imbalan jasa audit Audit service fee	100%	
Keahlian dan pengalaman AP, KAP, dan tim audit dari KAP Expertise and experience of AP, KAP, and audit team from KAP	100%	
Metodologi, teknik, dan sarana audit yang digunakan KAP Audit methodology, techniques and tools used by KAP	100%	
Manfaat sudut pandang baru yang akan diperoleh melalui penggantian AP, KAP, dan tim audit dari KAP The benefits of a new perspective that will be obtained through replacing AP, KAP, and the audit team from KAP	100%	

Program Kerja Work Program	Realisasi (%) Realization (%)	Keterangan Information
Potensi risiko atas penggunaan jasa audit oleh KAP yang sama secara berturut-turut untuk kurun waktu yang cukup panjang Potential risks of using audit services by the same KAP consecutively for a fairly long period of time	100%	
Hasil evaluasi terhadap pelaksanaan pemberian jasa audit atas informasi keuangan historis tahunan oleh AP dan KAP pada periode sebelumnya, jika ada The results of the evaluation of the implementation of the provision of audit services for annual historical financial information by AP and KAP in the previous period, if any	100%	
Memastikan objektivitas dan independensi auditor internal dan auditor eksternal Ensuring the objectivity and independence of internal and external auditors	100%	
Memantau dan mengkaji proses pelaporan keuangan yang diaudit oleh auditor eksternal Monitor and review the financial reporting process audited by external auditors.	100%	
Menilai pelaksanaan kegiatan serta hasil audit yang dilaksanakan oleh auditor internal maupun auditor eksternal Assess the implementation of activities and audit results carried out by internal auditors and external auditors.	100%	
Menelaah pengaduan yang berkaitan dengan proses akuntansi dan pelaporan keuangan Perseoran Reviewing complaints relating to the Company's accounting and financial reporting processes	N/A	Tidak terdapat pengaduan atas pelaporan keuangan There were no complaints regarding financial reporting.
Memberikan rekomendasi kepada Dewan Komisaris atas hal yang mendukung efektivitas dan akurasi proses pelaporan keuangan Perseroan Provide recommendations to the Board of Commissioners on matters that support the effectiveness and accuracy of the Company's financial reporting process.	100%	
Memantau dan mengkaji efektivitas pelaksanaan audit internal dan audit eksternal Monitor and review the effectiveness of internal audit and external audit implementation.	100%	
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.	100%	
Memastikan IAU melakukan komunikasi dengan Direksi, Dewan Komisaris dan auditor eksternal. Ensure that the IAU communicates with the Board of Directors, Board of Commissioners and external auditors.	100%	
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 the IAU audit plan, scope and budget.	100%	
Mengevaluasi laporan auditor internal berkala dan merekomendasikan tindakan perbaikan terkait penguatan pengendalian, kecurangan (fraud), kepatuhan terhadap kebijakan dan peraturan perundang-undangan atau hal-hal lain yang diidentifikasi dan dilaporkan oleh IAU. Evaluate periodic internal auditor reports and recommend corrective actions related to strengthening controls, fraud, compliance with policies and laws and regulations or other matters identified and reported by the IAU.	100%	
Mengevaluasi kinerja IAU Evaluating IAU performance	100%	
Memastikan IAU menjunjung tinggi integritas dalam pelaksanaan tugas Ensuring that the IAU upholds integrity in carrying out its duties	100%	

Program Kerja Work Program	Realisasi (%) Realization (%)	Keterangan Information
Memberikan rekomendasi kepada Dewan Komisaris terkait pemberian remunerasi tahunan IAU secara keseluruhan serta penghargaan kinerja Provide recommendations to the Board of Commissioners regarding the provision of overall IAU annual 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; however, oversight of this is carried out by the Nomination and Remuneration Committee.
Melaksanakan pemantauan dan evaluasi terhadap pelaksanaan fungsi audit intern dengan ketentuan peraturan perundang-undangan, anggaran dasar, dan/atau keputusan RUPS/Menteri Carrying out monitoring and evaluation of the implementation of internal audit functions in accordance following the provisions of laws and regulations, articles of association, and/or decisions of the GMS/ Minister	100%	
Pelaksanaan Rapat Komite Audit Implementation of Audit Committee Meeting	100%	
Menghadiri Rapat Dewan Komisaris Attending the Board of Commissioners Meeting	100%	
Menghadiri Rapat Gabungan Dewan Komisaris-Dewan Direksi Attending the Joint Meeting of the Board of Commissioners-Board of Directors	100%	
Penyusunan Laporan Triwulanan Komite Audit Preparation of the Audit Committee Quarterly Report	100%	
Rapat Koordinasi Komite Committee Coordination Meeting	100%	
Rapat Koordinasi dengan unit terkait Coordination Meeting with related units	100%	
Menyusun dan melaksanakan program kerja Komite Audit Prepare and implement the Audit Committee work program	100%	
Menjaga kerahasiaan dokumen, data dan informasi Perseroan Maintaining the confidentiality of Company documents, data and information	100%	
Melakukan proses pengadaan calon kantor akuntan publik sesuai dengan ketentuan pengadaan barang dan jasa, dan apabila diperlukan dapat meminta bantuan Direksi dalam proses pengadaannya Carrying out the process of procuring candidates for public accounting offices in accordance with the provisions for procuring goods and services, and if necessary, may request assistance from the Board of Directors in the procurement process	100%	
Merekomendasikan hal-hal terkait penilaian tingkat kesehatan perusahaan Recommend matters related to the assessment of the company's health level	100%	
Melakukan review atas usulan Rencana Kerja Anggaran Perusahaan (RKAP) dan Rencana Jangka Panjang Perusahaan (RJPP) serta revisi RKAP dan RJPP Conducting a review of the proposed Company Work Budget Plan (RKAP) and Company Long-Term Plan (RJPP) as well as revisions to the RKAP and RJPP	100%	
Memantau implementasi kebijakan keuangan Perseroan Monitoring the implementation of the Company's financial policies	100%	
Memberikan rekomendasi mengenai penyempurnaan sistem pengendalian manajemen serta pelaksanaannya Providing recommendations regarding the improvement of the management control system and its implementation	100%	
Memastikan telah terdapat prosedur evaluasi yang memuaskan terhadap informasi keuangan yang dikeluarkan Perseroan Ensure that there are satisfactory evaluation procedures for the financial information issued by the Company	100%	

Program Kerja Work Program	Realisasi (%) Realization (%)	Keterangan Information
Melaksanakan penugasan dari Dewan Komisaris terkait hal-hal yang perlu diidentifikasi yang menjadi perhatian terhadap suatu temuan Carrying out assignments from the Board of Commissioners regarding matters that need to be identified that are of concern regarding a finding	100%	
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	100%	
Melaksanakan penugasan lain dari Dewan Komisaris Carrying out other assignments from the Board of Commissioners	100%	
Tingkat Keterlaksanaan Program Kerja 2024 **Level of Implementation of the 2024 Work Program**	**100%**	

Rencana Kerja Komite Audit Tahun 2025

Untuk tahun 2025, Komite Audit telah menetapkan rencana kerja yang akan dibahas melalui sejumlah rapat. Adapun rencana kerja Komite Audit di tahun 2025, antara lain sebagai berikut:

Audit Committee Work Plan 2025

For 2025, the Audit Committee has established a work plan which will be discussed through a number of meetings. The Audit Committee's work plan for 2025 includes the following:

Tugas, Wewenang & Tanggung Jawab (Charter Komite Audit) Duties, Responsibilities & Authorities (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. Conducting a review of financial information that will be issued by the company to the public and/or authorities, including financial reports, projections, and other reports related to the Company's financial information.	*Review* Laporan Keuangan Tahunan (Konsolidasian) Reviewing of Annual Financial Reports (Consolidated)
Memberikan pendapat independen dalam hal terjadi perbedaan pendapat antara manajemen dan akuntan atas jasa yang diberikannya. Providing an independent opinion in the event of a difference of opinion between management and accountants regarding the services provided.	Melakukan Koordinasi dengan KAP dan Accounting & Tax (ATA) Coordinating 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 Providing recommendations for KAP candidates
Memastikan objektivitas dan independensi *auditor internal* dan *audit*or eksternal. Ensuring the objectivity and independence of internal auditors and external auditors.	Melaksanakan *Progress Meeting* dengan KAP dan evaluasi kinerja Conducting Progress Meeting with KAP and performance evaluation
	Melakukan evaluasi atas kinerja KAP tahun sebelumnya Conduct an evaluation of the KAP performance in the previous year
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 d*engan KAP Conducting 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 Conducting KAP evaluation and internal audit evaluation
Menelaah pengaduan yang berkaitan dengan proses akuntansi dan pelaporan keuangan Perseroan. Reviewing complaints relating to the Company's accounting and financial reporting processes.	Melakukan *revi*ew atas pengaduan yang berkaitan dengan proses akuntansi dan pelaporan keuangan Perseoran (Jika ada). Melakukan *revi*ew atas pengaduan yang berkaitan dengan proses akuntansi dan pelaporan keuangan Perseoran (Jika ada).

Tugas, Wewenang & Tanggung Jawab (Charter Komite Audit) Duties, Responsibilities & Authorities (Audit Committee Charter)	Program Kerja Komite Audit Audit Committee Work Program
Memantau dan mengkaji efektivitas pelaksanaan audit intern dan audit ekstern. Monitor and review the effectiveness of internal and external audit implementation.	Melaksanakan Progress Meeting, Rapat Triwulunan dengan KAP dan IAU Carrying out Progress Meetings, Quarterly Meetings with KAP and IAU
Memberikan rekomendasi kepada Dewan Komisaris atas hal yang mendukung efektivitas dan akurasi proses pelaporan keuangan Perseroan. Provide 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 Conducting an evaluation of the annual financial report
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 dengan IAU Conducting Meetings with the IAU
Memastikan IAU melakukan komunikasi dengan Direksi, Dewan Komisaris dan auditor eksternal. Ensure 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 the IAU audit plan, scope and budget.	Melakukan evaluasi usulan PKAT IAU (Program Kerja Audit Tahunan-IAU) Conduct evaluation of the IAU PKAT (Annual Audit Work Program-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 laws and regulations or other issues identified and reported by the IAU.	Melakukan rapat dengan IAU Conducting a meeting with the IAU
Mengevaluasi kinerja IAU. Evaluating the performance of the IAU.	Evaluasi *Internal Audit Charter* Internal Audit Charter Evaluation
Memastikan IAU menjunjung tinggi integritas dalam pelaksanaan tugas; Ensure that the IAU upholds integrity in carrying out its duties;	Melakukan evaluasi Audit Internal Conducting Internal Audit evaluation
Memberikan rekomendasi kepada Dewan Komisaris terkait pemberian remunerasi tahunan IAU secara keseluruhan serta penghargaan kinerja. Provide recommendations to the Board of Commissioners regarding the provision of overall IAU annual remuneration and performance awards.	Evaluasi PKAT IAU dan Audit Internal IAU PKAT Evaluation and Internal Audit
Melaksanakan pemantauan dan evaluasi terhadap pelaksanaan fungsi audit intern dengan ketentuan peraturan perundang-undangan, Anggaran Dasar, dan/atau keputusan RUPS/Menteri. Carrying out monitoring and evaluation of the implementation of internal audit functions in accordance with the provisions of laws and regulations, Articles of Association, and/or decisions of the GMS/Minister.	Melakukan evaluasi Audit Internal Conducting Internal Audit evaluation
Melakukan proses pengadaan calon kantor akuntan publik sesuai dengan ketentuan pengadaan barang dan jasa, dan apabila diperlukan dapat meminta bantuan direksi dalam proses pengadaannya. Carrying out the procurement process for prospective public accounting firms in accordance with the provisions for procurement of goods and services, and if necessary, may request assistance from the board of directors in the procurement process.	Melakukan proses pangadaan KAP dengan bantuan direksi Carrying out the KAP procurement process with the assistance of the board of directors

Tugas, Wewenang & Tanggung Jawab (Charter Komite Audit) Duties, Responsibilities & Authorities (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. Recommend rating companies to conduct a company health level assessment and if necessary, may request assistance from the Board of Directors to conduct the rating company procurement process based on the applicable goods and services procurement mechanism.	Memberikan masukan atas proses penunjukan Perusahaan Pemeringkat Providing input on the Rating Company appointment process
Melakukan *review* atas usulan Rencana Kerja Anggaran Perusahaan (RKAP) dan Rencana Jangka Panjang Perusahaan (RJPP). Conduct a review of the proposed Company Work Budget Plan (RKAP) and Company Long-Term Plan (RJPP).	*Review* atas usulan RKAP & RJPP atau Revisi RKAP & RJPP Reviews on the proposed RKAP & RJPP or Revised RKAP & RJPP
Memantau implementasi kebijakan keuangan Perseroan. Monitor the implementation of the Company's financial policies.	Melakukan *review* kebijakan akuntansi Conducting accounting policy reviews
Memberikan rekomendasi mengenai penyempurnaan sistem pengendalian manajemen serta pelaksanaannya. Providing recommendations regarding the improvement of the management control system and its implementation.	Melakukan *review* SPM dan pelaksanaannya Conducting SPM review and its implementation
Memastikan telah terdapat prosedur evaluasi yang memuaskan terhadap informasi keuangan yang dikeluarkan Perseroan. Ensure that there are satisfactory evaluation procedures for the financial information issued by the Company.	Melakukan *review* atas informasi keuangan Conduct a review of financial information
Melaksanakan penugasan dari Dewan Komisaris terkait hal-hal yang perlu diidentifikasi yang menjadi perhatian terhadap suatu temuan. Carrying out assignments from the Board of Commissioners regarding matters that need to be identified that are of concern regarding a finding.	Review terhadap temuan menjadi perhatian khusus (bila ada) Review of findings with special attention (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 regarding conflict 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 Implement risk management supervision
	Melakukan evaluasi atas efektifitas penerapan manajemen risiko perusahaan, seperti: budaya, kerangka kerja dan proses manajemen risiko Conducting evaluations of the effectiveness of the implementation of corporate risk management, such as: culture, framework and risk management processes.
	Mengevaluasi penerapan kebijakan manajemen risiko Evaluating the implementation of risk management policies
	Melakukan koordinasi dengan komite lain untuk hasil evaluasi penerapan kebijakan manajemen risiko. Coordinate with other committees for the evaluation results of the implementation of risk management policies.
Menyusun dan melaksanakan program kerja Komite Audit. Prepare and implement the Audit Committee work program.	Penyusunan Laporan dan Program Kerja Tahunan-Komite Audit (PKT-KA) Tahun 2025 Preparation of the 2025 Annual Report and Work Program of the Audit Committee (PKT-KA)
	Review Audit Committee Charter
Menjaga kerahasiaan dokumen, data dan informasi Perseroan. Maintain the confidentiality of Company documents, data and information.	Penyusunan pakta integritas Preparation of 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 No. 19 Tahun 2003, tanggal 4 Oktober 2003, tentang Badan Usaha Milik Negara (Lembaran Negara Tahun 2003 No. 70; Tambahan Lembaran Negara No. 4297) yang terakhir telah diubah dengan Peraturan Pemerintah Pengganti Undang-Undang Nomor 2 Tahun 2022 tentang Cipta Kerja (Lembaran Negara Republik Indonesia Tahun 2022 Nomor 238, Tambahan Lembaran Negara Republik Indonesia Nomor 6841) dan ditetapkan menjadi Undang-Undang sesuai Undang-Undang Nomor 6 Tahun 2023 tentang Penetapan Peraturan Pemerintah Pengganti Undang-Undang Nomor 2 Tahun 2022 tentang Cipta Kerja menjadi Undang- Undang (Lembaran Negara Republik Indonesia Tahun 2023 Nomor 2023, Tambahan Lembaran Negara Nomor 6856);
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 Nomor 2 Tahun 2022 tentang Cipta Kerja (Lembaran Negara Republik Indonesia Tahun 2022 Nomor 238, Tambahan Lembaran Negara Republik Indonesia Nomor 6841) dan ditetapkan menjadi Undang- Undang sesuai Undang-Undang Nomor 6 Tahun 2023 tentang Penetapan Peraturan Pemerintah Pengganti Undang-Undang Nomor 2 Tahun 2022 tentang Cipta Kerja menjadi Undang-Undang (Lembaran Negara Republik Indonesia Tahun 2023 Nomor 2023, Tambahan Lembaran Negara Nomor 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 Nomor 4 Tahun 2023 tentang Pengembangan dan Penguatan Sektor Keuangan (Lembaran Negara Republik Indonesia Tahun 2023 Nomor 4, Tambahan Lembaran Negara Republik Indonesia Nomor 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;

Nomination and Remuneration Committee

The Nomination and Remuneration Committee is a committee formed to assist the Board of Commissioners in carrying out its supervisory function and ensuring the implementation of the nomination and remuneration process in an objective, effective, and efficient manner and by the principles of HR management and GCG. 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.

Basis of Establishing the Nomination and Remuneration Committee

The Nomination and Remuneration Committee at Jasa Marga is established based on the following legal basis:

1. Law No. 19 of 2003, dated October 4, 2003, concerning State-Owned Enterprises (State Gazette of 2003 No. 70; Supplement to the State Gazette No. 4297) which was last amended by Government Regulation instead of Law No. 2 of 2022 concerning 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 as Law No. 6 of 2023 concerning the Ratification of Government Regulation instead of Law No. 2 of 2022 concerning Job Creation into Law (State Gazette of the Republic of Indonesia of 2023 No. 2023, Supplement to the State Gazette No. 6856);
2. Law No. 40 of 2007, dated August 16, 2007, concerning Limited Liability Companies (State Gazette of 2007 No. 106; Supplement to the State Gazette No. 4756) which was last amended by Government Regulation instead of Law No. 2 of 2022 concerning 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 as Law No. 6 of 2023 concerning the Ratification of Government Regulation instead of Law No. 2 of 2022 concerning Job Creation into Law (State Gazette of the Republic of Indonesia of 2023 No. 2023, Supplement to the State Gazette No. 6856);
3. Law No. 8 of 1995, dated November 10, 1995,concerning Capital Market (State Gazette of 1995 No.64; Supplement to the State Gazette No. 3608) whichwas last amended by Law No. 4 of 2023 concerningthe Development and Strengthening of the FinancialSector (State Gazette of the Republic of Indonesia of2023 No. 4, Supplement to the State Gazette of theRepublic of Indonesia No. 6845)
4. Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023, dated March 24, 2023, concerning Guidelines for 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;
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;
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.42 Tanggat 15 Juni 2020 yang telah disampaikan pemberitahuan dalam Daftar Perseroan No. AHU- 0041856.AH.Ol.02.TAHUN 2020;
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;
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.

5. Regulation of the Minister of State-Owned Enterprises No. PER-3/MBU/03/2023, dated March 24, 2023, concerning the Organization and Human Resources of State-Owned Enterprises;
6. Financial Services Authority Regulation No. 33/ POJK.04/2014 concerning the Boards of Directorsand Commissioners of Issuers or Public Companies;
7. Financial Services Authority Regulation No. 34/ POJK.04/2014 concerning Nomination andRemuneration Committees of Issuers or PublicCompanies;
8. Circular Letter of the Financial Services AuthorityNo. 32/ SEOJK.04/2015 Regarding Guidelines for theGovernance of Public Companies;
9. Letter from the Minister of State-Owned EnterprisesNo. S-254/MBU/04/2020 concerning Talent & Succession Management of State-Owned Enterprisesdated April 17, 2020;
10. 10. Articles of Association of PT Jasa Marga (Persero) Tbk Notarial Deed IR. NANETIE CAHYANIE HANDARIADI WARSITO, SH. deed No. 42 dated June 15, 2020which has been notified in the Company Register No.AHU-0041856.AH.Ol.02.YEAR 2020;
11. Decision of the Board of Commissioners of PTJasa Marga (Persero) Tbk, No. Kep-078/VII/2020regarding Amendments to the Decision of the Boardof Commissioners No. Kep-046/II/2014 Jo No. Kep-063/IV/2015 Jo No. Kep- 155/XI/2015 concerning theCommittee of the Board of Commissioners of PT JasaMarga (Persero) Tbk;
12. Decision of the Board of Commissioners of PT JasaMarga (Persero) Tbk No. KEP-080/VII/2020 concerningthe Appointment of Members of the Nomination andRemuneration Committee of PT Jasa Marga (Persero) Tbk from the Board of Commissioners;
13. Decision of the Board of Commissioners of PT JasaMarga (Persero) Tbk No. KEP-83/VII/2020 concerningthe Appointment of Members of the Nomination andRemuneration Committee of 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;

Charter of the Nomination and Remuneration Committee

The Charter of the Nomination and Remuneration Committee ("the Charter") is established based on the Decision of the Board of Commissioners 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 adhered to in the formation and implementation of the activities of the Nomination and Remuneration Committee so that it can work independently, objectively, autonomously, transparently, and be accountable. The contents of the charter include, among others:

1. Legal Basis;
2. Composition, Procedure for Replacement, and Termof Office of Committee Members;
3. Duties;
4. Authorities;
5. Requirements;

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;
15. Penutup.

Persyaratan Keanggotaan

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;
   c. Pihak yang menduduki jabatan manajerial dibawah 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

Anggota Komite Nominasi dan Remunerasi yang diangkat bekerja untuk periode masa jabatan. Masa jabatan anggota Komite Nominasi dan Remunerasi diatur sebagai berikut:

6. Responsibilities;
7. Meetings;
8. Reports;
9. Access to Confidential Information;
10. Procedures and Work Procedures;
11. Member Remuneration;
12. Education and Support Staff;
13. Performance Evaluation;
14. Miscellaneous;
15. Conclusion.

Requirements for Membership

Each member of the Nomination and Remuneration Committee appointed must meet the stipulated 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 nomination and remuneration.
2. Do not have any personal interests/relationships that can negatively impact and conflict of interest in the Company.
3. Able to communicate effectively.
4. Can provide sufficient time to complete the task.
5. Members of the Board of Directors of Issuers or Public Companies cannot become members of the Nomination and Remuneration Committee.
6. The chairman and member is an Independent Commissioner and other members may come from:
   a. Members of the Board of Commissioners;
   b. Parties from outside the Issuer or the Company;
   c. A party holding a managerial position under the Board of Directors in charge of Human Resources can become a Committee Member only if necessary, provided that the number of members from the Management side must not be dominant.
7. Members of the Nomination and Remuneration the committee who comes from outside the Issuer or the company must meet the following 3 (three) requirements:
   a. Has no affiliation with the Issuer or Company, members of the Board of Directors, members of the Board of Commissioners, or the Company's Major Shareholders;
   b. Have experience related to Nomination and/or Remuneration; and
   c. Not holding concurrent positions as members of other committees owned by the Issuer or the Company.

Terms of Office

Members of the Nomination and Remuneration Committee who are appointed to work for a term of office. The term of office of the Nomination and Remuneration Committee members is regulated as follows:

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.

1. The Nomination and Remuneration Committee, as intended, is appointed for a specific term of office and maybe reappointed following the laws and regulations.
2. The term of office of the Nomination and Remuneration Committee members as referred to in paragraph (1) shall not be longer than 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 at any time.
3. If a Member of the Board of Commissioners who serves as the Chairman of the Nomination and Remuneration Committee ceases to be a Memberof the Board of Commissioners, the Chairman of the Nomination and Remuneration Committee must be replaced by another Member of the Board of Commissioners within 30 (thirty) days at the latest.

Susunan, Jumlah, Komposisi dan Dasar Pengangkatan Komite Nominasi dan Remunerasi

Anggota Komite Nominasi dan Remunerasi paling kurang terdiri dari 3 (tiga) orang anggota dimana 1 (satu) orang Ketua merangkap anggota yang berasal dari Komisaris Independen dan pihak dari luar Perseroan. Komite Nominasi dan Remunerasi dipimpin oleh seorang kepala yang disebut ketua Komite Nominasi dan Remunerasi, berkedudukan di Kantor Pusat Perseroan.

Susunan keanggotaan Komite Nominasi dan Remunerasi Jasa Marga pada tahun 2024 adalah sebagai berikut:

Arrangement, Number of Members, and Basis of Appointment of Nomination and Remuneration Committee

Members of the Nomination and Remuneration Committee consist of at least 3 (three) members, where 1 (one) Chair is concurrently a member from the Independent Commissioner and parties from outside the Company. The Nomination and Remuneration Committee is chaired by a head called the Nomination and Remuneration Committee chairman, domiciled at the Company's Head Office.

The composition of the membership of the Jasa Marga Nomination and Remuneration Committee in 2024 is as follows:

Tabel Susunan Keanggotaan Komite Nominasi dan Remunerasi
Table of Membership Composition of the Nomination and Remuneration Committee

Nama Name	Jabatan Position	Periode Period	Dasar Pengangkatan Basis of Appointment
Marsetio	Ketua Chairman	7 Maret 2023 - Berakhirnya masa jabatan sebagai Komisaris Independen March 7, 2023 - End of term as Independent Commissioner	Keputusan Dewan Komisaris Jasa Marga No. KEP-028/III/2023 Decision of the Jasa Marga Board of Commissioners No. KEP-028/III/2023
Raja Erizman	Anggota Member	14 September 2021 - Berakhirnya masa jabatan sebagai Komisaris September 14, 2021 - End of terms as Commissioner	Keputusan Dewan Komisaris Jasa Marga No. KEP-074/IX/2021 Decision of the Jasa Marga Board of Commissioners No. KEP-074/IX/2021
Chitra Mardi Rahayuningsih	Anggota Member	• 01 Juli 2022-30 Juni 2024 • 14 Agustus 2024-14 Februari 2025 • July 1, 2022-June 30, 2024 • August 14, 2024-February 14, 2025	• Keputusan Dewan Komisaris Jasa Marga No. KEP-059/VII/2022 • Keputusan Dewan Komisaris Jasa Marga No. KEP-127/VIII/2024 • Decision of the Jasa Marga Board of Commissioners No. KEP-059/VII/2022 • Decision of the Jasa Marga Board of Commissioners No. KEP-127/VIII/2024
Dewa Aji Ariwanto	Anggota Member	14 Agustus 2024-14 Februari 2025 August 14, 2024-February 14, 2025	Keputusan Dewan Komisaris Jasa Marga No. KEP-127/VIII/2024 Decision of the Jasa Marga Board of Commissioners No. KEP-127/VIII/2024

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 can be seen in the Nomination and Remuneration Committee Profile Section in the Company Profile Chapter of 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 the Nomination and Remuneration Committee Members

According to the provisions in Financial Services Authority Regulation No. 34/POJK.04/2014 regarding the Nomination and Remuneration Committee of Issuers or Public Companies and Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023, dated March 24, 2023, concerning the Organization and Human Resources of State-Owned Enterprises, all members of the Nomination and Remuneration Committee have fulfilled the requirements for the number, composition, criteria, competencies, and independence.

Tabel Independensi Komite Nominasi dan Remunerasi
Table of Nomination and Remuneration Committee Independence

Aspek Independensi Independency Aspect	Marsetio	Raja Erizman	Chitra Mardi Rahayuningsih	Dewa Aji
Tidak memiliki hubungan keuangan dengan Dewan Komisaris dan Direksi. Not having any financial relationship with the Board of Commissioners and the Board of Directors.	✓	✓	✓	✓
Tidak memiliki hubungan kepengurusan di perseroan, anak perusahaan, maupun perusahaan afiliasi. Not having any management affiliation in the company, subsidiary, or affiliated company.	✓	✓	✓	✓
Tidak memiliki hubungan keluarga dengan Dewan Komisaris, Direksi, dan/atau sesama anggota Komite Nominasi dan Remunerasi. Not having any family affiliation with the Board of Commissioners, Board of Directors, and/or other Committee members.	✓	✓	✓	✓
Tidak menjabat sebagai pengurus partai politik, pejabat dan pemerintah. Not serving as administrators of political parties, officials, and the government.	✓	✓	✓	✓

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 an implementation of independency principle, the Nomination and Remuneration Committee signed independent statement letter. It consists of several important statement that stated, the Nomination and Remuneration Committee of Jasa Marga:

1. Having no personal interests/relationships that can negatively impact and conflict of interest to the Company.
2. Having no Company's shares, either directly or indirectly.
3. Willing to maintain the confidentiality of the Company's documents, data, and information, both from internal and external parties, and only used to carry out the duties of the Nomination & Remuneration Committee.

Tugas dan Tanggung Jawab Komite Nominasi dan Remunerasi

Berdasarkan 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:

Duties and Responsibilities of the Nomination and Remuneration Committee

Based on the Charter of the Nomination and Remuneration Committee of PT Jasa Marga (Persero) Tbk and referring to the Regulation of the Minister of State-Owned Enterprises No. PER-3/MBU/03/2023, dated March 24, 2023, concerning the Organization and Human Resources of State-Owned Enterprises, the tasks of the Nomination and Remuneration Committee are as follows:

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 diusukan 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;
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;
        v. Jangka waktu penugasan.

1. Collectively assist the Board of Commissioners in conducting the duties;
2. Operate independently in conducting its tasks and responsibilities to the Board of Commissioners;
3. Prepare a working manual, annual committee work program, conduct self-assessment, and report to the Board of Commissioners;
4. Compile periodic quarter and annual reports and submit them to the Chairman of the Board; These reports can be part of the Board of Commissioners Annual Report and/ or the Company's Annual Report;
5. Hold committee meetings and document them properly;
6. Review and provide input/recommendations on the human resources policy and organizational transformation strategy;
7. Regularly review the Company's Talent Management System and monitor and evaluate its implementation;
8. Evaluate the talent classification system conducted 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 General Meeting of Shareholders/Minister (Nominated Talent);
10. Evaluate candidates for Company Representatives who will be proposed as members of the Board of Directors or members of the subsidiary company's Board of Commissioners before submission to the General Meeting of Shareholders/Minister;
11. Evaluate proposals for Key Performance Indicators for individual members of the Board of Directors;
12. Prepare proposals for an individual performance evaluation system for members of the Board of Directors and/or members of the Board of Commissioners;
13. Prepare proposals for development programs for members of the Board of Directors and/or members of the Board of Commissioners;
14. Evaluate remuneration policies for employees requiring approval/response from the Board of Commissioners;
15. Evaluate proposals from the Board of Directors regarding the company's organizational structure;
16. Identify matters requiring the attention of the Board of Commissioners and other tasks assigned by the Board of Commissioners if necessary;
17. Special Tasks from the Board of Commissioners:
    a. Assigning special tasks to the Nomination and Remuneration Committee by the Board of Commissioners is done with a written order containing:
        i. Name assigned to the task;
        ii. Nature of the assignment;
        iii. Scope of work;
        iv. Objectives and targets of the work;
        v. Duration of the assignment.

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, bekerjasama 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.

b. The scope of work for special tasks is fully determined by the Board of Commissioners as long as it does not conflict with applicable laws and regulations;
c. In conducting special tasks, the Committee may:
   i. Review all records, documents, and other necessary information, including minutes of Board of Directors meetings and Board of Commissioners' meetings; if deemed necessary,
   ii. Conduct analysis and evaluation, collaborate with the Management structure and/or relevant work units, or seek the assistance of experts or consultants to assist the Nomination and Remuneration Committee with the Company's burdens.
d. Submit a report on the implementation of special tasks to the Board of Commissioners..

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* & 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 bekerjasama 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.
8. Melakukan kewenangan lain yang diberikan oleh Dewan Komisaris.

Authority

In carrying out its duties, the Nomination and Remuneration Committee has the following authority:
1. Accessing records or information about assets and other resources and entering the premises, buildings, and offices used by the Company.
2. Entitled to obtain and request any results of studies/ strategies/fundamental decisions in the field of Nomination and Remuneration, including those related to the Human Capital & Transformation field carried out by risk owners, related Structural Officials, Risk Champions, Internal Supervision Units, and the Company's Board of Directors.
3. Requesting explanations from the Board of Directors and/or other officials regarding any matters concerning the management of the Company.
4. In exercising its authority, the Committee collaborates with related work units, including risk owners, related Structural Officials in Quality Control, Corporate Secretary, Human Resources, Organizational Transformation, as well as the Company's Internal Supervision Unit and other related units.
5. Conducting reviews, inspections, 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 (MIS), reports, or from each member of the Board of Directors, employees, or related individuals or resource persons.
7. Inviting management to attend Committee meetings.
8. Exercising other authorities granted by the Board of Commissioners.

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

Nomination and Remuneration Committee Meetings

The Nomination and Remuneration Committee functions to assist the Board of Commissioners. The Committee holds and/or attends meetings as part of its work. The

wujud kerja. Adapun rapat-rapat yang diadakan dan/atau diikuti oleh Komite Nominasi dan Remunerasi diantaranya adalah:

1. Rapat Komite Nominasi dan Remunerasi;
2. Rapat Koordinasi Komite;
3. Rapat Dewan Komisaris;
4. Rapat Koordinasi Dewan Komisaris-Direksi.

meetings convened 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;
4. Board of Commissioners-Management Coordination Meeting.

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.

According to the Financial Services Authority Regulation No. 34/POJK.04/2014 article 12 paragraph 2, a Committee Meeting is attended by the Chairman of the Nomination and Remuneration Committee and the majority of its members. Article 12 paragraph 1 also states that the Committee Meeting is held regularly at least once every 4 (four) months. The Committee Meeting may be attended by the internal Committee alone 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.

A Coordination Committee Meeting is a meeting jointly conducted by the Nomination and Remuneration Committee with the Management of Jasa Marga Group. Unlike the Nomination and Remuneration Committee Meeting, the Coordination Committee Meeting does not necessarily require the presence of the Committee Chairman or a majority of Committee Members. The Coordination Meeting can be conducted with the attendance of at least 1 (one) Committee Member and a representative from the Management of Jasa Marga Group. The Coordination Committee Meeting is part of the Nomination and Remuneration Committee's duty to assist the Board of Commissioners in its supervisory function and provide direct advice/recommendations to the Management of Jasa Marga Group. This meeting also fosters good communication between the Management of Jasa Marga Group and the Nomination and Remuneration Committee, represented by at least 1 (one) Committee Member present at the meeting. The Coordination Meeting can be initiated by the Nomination and Remuneration Committee or by the Management, or by another Committee, or jointly, where the Nomination and Remuneration Committee participates as attendees.

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 the routine Board of Commissioners Meeting where the Nomination and Remuneration Committee is invited to provide input, present review results, or provide opinions.

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

The Board of Commissioners-Directors Coordination meeting is a routine meeting between the Board of Commissioners and the Directors, discussing specific themes. If necessary, the Nomination and Remuneration Committee is asked to attend to provide input, present review results, or provide opinions as part of the special assignment from the Board

khusus Dewan Komisaris kepada Komite Nominasi dan Remunerasi.

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.

Sepanjang tahun 2024, Komite Nominasi dan Remunerasi melakukan rapat sebanyak 9 (sembilan) kali dengan agenda di antaranya terkait hal-hal sebagai berikut:

1. Struktur Organisasi terkait pemenuhan organ untuk memenuhi ketentuan peraturan yang berlaku.
2. Nominated Talent Jasa Marga.
3. Usulan Direktur Anak Perusahaan.
4. Remunerasi Direksi dan Dewan Komisaris.
5. Program Transformasi *Human Capital* Jasa Marga.
6. Pandangan terhadap rantai nilai dan proses bisnis Jasa Marga saat ini.
7. Pandangan terhadap rantai nilai dan proses bisnis Jasa Marga dalam rangka implementasi RJPP.
8. Kesesuaian struktur organisasi dan fungsi terhadap inisiatif strategis RJPP.
9. Model operasi (pembagian peran) dan fungsi *shared services.*
10. Aspirasi untuk struktur organisasi ke depan.

of Commissioners to the Nomination and Remuneration Committee.

Special Meetings are meetings convened by the Board of Commissioners to discuss specific themes outside of the routine Board of Commissioners Meeting and the Board of Commissioners-Directors Coordination Meeting. If necessary, the Nomination and Remuneration Committee is asked to attend to provide input, present review results, or provide opinions.

Sepanjang tahun 2024, Komite Nominasi dan Remunerasi melakukan rapat sebanyak 9 (sembilan) kali dengan agenda di antaranya terkait hal-hal sebagai berikut:

1. Organizational structure related to the fulfillment of organs to meet applicable regulatory provisions.
2. Jasa Marga Nominated Talent.
3. Subsidiary Director's Proposal.
4. Remuneration of the Board of Directors and Board of Commissioners.
5. Jasa Marga Human Capital Transformation Program.
6. A view of Jasa Marga's current value chain and business processes.
7. Views on Jasa Marga's value chain and business processes in the context of implementing the RJPP.
8. Suitability of organizational structure and functions to the strategic initiatives of the RJPP.
9. Operating model (role division) and shared services functions.
10. Aspirations for future organizational structure.

Tabel Kehadiran Komite Nominasi dan Remunerasi dalam Rapat Komite Nominasi dan Remunerasi 2024
Table of Attendance of the Nomination and Remuneration Committees at the 2024 Nomination and Remuneration Committee Meetings

	Marsetio	Raja Erizman	Chitra Mardi Rahayuningsih	Dewa Aji Ariwanto*
Jumlah Rapat dalam Setahun Total of Meetings in A Year			9	
Jumlah Rapat yang Wajib Dihadiri Total of Mandatory Meetings Attended	9	9	9	3
Jumlah Rapat yang Dihadiri Number of Meetings Attended	9	9	9	3
Presentasi Kehadiran (%) **Attendance Percentage (%)**	**100%**	**100%**	**100%**	**100%**
Rata-rata (%) **Average (%)**			**100%**	

Keterangan/Description:
* Menjadi Anggota Komite Nominasi dan Remunerasi sejak 14 Agustus 2024.
* Appointed became Chairman of the Nomination and Remuneration Committee since August 14, 2024.

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 in meetings is 100%. suggestions/recommendations/comments from the Nomination and Remuneration Committee are documented in the Meeting Minutes/notes of discussion.

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

Dalampelaksanaan tugas dan fungsinya, Komite Nominasi dan Remunerasi telah melaksanakan pembahasan baik bersama Dewan Komisaris, Manajemen dan Internal Komite.

Selama Tahun 2024, 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 masukan 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 2024, Komite Nominasi dan Remunerasi menghasilkan telaahan/hasil kajian antaranya terkait hal-hal sebagai berikut:
   a. Pemenuhan organ risiko Perseroan.
   b. Struktur Organisasi Perseroan.
   c. *Nominated talent* Jasa Marga.
   d. *Form* dan Peniliaian Direksi dan Dewan Komisaris.
   e. Remunerasi Direksi dan Dewan Komisaris.

Competency Development

The competency development of the Nomination and Remuneration Committee can be seen in the Profile section of this Annual Report book.

Policy and Remuneration Amount for the Nomination and Remuneration Committee

Based on the Regulation of the Minister of State-Owned Enterprises No. PER-3/MBU/03/2023, dated March 24, 2023, regarding the Organization and Human Resources of State-Owned Enterprises, Members of the Nomination and Remuneration Committee who are not members of the Board of Commissioners receive remuneration in the form of an honorarium of up to 20% of the salary of the President Director.

Execution of Duties of the Nomination and Remuneration Committee

In carrying out its duties and functions, the Nomination and Remuneration Committee has conducted discussions with the Board of Commissioners, Management, and the Internal Committee.

During the year 2024, the realization of the execution of the Nomination and Remuneration Committee's duties includes the following:

1. Supervision and Advisory in the Field of Nomination and Remuneration
   Supervision and provision of advice in the field of Nomination and Remuneration is carried out by reviewing the policies and systems of nomination and remuneration in the Company based on the provisions applicable to the Company. The advice become input for the Board of Commissioners in carrying out the function of supervision and provision of advice in the field of nomination and remuneration.

2. Studies and Reviews by the Committee
   The Nomination and Remuneration Committee eriodically conducts studies or reviews on various matters necessary for carrying out its duties.

   During the year 2024, the Nomination and Remuneration Committee is still in the process of producing reviews or study results on the following:
   a. Fulfillment of the Company's risk organs.
   b. Company Organizational Structure.
   c. Nominated talent Jasa Marga.
   d. Form and Assessment of the Board of Directors and Board of Commissioners.
   e. Remuneration of the Board of Directors and Board of Commissioners.

f. Anggota Direksi dan Dewan Komisaris Anak Perusahaan.
g. Penataan SDM Anak Perusahaan.

3. 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.

Selama 2024, di samping hal-hal yang dikaji sebagaimana tesebut di atas, Komite Nominasi dan Remunerasi juga mendapatkan penugasan dari Dewan Komisaris di antaranya terkait hal-hal sebagai berikut:
a. Penyusunan RKAP.
b. Usulan RJPP 2025-2029.
c. Evaluasi Laporan Manajemen.

f. Members of the Board of Directors and Board of Commissioners of Subsidiaries.
g. Subsidiary HR Arrangement.

3. Assignment from the Board of Commissioners
The Nomination and Remuneration Committee receives assignments from the Board of Commissioners to attend and provide input/opinions at Board of Commissioners Meetings and Joint Board of Directors and Commissioners Meetings or Special Meetings.

During 2024, in addition to the matters reviewed as mentioned above, the Nomination and Remuneration Committee will also receive assignments from the Board of Commissioners, including the following matters:
a. Preparation of RKAP.
b. Proposed RJPP 2025-2029.
c. Management Report Evaluation.

Pemenuhan *Key Performance Indicator* (KPI) Komite Nominasi dan Remunerasi

KPI Komite Nominasi dan Remunerasi dinilai dengan cara *self assessment*. Pada tahun 2024, berdasarkan hasil *self assessment*, pemenuhan KPI Komite Nominasi dan Remunerasi mencapai nilai total 100%.

Fulfilment of Key Performance Indicators (KPIs) of the Nomination and Remuneration Committee

The Nomination and Remuneration Committee KPI is assessed through self-assessment. In 2024, based on the results of the self-assessment, the fulfillment of the Nomination and Remuneration Committee KPI reached a total value of 100%.

Tabel Hasil Penilaian KPI Komite Nominasi dan Remunerasi Tahun 2024
Table of Assessment Results of KPIs of the Nomination and Remuneration Committee 2024

No.	Aspek Aspek	Program Kerja Program Kerja	Realisasi Realisasi
1.	Nominasi Nominations	a. Tinjauan secara berkala atas Sistem Manajemen Talenta serta pengawasan dan evaluasi atas pelaksanaannya. Periodic review of the Talent Management System and monitoring and evaluation of its implementation.	100%
		b. Evaluasi sistem dan prosedur Pengklasifikasian Talenta yang dilakukan Direksi. Evaluation of the Talent Classification system and procedures carried out by the Board of Directors.	100%
		c. Validasi dan kalibrasi atas Talenta untuk menghasilkan daftar Talenta Ternominasi *(nominated talent)* yang dinominasikan oleh Dewan Komisaris kepada RUPS. Validation and calibration of Talents to produce a list of Nominated Talents nominated by the Board of Commissioners to the GMS.	100%
		d. Evaluasi terhadap Calon Wakil BUMN yang akan diusulkan sebagai anggota Direksi atau anggota Dewan Komisaris Anak Perusahaan, sebelum diajukan kepada RUPS. Evaluation of Prospective BUMN Representatives who will be proposed as members of the Board of Directors or members of the Board of Commissioners of Subsidiaries, before being submitted to the GMS.	100%
		e. Evaluasi atas usulan KPI individu anggota Direksi. Evaluation of the proposed individual KPIs of the Board of Directors members.	100%
		f. Usulan sistem evaluasi kinerja individu bagi anggota Direksi yang dinilai oleh Dewan Komisaris. Proposed individual performance evaluation system for members of the Board of Directors assessed by the Board of Commissioners.	100%

Tabel Hasil Penilaian KPI Komite Nominasi dan Remunerasi Tahun 2024
Table of Assessment Results of KPIs of the Nomination and Remuneration Committee 2024

No.	Aspek Aspek	Program Kerja Program Kerja	Realisasi Realisasi
2.	Remunerasi Remuneration	a. Evaluasi atas kebijakan remunerasi bagi Direktur, Komisaris dan karyawan yang membutuhkan persetujuan/tanggapan dari Dewan Komisaris. Evaluation of remuneration policies for Directors, Commissioners and employees requiring approval/response from the Board of Commissioners.	100%
		b. Melakukan evaluasi atas usulan Tantiem. Conduct an evaluation of the Tantiem proposal.	100%
3.	Peningkatan Kompetensi Competency Enhancement	a. Usulan program pengembangan bagi anggota Direksi dan/atau anggota Dewan Komisaris. Proposed development programs for members of the Board of Directors and/or members of the Board of Commissioners.	100%
		b. Peningkatan kualitas anggota Komite Nominasi dan Remunerasi. Improving the quality of Nomination and Remuneration Committee members.	100%
4.	Internal Bisnis Internal Business	a. 1. Evaluasi atas usulan Direksi mengenai struktur organisasi perusahaan. 2. Tata Kelola, Hubungan Induk dan Anak Perusahaan. 3. Direktorat Manajemen Risiko. 1. Evaluation of the Board of Directors' proposals regarding the company's organizational structure. 2. Governance, Parent and Subsidiary Relationships. 3. Directorate of Risk Management.	100%
		b. RKAP dan/atau *review* RJPP. RKAP and/or RJPP review.	100%
		c. Penataan SDM Anak Perusahaan. Subsidiary HR Arrangement.	100%
		d. Evaluasi atas Rekruitmen Karyawan. Evaluation of Employee Recruitment.	100%
5.	Laporan Report	a. Laporan triwulanan. Quarterly report.	100%
		b. Laporan tahunan. Annual report.	100%
6.	Penugasan Assignment	a. Studi lapangan. Quarterly report.	100%
		b. Tugas khusus sesuai arahan Dewan Komisaris. Special tasks as directed by the Board of Commissioners.	100%
Tingkat Keterlaksanaan Program Kerja 2024 **Level of Implementation of the 2024 Work Program**			**100%**

Rencana Kerja Komite Nominasi dan Remunerasi Tahun 2025

Pada tahun 2024, Komite Nominasi dan Remunerasi telah menyusun dan menetapkan rencana kerja tahun 2025 yang akan dibahas melalui sejumlah rapat. Adapun rencana kerja Komite Nominasi dan Remunerasi untuk program kerja tahun 2025, antara lain sebagai berikut:

1. Tinjauan berkala atas Sistem Manajemen Talenta serta pengawasan dan evaluasi atas pelaksanaannya.
2. Evaluasi 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. Evaluasi terhadap Calon Wakil BUMN yang akan diusulkan sebagai anggota Direksi atau anggota Dewan Komisaris Anak Perusahaan, sebelum diajukan kepada RUPS.
4. Evaluasi atas usulan KPI individu anggota Direksi.
5. Usulan sistem evaluasi kinerja individu bagi anggota Direksi yang dinilai oleh Dewan Komisaris.
6. Usulan program pengembangan bagi anggota Direksi dan/atau anggota Dewan Komisaris.
7. Evaluasi atas kebijakan remunerasi bagi karyawan yang membutuhkan persetujuan/tanggapan dari Dewan Komisaris.
8. Evaluasi struktur organisasi Perusahaan.

2025 Nomination and Remuneration Work Plan

In 2024, the Nomination and Remuneration Committee has prepared and determined the 2025 work plan which will be discussed through a number of meetings. The Nomination and Remuneration Committee's work plan for the 2025 work program includes the following:

1. Periodic review of the Talent Management System and monitoring and evaluation of its implementation.
2. Evaluation of the Talent Classification system and procedures carried out by the Board of Directors.
3. Validation and calibration of Talents to produce a list of nominated talents by Board of Commissioners to the GMS. Evaluation of the Prospective BUMN Representatives who will be proposed as members of the Board of Directors or members of the Board of Commissioners of Subsidiaries, before being submitted to the GMS.
4. Evaluation of the proposed individual KPIs of the Board of Directors members.
5. Proposed individual performance evaluation system for members of the Board of Directors assessed by the Board of Commissioners.
6. Proposed development programs for members of the Board of Directors and/or members of the Board of Commissioners.
7. Evaluation of remuneration policies for employees that require approval/response from the Board of Commissioners.
8. Evaluation of the Company's organizational structure.

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, 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.

Board of Directors and Key Management Succession Policy

Board of Directors and Key Management Succession Policy In order to achieve a transparent, accountable, and accountable selection and replacement process for Board of Directors members, the Company has adhered to the requirements and procedures set forth in Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023, dated March 24, 2023, regarding the Organization and Human Resources of State-Owned Enterprises.

According to this regulation, potential candidates for the Board of Directors are sourced from Talent within the Ministry of State-Owned Enterprises, Talent within State-Owned Enterprises, and External Talent. Candidates to be appointed as Board of Directors members must not only meet material requirements but also fulfill formal requirements and other criteria stipulated in Regulation No. PER-3/MBU/03/2023 as well as Financial Services Authority Regulation No. 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies and have passed the Fit and Proper Test.

Penjaringan Talenta Kementerian BUMN dilakukan oleh Pejabat Pimpinan Tinggi Pratama yang membidangi kepegawaian terhadap Talenta Kementerian BUMN yang memenuhi kriteria sesuai dengan sistem manajemen talenta Kementerian BUMN, untuk disampaikan kepada Komite Talenta Kementerian BUMN. Sedangkan untuk penjaringan Talenta BUMN, dilakukan oleh Direksi dengan dibantu oleh Komite Talenta BUMN. Disamping penjaringan talenta melalui Kementerian BUMN dan BUMN, penjaringan talenta juga dapat berasal dari eksternal. Penjaringan Talenta Eksternal dilakukan oleh Menteri, Wakil Menteri, dan Deputi di antaranya dapat melalui referensi dari pihak ketiga dan jika diperlukan oleh pencari bakat (*headhunter*). Talenta Eksternal juga dapat mengajukan lamaran kepada Menteri, dengan mengikuti mekanisme yang ditetapkan oleh Menteri.

The screening of Talent within the Ministry of State- Owned Enterprises is conducted by Senior Officials in charge of personnel towards Talent within the Ministry of State-Owned Enterprises who meet the criteria according to the Ministry of State-Owned Enterprises' talent management system, to be submitted to the Ministry of State-Owned Enterprises Talent Committee. Meanwhile, the screening of Talent within State-Owned Enterprises is carried out by the Board of Directors with the assistance of the State-Owned Enterprises Talent Committee. In addition to talent sourcing through the Ministry of State-Owned Enterprises and State-Owned Enterprises, talent can also be sourced externally. The screening of External Talent is conducted by the Minister, Vice Minister, and Deputies, including through third-party references and, if necessary, by talent scouts (headhunters). External Talent can also submit applications to the Minister, following the mechanisms set by the Minister.

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*.

Regarding State-Owned Enterprises Talent, the Company also prepares leadership cadres through the Talent Management System mechanism. By identifying key positions for executive leaders and positions within Subsidiary Company Directorates, the Company develops the competencies of leadership candidates through Corporate Leadership programs.

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.

Through a selection process conducted by the Board of Directors in conjunction with the Board of Commissioners, the Company selects leader candidates assessed to possess good personal qualities, adequate experience, and expertise to occupy leadership positions below the Board of Directors and Subsidiary Company Directors who are expected to become Board of Directors members of the Company in the future sourced from the internal officials of the Company.

Komite Risiko dan Hukum

Risk and Legal Committee

Komite 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.

The Risk and Legal Committee is a committee formed to assist the Board of Commissioners in carrying out its supervisory function and ensuring the implementation of risk management and law and corporate governance objectively, effectively, and efficiently.

Komite 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.

The Risk and Legal Committee is a development 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.

Dasar Pembentukan Komite Risiko dan Hukum

Risk and Legal Committee Establishment Framework

Komite Risiko dan Hukum dibentuk berdasarkan peraturan perundangan. Adapun dasar hukum pembentukan Komite Risiko dan Hukum, sebagai berikut:

The Risk and Legal Committee was established based on legal regulations. The legal basis for the formation of the Risk and Legal Committee includes:

1. Undang-Undang Republik Indonesia No. 19 tahun 2003 tentang Badan Usaha Milik Negara yang terakhir telah diubah dengan Peraturan Pemerintah Pengganti Undang-Undang Nomor 2 Tahun 2022 tentang Cipta Kerja (Lembaran Negara Republik Indonesia Tahun 2022 Nomor 238, Tambahan Lembaran Negara Republik Indonesia Nomor 6841) dan ditetapkan menjadi Undang-Undang sesuai Undang-Undang Nomor 6 Tahun 2023 tentang Penetapan Peraturan Pemerintah Pengganti Undang-Undang Nomor 2 Tahun 2022 tentang Cipta Kerja menjadi Undang- Undang (Lembaran Negara Republik Indonesia Tahun 2023 Nomor 2023, Tambahan Lembaran Negara Nomor 6856);
2. Undang-Undang Republik Indonesia No. 40 tahun 2007 tentang Perseroan Terbatas yang terakhir telah diubah dengan Peraturan Pemerintah Pengganti Undang-Undang Nomor 2 Tahun 2022 tentang Cipta Kerja (Lembaran Negara Republik Indonesia Tahun 2022 Nomor 238, Tambahan Lembaran Negara Republik Indonesia Nomor 6841) dan ditetapkan menjadi Undang-Undang sesuai Undang-Undang Nomor 6 Tahun 2023 tentang Penetapan Peraturan Pemerintah Pengganti Undang-Undang Nomor 2 Tahun 2022 tentang Cipta Kerja menjadi Undang- Undang (Lembaran Negara Republik Indonesia Tahun 2023 Nomor 2023, Tambahan Lembaran Negara Nomor 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, diantaranya menyangkut pembentukan organ Pendukung Dewan Komisaris/ Dewan Pengawas untuk pembentukan Komite Pemantau Risiko;
5. Surat Wakil Menteri Negara Badan Usaha Milik Negara No. S-375/MBU.Wk/2011 tanggal 5 Desember 2011 perihal Kebijakan Menteri Negara BUMN dalam pengurusan dan pengawasan BUMN, Dewan Komisaris PT Jasa Marga (Persero) Tbk memandang perlu untuk membentuk Komite Nominasi, Remunerasi dan Risiko untuk membantu melaksanakan pengawasan manajemen nominasi, remunerasi dan risiko yang dihadapi oleh PT Jasa Marga (Persero) Tbk;
6. Anggaran Dasar Perusahaan Perseroan (Persero) PT Jasa Marga (Persero) Tbk. Akta Notaris Dr. Freddy Harris, SH, LL.M, ACCS, No. 98 Tanggal 28 April 2017 yang telah disampaikan pemberitahuan dalam Daftar Perseroan No. AHU-0055628. AH.01.11. Tahun 2017 Tanggal 28 April 2017;
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.

1. Law of the Republic of Indonesia No. 19 of 2003 concerning State-Owned Enterprises, which was last amended by Government Regulation in Lieu of Law No. 2 of 2022 concerning Job Creation (State Gazette of the Republic of Indonesia Year 2022 Number 238, Additional State Gazette of the Republic of Indonesia Number 6841), and was enacted as Law No. 6 of 2023 concerning the Ratification of Government Regulation in Lieu of Law No. 2 of 2022 concerning Job Creationinto Law (State Gazette of the Republic of Indonesia Year 2023 Number 2023, Additional State Gazette Number 6856);
2. Law of the Republic of Indonesia No. 40 of 2007 concerning Limited Liability Companies, which waslast amended by Government Regulation in Lieu of Law No. 2 of 2022 concerning Job Creation (State Gazette of the Republic of Indonesia Year 2022 Number 238, Additional State Gazette of the Republic of Indonesia Number 6841), and was enacted as Law No. 6 of 2023 concerning the Ratification of Government Regulation in Lieu of Law No. 2 of 2022 concerning Job Creation into Law (State Gazette of the Republic of Indonesia Year 2023 Number 2023, Additional State Gazette Number 6856);
3. Financial Services Authority Regulation No. 34/ POJK.04/2014 concerning the Risk and LegalCommittee of Issuers or Public Companies and No.33/POJK.04/2014.
4. Minister of State-Owned Enterprises RegulationNo. PER-2/MBU/03/2023, dated March 24, 2023, concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises, including the establishment of Supporting Organs for the Board of Commissioners/Supervisory Board for the establishment of the Risk Monitoring Committee;
5. Letter from the Deputy Minister of State-Owned Enterprises No. S-375/MBU.Wk/2011 dated December 5, 2011, regarding the Policy of the Minister of State-Owned Enterprises in the management and supervision of State-Owned Enterprises, where the Board of Commissioners of PT Jasa Marga (Persero) Tbk deemed it necessary to establish the Nomination, Remuneration, and Risk Committee to assist inoverseeing nomination management, remuneration, and risks faced by PT Jasa Marga (Persero) Tbk;
6. Articles of Association of PT Jasa Marga (Persero) Tbk. Notarial Deed of Dr. Freddy Harris, SH, LL.M,ACCS, No. 98 dated April 28, 2017, which was notified in the Company Register No. AHU-0055628.AH.01.11.Year 2017 dated April 28, 2017;
7. Decision of the Board of Commissioners 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 concerning the Board of Commissioners Committee of PT Jasa Marga (Persero) Tbk dated July 13, 2020.

Pedoman Kerja/Piagam Komite Risiko dan Hukum

Komite Risiko dan Hukum Jasa Marga memiliki Piagam Komite 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 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;
12. Pendidikan dan Tenaga Penunjang;
13. Penilaian Kinerja;
14. Lain-lain;
15. Penutup.

Kriteria

Setiap orang yang diangkat menjadi anggota Komite 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 Risiko dan Hukum harus memiliki latar belakang pendidikan atau keahlian di bidang Manajemen Risiko atau bidang Hukum.
6. Salah seorang dari anggota Komite Risiko dan Hukum memiliki kemampuan dan pemahaman tentang lingkup bisnis Perseroan.

Ketentuan Masa Jabatan

Seluruh anggota Komite Risiko dan Hukum Perseroan memiliki integritas, kompetensi dan reputasi yang baik. Pemberhentian anggota Komite 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 Risiko dan Hukum tidak boleh lebih lama dari masa jabatan Dewan Komisaris sebagaimana diatur

Risk and Legal Committee Work Guidelines/ Charter

Jasa Marga's Legal and Risk Committee has a Risk and Legal Committee Charter ratified by the Board of Commissioners No. KEP-119/XI/2020 dated November 23, 2020 as a reference in carrying out their duties and responsibilities. The Charter contains provisions that must be adhered to by establishing and implementing the Risk and Legal Committee's activities to work independently, objectively, independently, transparently, and in a responsible way. Contents of the Charter include:

1. Legal Basis;
2. Appointment and Dismissal of Members;
3. Tasks;
4. Authority;
5. Requirements;
6. Responsibilities;
7. Meetings;
8. Reports;
9. Access to Confidential Information;
10. Work Plan and Budget;
11. Member's Income;
12. Education and Supporting Personnel;
13. Performance Assessment;
14. Others;
15. Closing.

Criteria

Everyone who is appointed as a member of the Risk and Legal Committee must meet the required criteria. These requirements, among others:

1. Have good integrity and sufficient knowledge and work experience in supervision/inspection.
2. Do not have any personal interests/relationships that can negatively impact and conflict of interest in the Company.
3. Able to communicate effectively.
4. Can provide sufficient time to complete the task.
5. One of the Risks and Legal Committee members must have an educational background or expertise in Risk Management or the field of Law.
6. One of the Risks and Legal Committee membershas the ability and understanding of the Company's business scope.

Terms of Office

All members of the Company's Risk and Legal Committee have integrity, competence, and a good reputation. Dismissal of the Risk and Legal Committee member can be done if the member concerned ends their term of office and, based on the decision of the Board of Commissioners, is dismissed because they do not fulfil the predetermined performance and/or is incompetent in carrying out their duties. The term of office of members of the Risk and Legal Committee may not be longer than the term of office of the Board of Commissioners as

dalam Anggaran Dasar Perseroan dan dapat diangkat kembali, sesuai peraturan dan ketentuan perundangan.

Apabila anggota Komisaris yang menjadi Ketua Komite Risiko dan Hukum berhenti sebelum masa tugasnya sebagai Komisaris Perseroan, maka Ketua Komite Risiko dan Hukum digantikan oleh Komisaris lainnya.

stipulated in the Company's Articles of Association and may be reappointed following the laws and regulations.

If a member of the Board of Commissioners who is the Chairman of the Risk and Legal Committee resigns before his term of office as a Commissioner of the Company, the Chairman of the Risk and Legal Committee is replaced by another Commissioner.

Susunan, Jumlah, Komposisi dan Dasar Pengangkatan Komite Risiko dan Hukum

Komite 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 Risiko dan Hukum dipimpin oleh seorang koordinator yang disebut ketua Komite Risiko dan Hukum. Secara struktural, Komite 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 Risiko dan Hukum Jasa Marga pada tahun 2024 adalah sebagai berikut:

Arrangement, Number of Members, and Basis of Appointment of Risk and Legal Committee

The Risk and Legal Committee consists of at least 3 (three) members, where 1 (one) Chair is concurrently a member from the Board of Commissioners, Independent Commissioners, and parties outside the Company. The Risk and Legal Committee is chaired by a coordinator called the Head of the Risk and Legal Committee. Structurally, the Risk and Legal Committee is responsible to the Board of Commissioners and has functional relationships withtheRisk and Quality, Health, Safety, and Environment (RQHSE) Group and the Legal and Compliance (LCO) Group.

The composition of the membership of Jasa Marga's Legal and Risk Committee in 2023 is as follows:

Tabel Susunan Keanggotaan Komite Risiko dan Hukum
Table of Membership Composition of Risk and Legal Committee

Nama Name	Jabatan Position	Periode Period	Dasar Pengangkatan Basis of Appointment
M. Roskanedi	Ketua Chairman	14 September 2021 – Berakhirnya masa jabatan sebagai Komisaris September 14, 2021 - Expiration of term of office as Commissioner	Keputusan Dewan Komisaris Jasa Marga No. KEP-027/III/2023 Decision of the Board of Commissioners of Jasa Marga No. KEP-027/III/2023
Abdul Rachman	Anggota Member	7 Maret 2023 - Berakhirnya masa jabatan sebagai Komisaris Independen March 7, 2023 - Expiration of term as Independent Commissioner	Keputusan Dewan Komisaris Jasa Marga No. KEP-027/III/2023 Decision of the Board of Commissioners of Jasa Marga No. KEP-027/III/2023
Tjahjanto Budisatrio	Anggota Member	9 Mei 2022 – 9 Mei 2025 May 9, 2022 - May 9, 2025	Keputusan Dewan Komisaris No. KEP-042/V/2022 Decision of the Board of Commissioners No. KEP-042/V/2022
Iqbal Tawakkal Pasaribu	Anggota Member	1 Juli 2023 – 30 Juni 2025 July 1, 2023 - June 30, 2025	Keputusan Dewan Komisaris No. KEP-083/VI/2023 Decision of the Board of Commissioners No. KEP-083/VI/2023

Profil Komite Risiko dan Hukum

Profil anggota Komite Risiko dan Hukum dapat dilihat pada bagian Profil Komite Risiko dan Hukum di Bab Profil Perusahaan dalam buku Laporan Tahunan ini.

Profile of Risk and Legal Committee

The profiles of the Risk and Legal Committee members can be seen in the Risk and Legal Committee Profile Section in the Company Profile Chapter of this Annual Report.

Independensi Anggota Komite 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

Independence of the Risk and Legal Committee

By the provisions of Financial ServicesAuthority Regulation No. 34/POJK.04/2014 regarding the Nomination and Remuneration Committee of Issuers or Public Companies and Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023, dated March 24, 2023, concerning the Organization and Human Resources of State-Owned

Risiko dan Hukum telah memenuhi persyaratan jumlah, komposisi, kriteria, kompetensi, dan independensi.

Enterprises, all members of the Risk and Legal Committee have fulfilled the requirements regarding the number, composition, criteria, competencies, and independence.

Tabel Independensi Anggota Komite Risiko dan Hukum
Table of Independence of Members of the Risk and Legal Committee

Aspek Independensi Aspek Independensi	M. Roskanedi	Abdul Rachman	Tjahjanto Budisatrio	Iqbal Tawakkal Pasaribu
Tidak memiliki hubungan keuangan dengan Dewan Komisaris dan Direksi. Not having any financial relationship with the Board of Commissioners and the Board of Directors.	✓	✓	✓	✓
Tidak memiliki hubungan kepengurusan di perseroan, anak perusahaan, maupun perusahaan afiliasi. Not having any management affiliation in the company, subsidiary, or affiliated company.	✓	✓	✓	✓
Tidak memiliki hubungan keluarga dengan Dewan Komisaris, Direksi, dan/atau sesama anggota Komite. Not having any family affiliation with the Board of Commissioners, Board of Directors, and/or other Committee members.	✓	✓	✓	✓
Tidak menjabat sebagai pengurus partai politik, pejabat dan pemerintah. Not serving as administrators of political parties, officials, and the government.	✓	✓	✓	✓

Sebagai bentuk komitmen dan tanggung jawab Komite Risiko dan Hukum atas terlaksananya prinsip-prinsip Tata Kelola Perusahaan, serta sebagai upaya merealisasikan ketentuan tentang independensi yang ada dalam Piagam Komite Risiko dan Hukum, maka Ketua dan seluruh Anggota Komite Risiko dan Hukum telah menandatangani Surat Pernyataan Independensi.

As a form of commitment and responsibility of the Risk and Legal Committee for the Corporate Governance principles implementation and an effort to realize the provisions on independence contained in the Risk and Legal Committee Charter, the Chairperson and all Members of the Risk and Legal Committee have signed a Statement of Independence.

Beberapa pernyataan penting dalam Surat Pernyataan Independensi Komite Risiko dan Hukum antara lain bahwa Komite 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.
3. Tetap menjaga kerahasiaan dokumen, data, dan informasi Perseroan, baik dari pihak internal maupun pihak eksternal, dan hanya digunakan untuk kepentingan pelaksanaan tugas Komite Risiko dan Hukum.

Several essential statements in the Statement of Independence of the Risk and Legal Committee include that Jasa Marga's Legal and Risk Committee:

1. Not having any personal interest/affiliation that could cause a negative impact and conflict of interest on the Company.
2. Not having any ownership of the Company's shares and/or financial instruments on the financial market, either directly or indirectly
3. Maintain confidentiality of documents, data, and information of the Company, both from internal and external parties, and are only used to carry out the duties of the Risk and Legal Committee.

Tugas dan Tanggung Jawab Komite Risiko dan Hukum

Komite Risiko dan Hukum memiliki tugas yang tercantum dalam Piagam Komite Risiko dan Hukum. Adapun tugas yang tercantum dalam piagam Komite 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.

Duties and Responsibilities of the Risk and Legal Committee

The Risk and Legal Committee has the duties listed in the Risk and Legal Committee Charter. The tasks listed in the Risk and Legal Committee charter are as follows:

1. Carrying out the duties collectively to assist the Board of Commissioners.
2. Independent both in duties implementation and reporting as well as responsible to the Board of Commissioners.

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.
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;

3. Prepare work manuals, and annual committee work programs, conduct self-assessments, and report them to the Board of Commissioners.
4. Prepare quarterly and annual reports and submit thereports to the President Commissioner. The reportcan be part of the Annual Report of the Board of Commissioners and/or the Company's Annual Report.
5. Arrange Committee meetings based on invitations signed by the Committee Chairperson or by Committee Members who are authorized by the Chair, prepare minutes of Committee meetings, complete with attendance lists, results of reviews/evaluations/studies according to the meeting agenda, as well as dynamics and decisions of meetings and well documented.
6. Review and study the planned policies and investment strategies in the toll and non-toll road business proposed by the Board of Directors to recommend to the Board of Commissioners.
7. Review realization of the Company's investment plans as disclosed in the Company's RJPP and RKAP.
8. Duties related to Risk Management Oversight are as follows:
   a. Review risk management implementation activitiescarried out by the Board of Directors;
   b. Review the various risk measurement models applied by the Company and implementation ofrisk management;
   c. Monitor and review the suitability of various policies and implementation of corporate risk management, as well as various potential risks experienced by the Company;
   d. Prepare materials, information, analytical materials,and studies related to the implementation of investment and risk management;
   e. Provide recommendations regarding the improvement of the Risk Management system andits implementation;
   f. Suggest risk indicators that shall be submitted by management regarding developments in the external and internal environment of the Company's organization that affect the Company's business processes;
   g. Provide recommendations regarding improvements to the Risk Management system and its implementation.
9. Duties related to Supervision of Law and Corporate Governance Implementation:
   a. Conduct legal review and review of Directors' Decisions/Policies which require the approval of the Board of Commissioners and/or Series A Dwiwarna Shareholders and/or GMS as stipulated in the Company's Articles of Association;
   b. Supervise (monitoring) implementation of Directors' Decisions/Policies which 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. 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 tindaklanjut 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 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, bekerjasama 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 Risiko dan Hukum dengan beban Perseroan.
    d. Menyampaikan laporan pelaksanaan tugas khusus kepada Dewan Komisaris.

c. Conduct studies or studies on various legal issues reported by the Board of Directors to the Board of Commissioners, and conduct legal analysis on the impact of the resolution of these legal problems, as material for the Board of Commissioners in providing views, suggestions, and recommendations to the Board of Directors;
d. Together with the Audit Committee, monitoring,reviewing, and following up have been carried out by the Board of Directors on the external auditors' processes are still being handled by Government Agencies/Legal Entities either but not limited to such as the Supreme Court, Attorney General's Office, Police, District Court and/or High Court, or non-court like BANI;
e. Conduct studies or reviews on the Company'sinternal legal products and provide recommendations regarding improvements to these internal legal products;
f. Oversee implementation of the Company's internallegal products.

10. Identifying matters requiring concern of the Boardof Commissioners and other tasks assigned by theBoard of Commissioners.
11. Special Assigned from the Board of Commissioners:
    a. Assignment of particular tasks to the Risk and Legal Committee by the Board of Commissioners is carried out through a written order containing:
        i. The name of the assigned person;
        ii. The nature of the assignment;
        iii. Scope of work;
        iv. The goals and objectives of the work;
        v. The period of the assignment.
    b. Scope of work for special duties is entirely determined by the Board of Commissioners as long not conflicting with the prevailing laws and regulations;
    c. In carrying out particular duties, the Committee iseligible to:
        i. Review all records, documents, and other necessary information, including the minutes of the Board of Directors meeting and the Board of Commissioners meeting; if deemed necessary,
        ii. Conduct analysis and evaluation, cooperate with structural Management that has Risk and Law on Corporate Governance and/or related work unit structures, or ask for assistance from experts or consultants to assist the Risk and Legal Committee with the Company's expenses.
    d. Submit reports on the implementation of special assignments to the Board of Commissioners.

Tanggung Jawab

Dalam melaksanakan tugas dan fungsinya, Komite Risiko dan Hukum bertanggung jawab kepada Dewan Komisaris. Selain itu, Komite Risiko dan Hukum bertanggung jawab menjaga kerahasiaan dokumen dan data informasi Perseroan. Adapun pertanggungjawaban Komite Risiko dan Hukum kepada Dewan Komisaris, sebagai berikut:

1. Laporan tahunan pelaksanaan tugas;
2. Laporan triwulanan pelaksanaan tugas;
3. Laporan untuk setiap pelaksanaan tugas khusus Komite.

Kewenangan

Komite 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;
8. Melakukan kewenangan lain yang diberikan oleh Dewan Komisaris.

Rapat Komite Risiko dan Hukum

Sebagaimana telah diatur dalam ketentuannya, Komite Risiko dan Hukum memiliki ketentuan mengenai rapat. Ketentuan tersebut, yaitu:

1. Komite 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;
2. Rapat Komite dipimpin oleh Ketua Komite atau anggota Komite yang paling senior masa keanggotaannya, apabila Ketua Komite berhalangan hadir;

Responsibility

In carrying out its duties and functions, the Risk and Legal Committee is responsible to the Board of Commissioners. In addition, the Risk and Legal Committee is responsible for maintaining the confidentiality of the Company's documents and information data. The responsibilitiesof the Risk and Legal Committee to the Board of Commissioners are as follows:

1. Annual report on task implementation;
2. Quarterly Report on task implementation;
3. Reports for each implementation of the Committee's special duties.

Authority

In carrying out their duties, the Risk and Legal Committee is given authority in several matters. Those powers are:

1. Access records or information about assets and other resources and enter the yards, buildings, and offices used by the Company;
2. Have the right to obtain and request any results of risk and legal studies conducted by risk owners, related structural officers, Risk Champion, internal control units, and the Company's Directors;
3. Requesting an explanation from the Board of Directors and/or other Executives regarding all issues relating to the management of the Company;
4. In exercising its authority, the Committee collaborates with related work units, in this case, the Risk Owners, Structural Officials related to Quality Control and Risk Management, Human Resources, Organizations and Company Internal Control Units;
5. Reviewing, examining, analyzing and providing opinions and recommendations within the scope of their duties;
6. Seeking and obtaining relevant information (unlimited access) from the Management Information System (MIS), reports, as well as from any member of the Board of Directors, employees or individuals or related sources;
7. Inviting management to attend Committee meetings;
8. Exercise other powers assigned by the Board of Commissioners.

Risk and Legal Committee Meetings

As stipulated, the Risk and Legal Committee has regulations regarding meetings. These regulations are as follows:

1. The Risk and Legal Committee holds meetings at least1 (one) time in every quarter or 2 (two) times in everysemester. There is no maximum limit on the numberof meetings;
2. The Committee meeting is chaired by the CommitteeChair or the most senior member of the Committee interms of membership tenure, in case the CommitteeChair is unable to attend;

3. Jika dipandang perlu, Komite dapat mengundang pihak Manajemen yang terkait dengan materi rapat untuk hadir dalam rapat Komite;
4. Setiap rapat Komite dituangkan dalam risalah rapat yang ditandatangani oleh seluruh anggota Komite Risiko dan Hukum yang hadir;
5. Komite mengadakan rapat koordinasi dengan Struktural Manajemen Risiko sekurang-kurangnya sekali dalam 3 (tiga) bulan.

Sepanjang tahun 2024 Komite Risiko dan Hukum melakukan rapat sebanyak 36 (tiga puluh enam) kali dengan agenda di antaranya sebagai berikut :

1. Pengawasan, Nasihat dan Pendapat Organ Komite Risiko dan Hukum Dewan Komisaris.
2. RKAP 2024.
3. Struktur Organisasi Perseroan dalam Rangka Pemenuhan Peraturan Menteri Badan Usaha Milik Negara No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara.
4. Aksi Korporasi pada Anak Perusahaan.
5. Perkembangan Proyek pada Anak Perusahaan.
6. *Risk Capacity, Tolerance* dan Limit Sesuai Peraturan Menteri Badan Usaha Milik Negara No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara.
7. Penerbitan Obligasi Jasa Marga.
8. Pedoman Tata Kelola Terintegrasi.
9. RJPP 2025-2029.
10. Strategi Risiko dan *Contingency Plan.*
11. Aksi Korporasi Pendanaan Berbasis Ekuitas *(Equity Financing)* di PT Jasamarga Transjawa Tol
12. *Risk Management Index.*
13. Evaluasi Komite atas Laporan Manajemen.
14. *Review Board Manual* Perseroan.
15. RKAP 2025.
16. Isu Strategis Pengusahaan Jalan Tol.
17. Fasilitas Bantuan Hukum Bagi Dewan Komisaris dan Direksi Aktif dan Non Aktif.
18. Sistem Transaksi Nirsentuh.
19. Kepatuhan Pengelolaan dan Pertanggungjawaban Tahun 2020 s.d. 2022 pada Perseroan, Anak Perusahaan dan Intansi Terkait.

3. If deemed necessary, the Committee may invite Management representatives relevant to themeeting's agenda to attend the Committee meeting;
4. Minutes of each Committee meeting are recordedand signed by all attending members of the Risk andLegal Committee.
5. The Committee conducts coordination meetings withthe Risk Management Management Structure at leastonce every 3 (three) months..

Throughout the year 2024, the Risk and Legal Committee held meetings 36 (thirty six) times with agendas including:

1. Supervision, Advice, and Opinions of the Risk and Legal Committee of the Board of Commissioners.
2. RKAP 2024 (Corporate Work Plan and Budget for 2024).
3. The Company's Organizational Structure in Compliance with the Ministry of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023 on the Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.
4. Corporate Actions on Subsidiaries.
5. Project Developments in Subsidiaries.
6. Risk Capacity, Tolerance, and Limits in Accordance with the Ministry of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023 on the Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.
7. Issuance of Jasa Marga Bonds.
8. Integrated Governance Guidelines.
9. RJPP 2025-2029 (Long-Term Corporate Plan for 2025-2029).
10. Risk Strategy and Contingency Plan.
11. Corporate Action on Equity-Based Financing (Equity Financing) at PT Jasamarga Transjawa Toll.
12. Risk Management Index.
13. Evaluation of the Committee on Management Reports.
14. Review of the Company's Board Manual.
15. RKAP 2025 (Corporate Work Plan and Budget for 2025).
16. Strategic Issues in Toll Road Management.
17. Legal Assistance Facilities for Active and Non-Active Members of the Board of Commissioners and Directors.
18. Touch-less Transaction System.
19. Compliance with Management and Accountability for 2020 to 2022 at the Company, Subsidiaries, and Related Agencies.

Tabel Kehadiran Komite Risiko dan Hukum dalam Rapat Komite Risiko dan Hukum 2024
Table of Risk and Legal Committee Attendance at the 2024 Risk and Legal Committee Meeting

	M. Roskanedi	Abdul Rachman	Tjahjanto Budisatrio	Iqbal Tawakkal Pasaribu
Jumlah Rapat dalam Setahun Total Meetings of the Year		36		
Jumlah Rapat yang Wajib Dihadiri Total Mandatory Meetings	36	36	36	36
Jumlah Rapat yang Dihadiri Total Meetings Attended	36	33	33	34
Presentase Kehadiran Attendance Percentage	100%	92%	92%	94%
Rata-Rata **Average**		**94%**		

Pengembangan Kompetensi

Pengembangan kompetensi Komite Risiko dan Hukum dapat dilihat pada Bab Profil Perusahaan dalam buku Laporan Tahunan ini.

Kebijakan dan Besaran Remunerasi bagi Komite 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 Risiko dan Hukum yang bukan anggota Dewan Komisaris memperoleh remunerasi berupa honorarium maksimal sebesar 20% dari gaji Direktur Utama.

Pelaksanaan Tugas Komite Risiko dan Hukum

Dalam menjalankan tugas dan fungsinya, Komite Risiko dan Hukum telah melaksanakan pembahasan baik bersama dengan Dewan Komisaris, Manajemen dan internal Komite.

Selama tahun 2024, realisasi atas pelaksanaan tugas Komite Risiko dan Hukum dalam mendukung Dewan Komisaris dalam pengawasan dan pemberian nasihat di antaranya sebagai berikut:

1. **Rapat**
   Sepanjang 2024, Komite Risiko dan Hukum (KRH) melakukan rapat sebanyak 36 kali dengan agenda di antaranya terkait hal-hal sebagai berikut:
   a. Pengawasan, Nasihat dan Pendapat Organ KRH Dewan Komisaris.
   b. RKAP 2024.
   c. Struktur Organisasi Perseroan dalam Rangka Pemenuhan Peraturan Menteri Badan Usaha Milik Negara No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara.
   d. Aksi Korporasi pada Anak Perusahaan.
   e. Perkembangan Proyek pada Anak Perusahaan.
   f. *Risk Capacity, Tolerance* dan Limit Sesuai Peraturan Menteri Badan Usaha Milik Negara No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara
   g. Penerbitan Obligasi Jasa Marga.
   h. Pedoman Tata Kelola Terintegrasi.
   i. RJPP 2025-2029.
   j. Strategi Risiko dan *Contingency Plan.*
   k. Aksi Korporasi Pendanaan Berbasis Ekuitas *(Equity Financing)* di PT Jasamarga Transjawa Tol
   l. *Risk Management Index.*
   m. Evaluasi Komite atas Laporan Manajemen.
   n. *Review Board Manual* Perseroan.

Competency Development

Competency development of the Risk and Legal Committee is disclosed in the Company Profile Chapter in this Annual Report.

Remuneration Policy and Amount for the Risk and Legal Committee

According to Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023, dated March 24, 2023, regarding the Organization and Human Resources of State-Owned Enterprises, members of the Risk and Legal Committee who are not members of the Board of Commissioners shall receive remuneration in the form of an honorarium, capped at a maximum of 20% of the salary of the President Director.

Risk and Legal Committee Duty Implementation

In carrying out its duties and functions, the Risk and Legal Committee has conducted discussions with the Board of Commissioners, Management and internal Committees.

During 2024, the realization of the implementation of the Risk and Legal Committee's duties in supporting the Board of Commissioners in supervision and providing advice includes the following:

1. **Meeting**
   Throughout 2024, the Risk and Legal Committee (KRH) held 36 meetings with agendas including the following:
   a. Supervision, Advice and Opinion of the KRH Organ of the Board of Commissioners.
   b. 2024 Work Plan and Budget.
   c. The Company's Organizational Structure in the Context of Fulfilling the Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.
   d. Corporate Actions in Subsidiaries.
   e. Project Development in Subsidiaries.
   f. Risk Capacity, Tolerance and Limit According to the Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises
   g. Issuance of Jasa Marga Bonds.
   h. Integrated Governance Guidelines.
   i. RJPP 2025-2029.
   j. Risk Strategy and Contingency Plan.
   k. Corporate Action of Equity-Based Funding (Equity Financing) at PT Jasamarga Transjawa Tol
   l. Risk Management Index.
   m. Committee Evaluation of Management Report.
   n. Company Manual Board Review.

o. RKAP 2025.
p. Isu Strategis Pengusahaan Jalan Tol.
q. Fasilitas Bantuan Hukum Bagi Dewan Komisaris dan Direksi Aktif dan Non Aktif.
r. Sistem Transaksi Nirsentuh.
s. Kepatuhan Pengelolaan dan Pertanggungjawaban Tahun 2020 s.d. 2022 pada Perseroan, Anak Perusahaan dan Intansi Terkait.

2. **Evaluasi Atas Efektivitas Pengelolaan Risiko**
Dalam melakukan evaluasi efektivitas pengelolaan risiko di tahun 2024, Dewan Komisaris memperhatikan risiko Perseroan didasarkan pada proses bisnis Perseroan dengan memperhatikan taksonomi (kategori) risiko Perseroan yang telah disesuaikan dengan arahan kementerian BUMN.

Hal-hal yang menjadi perhatian terkait capaian kinerja Perseroan di antaranya adalah sebagai berikut:
a. Ketepatan waktu penyelesaian konstruksi untuk menghindari kenaikan investasi yang berdampak kepada kelayakan ruas.
b. Ketepatan waktu penyesuaian tarif sesuai peraturan dan perundangan yang setiap dua tahun dapat dilaksanakan.
c. Efisiensi biaya operasi, sehingga dapat memberikan *EBITDA Margin* sesuai harapan yang memberikan arus kas positif bagi Perseroan.
d. Komposisi liabilitas dengan mempertimbangkan investasi Perseroan yang bersifat jangka panjang.
e. Sumber pendanaan investasi yang dapat mempengaruhi kinerja keuangan secara positif dan menciptakan arus kas positif dari kegiatan operasi Perseroan.

3. **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 2024. Evaluasi ini dilakukan dengan mempertimbangkan aspek keuangan, operasional, teknologi, hukum, dan reputasi.

Berdasarkan evaluasi atas efektivitas pengelolaan risiko dan hukum selama tahun 2024, 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.

o. 2025 Work Plan and Budget.
p. Strategic Issues of Toll Road Business.
q. Legal Aid Facilities for Active and Non-Active Board of Commissioners and Directors.
r. Contactless Transaction System.
s. Compliance Management and Accountability 2020 to 2022 in the Company, Subsidiaries and Related Agencies.

2. **Evaluation of Risk Management Effectiveness**
In evaluating the effectiveness of risk management in 2024, the Board of Commissioners will pay attention to the Company's risks based on the Company's business processes by paying attention to the Company's risk taxonomy (category) which has been adjusted to the direction of the Ministry of SOEs.

Matters of concern regarding the Company's performance achievements include the following:
a. Timeliness of construction completion to avoid investment increases that impact the feasibility of the section.
b. Timeliness of tariff adjustments according to regulations and legislation which can be implemented every two years.
c. Operating cost efficiency, so that it can provide EBITDA Margin as expected which provides positive cash flow for the Company.
d. Composition of liabilities taking into account the Company's long-term investments.
e. Investment funding sources that can positively influence financial performance and create positive cash flow from the Company's operating activities.

3. **Evaluation of Management Report**
Evaluation of the effectiveness of risk and legal monitoring is carried out periodically to ensure the sustainability of the Company's business in facing various challenges and dynamics that occur throughout 2024. 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 2024, the Company has succeeded in maintaining a balance between business growth and risk mitigation, as well as compliance with applicable laws and regulations. This success is supported by a prudent financial strategy, utilization of technology, and implementation of good governance. Recommendations for the following year include increasing synergy between subsidiaries, optimizing technology-based investments, and strengthening compliance policies and internal audits.

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 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.

The Company's management always strives to implement comprehensive risk management in all of the Company's activities, which is realized by ensuring that the implementation has been implemented effectively, efficiently and in accordance with what is mandated in the Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises. The Board of Commissioners is always committed and responsible in carrying out its supervisory function to ensure that the implementation of risk management is carried out properly where the implementation of policies and regulations that are in line with these regulations continues to be implemented and evaluated periodically and sustainably.

Pemenuhan *Key Performance Indicators* (KPI) Komite Risiko dan Hukum

Dalam melaksanakan tugasnya, Komite Risiko dan Hukum selalu berpedoman pada Program Kerja Komite Risiko dan Hukum. Secara umum, kinerja Komite Risiko dan Hukum didasarkan pada realisasi program kerja dibandingkan dengan target yang ditetapkan. Pada tahun 2024, Program Kerja Komite Risiko dan Hukum telah dilaksanakan sesuai dengan target yang telah ditetapkan. Selain itu, penilaian kinerja Komite Risiko dan Hukum juga didasarkan pada pencapaian KPI.

Kinerja Komite Risiko dan Hukum selama tahun 2024 berdasarkan KPI dirinci sebagai berikut:

Fulfilment of Key Performance Indicators (KPI) of the Risk and Legal Committee

In carrying out its duties, the Risk and Legal Committee always adheres to the Risk and Legal Committee Work Program. Generally, the performance of the Risk and The legal Committee is based on the realization of the work program compared to the set targets. In 2024, the Risk and Legal Committee's Work Program was implemented according to the predetermined targets. Additionally, the assessment of the Risk and Legal Committee's performance is also based on the achievement of Key Performance Indicators (KPIs).

The performance of the Risk and Legal Committee in 2024, based on KPIs, is detailed as follows:

Tabel Hasil Penilaian KPI Komite Risiko dan Hukum Tahun 2024
Table of Risk and Legal Committee KPI Assessment Results for 2024

No.	Perspektif Perspective	Indikator Indicator	Realisasi/Output Realization/Output	Bobot Weight (A)	Ketercapaian Achievement (1-100) (B)	Skor Score (A) x (B)
1.	Mitigasi Risiko Risk Mitigation	Analisa Risiko Pengawasan Aksi Korporasi Corporate Action Supervision Risk Analysis	Pembahasan Aksi Korporasi pada Anak Perusahaan Discussion of Corporate Actions in Subsidiaries	15%	100	15
		Monitoring Pengelolaan Risiko Risk Management Monitoring	Kajian Laporan *Monitoring* Pengelolaan Risiko Risk Management Monitoring Report Review			
		RKAP dan RJPP RKAP and RJPP	Rekomendasi Penyusunan RKAP dan *Review* RJPP Recommendations for Preparation of RKAP and Review of RJPP	10%	100	10
2.	Teknologi Technology	Sistem Transaksi Nirsentuh Contactless Transaction System	Update kajian kesiapan implementasi Sistem Transaksi Nirsentuh Update on the study of readiness for the implementation of the Contactless Transaction System	10%	100	10
		Sistem IT IT Systems	Pembahasan hasil *assessment* IT Jasa Marga Discussion of Jasa Marga IT assessment results			

Tabel Hasil Penilaian KPI Komite Risiko dan Hukum Tahun 2024
Table of Risk and Legal Committee KPI Assessment Results for 2024

No.	Perspektif Perspective	Indikator Indicator	Realisasi/Output Realization/Output	Bobot Weight (A)	Ketercapaian Achievement (1-100) (B)	Skor Score (A) x (B)
3.	Pengawasan Atas Informasi Manajemen Oversight of Management Information	Pembahasan Laporan Evaluasi Kinerja Manajemen Berkala Discussion of Periodic Management Performance Evaluation Report	Hasil Kajian Laporan Manajemen. Management Report Review Results.	10%	100	10
4.	Hukum Law	Kasus Hukum Legal Cases	Pembahasan progres kasus-kasus hukum/isu terkait hukum Discussion of the progress of legal cases/legal issues	15%	100	15
			Pembahasan Pedoman Pemberian Bantuan Hukum Discussion of Guidelines for Provision of Legal Aid			
5.	Proses Internal KRH KRH Internal Process	Perbaikan proses internal KRH KRH internal process improvements	*Review* Interna KRH: 1. *Review* Piagam Komite 2. *Review* Program Kerja 2024 KRH 3. Program Kerja 2025 KRH 4. Keterlibatan aktif dalam penyusunan *Board Manual* KRH Internal Review: 1. Committee Charter Review 2. KRH 2024 Work Program Review 3. 2025KRH Work Program 4. Active involvement in the preparation of the Board Manual	10%	100	10
6.	Penugasan Khusus Dewan Komisaris Special Assignment of the Board of Commissioners	Penugasan dalam Rapat Dewan Komisaris Assignment in the Board of Commissioners Meeting	Pemaparan Komite Pemantau Risiko dan Hukum dalam rapat Dewan Komisaris Risk and Legal Monitoring Committee Presentation at the Board of Commissioners Meeting	10%	100	10
			Menghadiri, memberikan pendapat dan rekomendasi dalam rapat Dewan Komisaris Attend, provide opinions and recommendations at Board of Commissioners Meetings			
		Penugasan dalam Rapat Gabungan/ Rapat Khusus/ Rapat Koordinasi Dewan Komisaris dan Direksi Assignment in Joint Meeting/ Special Meeting/ Coordination Meeting of the Board of Commissioners and Directors	Menghadiri, memberikan pendapat dan rekomendasi dalam rapat Attend, provide opinions and recommendations in Meetings			
		Rekomendasi atas Disposisi Dewan Komisaris Recommendations on the Disposition of the Board of Commissioners	Memberikan tanggapan baik dalam bentuk pemaparan, penjelasan langsung/verbal, ataupun dalam bentuk Nota Dinas atas Disposisi Dewan Komisaris Respond either in the form of a presentation, direct/verbal explanation, or in the form of an Official Note on the Disposition of the Board of Commissioners.			
7.	Peningkatan Kompetensi Komite Risiko dan Hukum Competency Enhancement of the Risk and Legal Committee	Pelatihan/Seminar/Webinar terkait tugas Dewan Komisaris dan Organ Pendukung Dewan Komisaris Training/Seminars/Webinar related to the duties of the Board of Commissioners and Supporting Organs of the Board of Commissioners	Mengikuti *Webinar Onboarding Commissioner* BUMN Attending the BUMN Commissioner Onboarding Webinar	10%	100	10

Tabel Hasil Penilaian KPI Komite Risiko dan Hukum Tahun 2024
Table of Risk and Legal Committee KPI Assessment Results for 2024

No.	Perspektif Perspective	Indikator Indicator	Realisasi/Output Realization/Output	Bobot Weight (A)	Ketercapaian Achievement (1-100) (B)	Skor Score (A) x (B)
8.	Tertib Administrasi Good administration	Laporan Triwulan Quarterly Report	Laporan Triwulan 1 KRH KRH Quarterly Report 1	10%	100	10
			Laporan Triwulan 2 KRH KRH Quarterly Report 2			
			Laporan Triwulan 3 KRH KRH Quarterly Report 3			
			Laporan Triwulan 4 KRH KRH Quarterly Report 4			
		Laporan Tahunan Annual report	Laporan Tahunan Annual report			
			Draft Annual Report Draft Annual Report			
Total				**100%**		**100**

Rencana Kerja Komite Risiko dan Hukum Tahun 2025

Program kerja Komite Risiko dan Hukum di tahun 2025 berdasarkan perspektif KPI adalah sebagai berikut:

Risk and Legal Committee Work Plan for 2025

The work program of the Risk and Legal Committee in 2025 based on the KPI perspective is as follows:

Tabel Rencana Kerja Komite Risiko dan Hukum Tahun 2025
Table Of Risk and Legal Committee Work Plan for 2025

Perspektif Perspective	Program Kerja Work Program
Nilai Ekonomi untuk Indonesia Economic Value for Indonesia	• Pembahasan dan pengawasan bidang hukum. • Pembahasan dan pengawasan bidang risiko. • Discussion and supervision of legal matters. • Discussion and monitoring of risk areas.
Kepemimpinan dan Teknologi Leadership and Technology	Pembahasan implementasi teknologi. Discussion of technology implementation.
Pengawasan Inovasi dan Model Bisnis Innovation and Business Model Monitoring	• Pengawasan atas Informasi Manajemen. • Pembahasan RKAP dan RJPP. • Oversight of Management Information. • Discussion of RKAP and RJPP.
Pengembangan Talenta Talent Development	Peningkatan Kompetensi. Competency Improvement.
Internal Bisnis Internal Business	Pembahasan proses internal dengan membuat program kerja dan review dokumen terkait jika diperlukan. Discussion of internal processes by creating work programs and reviewing related documents if necessary.

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.

Integrated Governance Committee

The Integrated Governance Committee is a committee formed to assist the Board of Commissioners in carrying out its supervisory function through monitoring and evaluation of the Integrated Governance functions and policies.

The Integrated Governance Committee is a supporting organ of the Board of Commissioners which is a risk management organ, which must be owned if the Company is included in the conglomerate category 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.

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 Nomor 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 Nomor 262);
2. Peraturan Menteri Badan Usaha Milik Negara Nomor PER-3/MBU/03/2023 tanggal 24 Maret 2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara (Berita Negara RI Tahun 2023 Nomor 263);
3. Peraturan Otoritas Jasa Keuangan Nomor 21/POJK.04/2015 tentang Penerapan Pedoman Tata Kelola Perusahaan Terbuka;
4. Keputusan Deputi Bidang Keuangan dan Manajemen Risiko Kementerian Badan Usaha Milik Negara Nomor: 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 Nomor: SK-6/DKU.MBU/05/2023 tentang Proses Manajemen Risiko dan Agregasi;
6. Surat Edaran Otoritas Jasa Keuangan Nomor 32/SEOJK.04/2015 tentang Pedoman Tata Kelola Perusahaan Terbuka;
7. Anggaran Dasar Perusahaan Perseroan (Persero) PT Jasa Marga (Persero) Tbk Akte Notaris IR. NANETIE CAHYANIE HANDARI ADI WARSITO.,SH Akta Nomor 40 Tanggal 19 Juli 2021;
8. Keputusan Dewan Komisaris PT Jasa Marga (Persero) Tbk Nomor: 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:

Basis for the Establishment of the Integrated Governance Committee

The Integrated Governance Committee is formed based on statutory regulations. The legal basis for the formation of the Integrated Governance Committee is as follows:

1. Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023 dated March 24, 2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises (State Gazette of the Republic of Indonesia 2023 Number 262);
2. Regulation of the Minister of State-Owned Enterprises No. PER-3/MBU/03/2023 dated March 24, 2023 concerning Organs and Human Resources of State-Owned Enterprises (State Gazette of the Republic of Indonesia 2023 Number 263);
3. Financial Services Authority Regulation No. 21/POJK.04/2015 concerning the Implementation of Guidelines for Public Company Governance;
4. Decree of the Deputy for Finance and Risk Management of the Ministry of State-Owned Enterprises No. SK-3/DKU.MBU/05/2023 concerning Technical Instructions for the Composition and Qualifications of Risk Management Organs within State-Owned Enterprises;
5. Decree of the Deputy for Finance and Risk Management of the Ministry of State-Owned Enterprises No. SK-6/DKU.MBU/05/2023 concerning the Risk Management and Aggregation Process;
6. Circular Letter of the Financial Services Authority No. 32/SEOJK.04/2015 concerning Guidelines for Public Company Governance;
7. Articles of Association of the Limited Liability Company (Persero) PT Jasa Marga (Persero) Tbk Notary Deed IR. NANETIE CAHYANIE HANDARI ADI WARSITO S.H., Deed Number 40 Dated July 19, 2021;
8. Decision of the Board of Commissioners of PT Jasa Marga (Persero) Tbk Number: KEP -038/III/2024 dated March 22, 2024, concerning the Establishment of the Integrated Governance Committee of PT Jasa Marga (Persero) Tbk.

Working Guidelines/Charter of the Integrated Governance Committee

Jasa Marga has an Integrated Governance Guideline for PT Jasa Marga (Persero) Tbk regulated through Joint Decree of the Board of Commissioners and Directors of Tbk No. KEP-041/III/2024 and No. 45/KPTS/2024 dated March 22, 2024 concerning the Integrated Governance Guidelines for the Conglomerate of PT Jasa Marga (Persero) Tbk. This guideline is a reference for the Integrated Governance Committee in carrying out its duties and responsibilities. The guideline contains provisions that must be adhered to by the Integrated Governance Committee, with the aim that the implementation of the Integrated Governance Committee's activities can work independently, objectively, independently, transparently, and accountably. In its regulation of the Integrated Governance Committee, the Integrated Governance Guidelines for the Conglomerate of PT Jasa Marga (Persero) Tbk, contain substances including:

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.

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:

1. Membership Structure of the Integrated Governance Committee;
2. Duties and Responsibilities of the Integrated Governance Committee; and
3. Charter of the Integrated Governance Committee.

Membership Requirements

Every person appointed as a member of the Integrated Governance Committee is all Commissioners of Jasa Marga's parent company and the President Commissioner of its Subsidiaries.

Terms of Office

All Members of Jasa Marga's Integrated Governance Committee have integrity, competence and good reputation. Dismissal of members of the Integrated Governance Committee may be carried out if the relevant member's term of office as Commissioner of the Parent or as President Commissioner of a Subsidiary ends. The term of office of members of the Integrated Governance Committee may not be longer than 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 the rules and regulations.

If the Commissioner who is the Chair of the Integrated Governance Committee resigns before his term of office as a Commissioner of the Company, the Chair of Integrated Governance will be replaced by another Commissioner.

Composition, Number, Composition and Basis for Appointment of the Integrated Governance Committee

The membership structure of the Integrated Governance Committee consists of the Chairman of the Committee who is also a member, namely the President Commissioner of PT Jasa Marga (Persero) Tbk, members of the committee, namely members of the Board of Commissioners of PT Jasa Marga (Persero) Tbk and representatives of the Board of Commissioners at subsidiaries of PT Jasa Marga (Persero) Tbk.

Members of the Integrated Governance Committee must have a strong commitment and high integrity, effective communication skills and have knowledge, experience and technical skills in their field of work.

Referring to the Decree of the Board of Commissioners of PT Jasa Marga (Persero) Tbk No. KEP-039/III/2024 dated March 22, 2024, the Integrated Governance Composition consists of the President Commissioner and all members of the Commissioners of PT Jasa Marga (Persero) Tbk and all President Commissioners of subsidiaries of PT Jasa Marga (Persero) Tbk. The complete composition of the chairman and members of the Integrated Governance Committee is as follows:

Susunan, Jumlah, Komposisi dan Dasar Pengangkatan Komite Tata Kelola Terintegrasi
Composition, Number, Composition and Basis for Appointment of the 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
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.

Profile of the Integrated Governance Committee

The profiles of the members of the Integrated Governance Committee can be found in the section "Profile of the Board of Commissioner" in the Company Profile chapter of 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 the Integrated Governance Committee

In accordance with the provisions of the Regulation of the Minister of State-Owned Enterprises 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 regarding number, composition, criteria, competence, and independence.

Tabel Independensi Komite Tata Kelola Terintegrasi
Table of Independence of the Integrated Governance Committee

Aspek Independensi Independency Aspect	Seluruh Anggota Komite Tata Kelola Terintegrasi* All Members of the Integrated Governance Committee
Tidak memiliki hubungan keuangan dengan Dewan Komisaris dan Direksi. Not having any financial relationship with the Board of Commissioners and the Board of Directors.	✓
Tidak memiliki hubungan kepengurusan di perseroan, anak perusahaan, maupun perusahaan afiliasi. Not having any management affiliation in the company, subsidiary, or affiliated company.	✓
Tidak memiliki hubungan keluarga dengan Dewan Komisaris, Direksi, dan/atau sesama anggota Komite Not having any family affiliation with the Board of Commissioners, Board of Directors, and/or other Committee members.	✓
Tidak menjabat sebagai pengurus partai politik, pejabat dan pemerintah. Not serving as administrators of political parties, officials, and the government.	✓

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.

As a form of implementing the principle of independence, the Integrated Governance Committee signs a Statement of Independence. This statement contains several key declarations, including that the Integrated Governance Committee of Jasa Marga:

1. Does not have any personal interests or affiliations that could result in negative impacts or conflicts of interest with the Company.
2. Does not own any shares of the Company, either directly or indirectly.
3. 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 Integrated Governance Committee.

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:

Duties and Responsibilities of the Integrated Governance Committee

Based on the Charter of the Integrated Governance Committee of PT Jasa Marga (Persero) Tbk and referring to the Regulation of the Minister of State-Owned Enterprises No. PER-3/MBU/03/2023, dated March 24, 2023, on the Organization and Human Resources of State-Owned Enterprises, the Integrated Governance Committee works collectively and independently in carrying out its duties and in reporting, and is directly responsible to the Board of Commissioners. The duties of the Integrated Governance Committee are as follows:

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 perundang-undangan, Anggaran Dasar, dan/atau Keputusan RUPS.

1. Evaluating the Integrated Governance policies;
2. Conduct monitoring and evaluation of any non-compliance with Integrated Governance policies in parent or subsidiary BUMNs;
3. Evaluating the implementation of Integrated Governance, at least through an assessment of the adequacy of internal control and the implementation of integrated compliance functions;
4. Provide recommendations to the Board of Commissioners for the improvement of Integrated Governance policies;
5. Conducting communication with work units for functions including Internal Audit, legal and compliance, finance and Risk Management, human resources and aspects of operational business functions as required, to obtain information, clarification and request reports as required in an integrated manner; and
6. Carrying out monitoring and evaluation of the implementation of other Integrated Governance functions in accordance with the provisions of laws and regulations, Articles of Association, and/or GMS Decisions.

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.

Authority

In providing input and evaluation on the results of monitoring or supervisory functions of the Board of Commissioners of BUMN Subsidiaries related to:

1. Implementation of Integrated Governance policies.
2. Strategic plans of BUMN Subsidiaries.
3. Investments of BUMN Subsidiaries.
4. Business portfolios of BUMN Subsidiaries.
5. Other policies that have an impact on the synergy of the PT Jasa Marga (Persero) Tbk Conglomerate.

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 diantaranya adalah:

1. Rapat Komite Tata Kelola Terintegrasi;
2. Rapat Koordinasi Komite;
3. Rapat Dewan Komisaris;
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.

Meetings of the Integrated Governance Committee

The Integrated Governance Committee functions to assist the Board of Commissioners. The Committee also organizes and/or participates in meetings as part of its work. The meetings held and/or attended by the Integrated Governance Committee include the following:

1. Integrated Governance Committee Meeting;
2. Committee Coordination Meeting;
3. Board of Commissioners Meeting;
4. Board of Commissioners-Board of Directors Coordination Meeting.

As stated in the Integrated Governance Guidelines of the PT Jasa Marga (Persero) Tbk Conglomerate, the Integrated Governance Committee Meeting is held at least 1 (one) time in 1 (one) semester. The meeting invitation is made at least 5 (five) calendar days before the implementation, containing information on the day, date, time, place, and agenda of the meeting. The implementation of the Integrated Governance Committee Meeting is led by the Chairperson of the Integrated Governance Committee.

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 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.

The Committee Coordination Meeting is a meeting held jointly by the Integrated Governance Committee and the Management of the Jasa Marga Group. This Coordination Meeting is conducted as part of the Committee's duties to assist the Board of Commissioners in carrying out its supervisory function and to provide direct advice/recommendations to the Jasa Marga Group Management. Through this Coordination Meeting, good communication is also fostered between the Jasa Marga Group Management and the Integrated Governance Committee. This Coordination Meeting can be initiated and held by the Integrated Governance Committee or by the Management, and it can also be initiated by another Committee or held jointly, with the Integrated Governance Committee participating as a member.

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.

The Board of Commissioners Meeting is a regular meeting of the Board of Commissioners where the Integrated Governance Committee is requested to attend to provide input, present the results of its review, or offer recommendations and viewpoints.

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 masukan dan menyampaikan laporan hasil telaah ataupun memberi masukan dan pandangan sebagai bagian dari penugasan khusus Dewan Komisaris kepada Komite Tata Kelola Terintegrasi.

The Board of Commissioners-Board of Directors Coordination Meeting is a routine meeting between the Board of Commissioners and the Board of Directors, discussing a specific theme. If necessary, the Integrated Governance Committee is invited to attend to provide input, present the results of its review, or offer recommendations and viewpoints as part of a special assignment from the Board of Commissioners to the Integrated Governance 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 Tata Kelola Terintegrasi diminta hadir untuk memberi masukan dan menyampaikan laporan hasil telaah ataupun memberi masukan dan pandangan.

A Special Meeting is a meeting held by the Board of Commissioners to discuss a specific theme outside the regular Board of Commissioners Meeting and the Board of Commissioners-Board of Directors Coordination Meeting. If necessary, the Integrated Governance Committee is requested to attend to provide input, present the results of its review, or offer recommendations and viewpoints.

Sepanjang tahun 2024, Komite Tata Kelola Terintegrasi melakukan rapat sebanyak 2 (dua) kali dengan agenda di antaranya sebagai berikut:

1. *Kickoff Meeting* Komite Tata Kelola Terintegrasi PT Jasa Marga (Persero) Tbk.
2. a) Isu Strategis dalam Pelaksanaan RKAP 2025; b) *Monitoring* Pemenuhan Atas Daftar Kewajiban Kepatuhan Terintegrasi dalam Konglomerasi Jasa Marga Grup.

Throughout 2024, the Integrated Governance Committee held meetings 2 (two) times, with agendas including the following:

1. Kickoff Meeting of the Integrated Governance Committee of PT Jasa Marga (Persero) Tbk.
2. a) Strategic Issues in the Implementation of RKAP 2025; b) Monitoring of Compliance with the Integrated Compliance Obligations List in the Jasa Marga Group.

Tabel Kehadiran Komite Tata Kelola Terintegrasi dalam Rapat Komite Tata Kelola Terintegrasi 2024
Table of Attendance of the Integrated Governance Committee in the Integrated Governance Committee Meetings 2024

	Seluruh Anggota Komite Tata Kelola Terintegrasi* All Members of the Integrated Governance Committee*
Jumlah Rapat dalam Setahun Total of Meetings in A Year	2
Jumlah Rapat yang Wajib Dihadiri Total of Mandatory Meetings Attended	2
Jumlah Rapat yang Dihadiri Number of Meetings Attended	2
Presentasi Kehadiran (%) Attendance Percentage (%)	100%
Rata-rata (%) **Average (%)**	**100%**

Keterangan/Description:
* 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.

Rata-rata tingkat kehadiran dalam rapat adalah sebesar 100% Saran/rekomendasi/tanggapan Komite Tata Kelola Terintegrasi dituangkan dalam Notulensi Rapat Koordinasi/ catatan diskusi.

The average attendance rate at meetings is 100%. Suggestions/ recommendations/responses from the Integrated Governance Committee are recorded in the Minutes of the Coordination Meeting/discussion notes.

Pengembangan Kompetensi

Pengembangan kompetensi Komite Tata Kelola Terintegrasi dapat dilihat pada bab Profil dalam buku Laporan Tahunan ini.

Competency Development

The competency development of the Integrated Governance Committee can be found in the Profile chapter of this Annual Report.

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.

Policies and Amount of Remuneration for the Integrated Governance Committee

Based on the Regulation of the Minister of State-Owned Enterprises No. PER-3/MBU/03/2023, dated March 24, 2023, on the Organization and Human Resources of State-Owned Enterprises, members of the Integrated Governance Committee who are not members of the Board of Commissioners receive remuneration in the form of an honorarium, which is a maximum of 20% of the salary of the President Director.

Pelaksanaan Tugas Komite Tata Kelola Terintegrasi

Dalam tahun 2024, Komite Tata Kelola Terintegrasi telah mengadakan 2 (dua) kali Rapat dengan agenda yaitu *Kick Off Meeting* Komite Tata Kelola Terintegrasi dan pembahasan *monitoring* Pemenuhan atas Daftar Kewajiban Kepatuhan Terintegrasi dalam Konglomerasi Jasa Marga Group.

Implementation of the Duties of the Integrated Governance Committee

In 2024, the Integrated Governance Committee has held 2 (two) meetings with the agenda of the Integrated Governance Committee Kick Off Meeting and discussion of monitoring the Fulfillment of the Integrated Compliance Obligations List in the Jasa Marga Group Conglomerate.

Pelaksanaan Rapat Komite Tata Kelola Terintegrasi adalah sebagai berikut:

The implementation of the Integrated Governance Committee Meeting is as follows:

No.	Waktu (tgl/bln/thn) Time (dd/mm/yr)	Pembahasan Description
1	29/07/2024	*Kickoff* Meeting Komite Tata Kelola Terintegrasi PT Jasa Marga (Persero) Tbk. Kickoff Meeting of the Integrated Governance Committee of PT Jasa Marga (Persero) Tbk.
2	12/11/2024	1. Isu Strategis dalam Pelaksanaan RKAP 2025. 2. Monitoring Pemenuhan Atas Daftar Kewajiban Kepatuhan Terintegrasi dalam Konglomerasi Jasa Marga Group. 1. Strategic Issues in the Implementation of RKAP 2025. 2. Monitoring of Compliance with the Integrated Compliance Obligations List in the Jasa Marga Group Conglomerate.

Pemenuhan *Key Performance Indicator* (KPI) Komite Tata Kelola Terintegrasi

Pada tahun 2024, 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 perusahaan, serta memberikan kontribusi nyata terhadap keberlanjutan dan daya saing Perseroan di industri.

Achievement of Key Performance Indicators (KPI) of the Integrated Governance Committee

In 2024, the Integrated Governance Committee is committed to optimally carrying out its role in supporting the strengthening of governance within the Company, through an effective supervisory mechanism. Fulfillment of the Committee's Key Performance Indicators (KPIs) is focused on increasing the effectiveness of monitoring the implementation of governance policies, evaluating strategies and investments in subsidiaries, and strengthening synergies within the Company's conglomerate. Through regular meetings, providing strategic recommendations, and intensive coordination with the Board of Commissioners and Board of Directors, the Committee ensures the achievement of governance objectives that are in line with the company's vision and strategy, and provide real contributions to the Company's sustainability and competitiveness in the industry.

Rencana Kerja Komite Tata Kelola Terintegrasi Tahun 2025

Pada tahun 2024, Komite Tata Kelola Terintegrasi telah menyusun dan menetapkan rencana kerja tahun 2025 yang di antaranya terdiri dari kegiatan-kegiatan sebagai berikut:

1. Rapat dengan Corporate Secretary and Chief Administration Officer dan/atau unit kerja terkait membahas pemantauan dan evaluasi pelaksanaan tata kelola terintegrasi.
2. Evaluasi Pedoman Tata Kelola Terintegrasi.
3. Pemantauan dan evaluasi atas kesesuaian Pedoman Tata Kelola Terintegrasi Holding dan/atau Anak Perusahaan.
4. Evaluasi pelaksanaan tata kelola terintegrasi, paling sedikit melalui penilaian kecukupan pengendalian internal dan pelaksanaan fungsi kepatuhan secara terintegrasi.
5. Pemberian rekomendasi untuk penyempurnaan Pedoman Tata Kelola Terintegrasi.
6. 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.

Work Plan of the Integrated Governance Committee for 2025

In 2024, the Integrated Governance Committee has prepared and established a 2025 work plan which includes the following activities:

1. Meetings with the Corporate Secretary and Chief Administration Officer and/or related work units to discuss monitoring and evaluation of the implementation of integrated governance.
2. Evaluating of Integrated Governance Guidelines.
3. Monitoring and evaluating of the compliance of the Integrated Governance Guidelines for Holding and/or Subsidiaries.
4. Evaluating of the implementation of integrated governance, at least through an assessment of the adequacy of internal control and the implementation of integrated compliance functions.
5. Providing recommendations for improving the Integrated Governance Guidelines.
6. Communication with work units for functions including internal audit, legal and compliance, finance, risk management, human resources, and aspects of operational business functions as required, to obtain information, clarification and request reports as required in an integrated manner through the Board of Directors.

7. Pemantauan dan evaluasi terhadap pelaksanaan fungsi tata kelola terintegrasi lainnya sesuai dengan ketentuan peraturan perundang-undangan, anggaran dasar dan/atau keputusan RUPS/Menteri BUMN.

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;
   c. Administrasi GCG.
3. Staf Urusan Tata Usaha dan Administrasi Persuratan, membawahi Staf Sekretariat yang terdiri dari:
   a. Staf Urusan Administrasi Persuratan;
   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.

7. Monitoring and evaluating of the implementation of other integrated governance functions in accordance with the provisions of laws and regulations, articles of association and/or decisions of the GMS/Minister of SOE.

Secretary of the Board of Commissioners

The Board of Commissioners has a Secretary of the Board of Commissioners to support the implementation of the secretarial duties of the Board of Commissioners, whose organizational structure is determined based on the Board of Commissioners Decree No. KEP-048/V/2015 dated February 25, 2015, regarding the Appointment 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 of the Board of Commissioners;
2. GCG Affairs and Board of Commissioners Meeting Organization Staff, overseeing the Secretariat Staff consisting of:
   a. Meeting Minutes Recorder;
   b. Meeting Administration;
   c. GCG Administration.
3. Administration Affairs and Correspondence Administration Staff, overseeing the Secretariat Staff consisting of:
   a. Correspondence Administration Staff;
   b. Administrative Affairs Staff.

Term of Office

The term of office for the Secretary of the Board of Commissioners and the Secretariat Staff of the Board of Commissioners is determined by the Board of Commissioners for a maximum of 3 (three) years and maybe reappointed for a maximum of 2 (two) years without prejudice to the right of the Board of Commissioners to dismiss them at any time.

Profile of the Secretary of the Board of Commissioners

The profile of the Secretary of the Board of Commissioners can be found in the Secretary of the Board of Commissioners Profile section in the Company Profile section of this Annual Report.

Duties and Responsibilities

The duties of the Secretary of the Board of Commissioners are to assist the Board of Commissioners in carrying out its supervisory functions. In detail, the functions and duties of the Secretary of the Board of Commissioners are as follows:

1. Responsible for the preparation of the annual work program agenda of the Board of Commissioners activities to be decided and determined by the Board of Commissioners before the start of the new fiscal year.

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.
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.

2. Responsible for conducting meetings, controllingmeetings to suit the urgency of corporate needs,including meeting materials (briefing sheets) for theBoard of Commissioners meeting and/or Board ofCommissioners- Board of Directors coordinationmeeting, as well as meetings with other stakeholders.
3. Attend all Board of Commissioners meetings, exceptfor special meetings that may only be attended byBoard of Commissioners members and/or Directors.
4. Responsible for the preparation of minutes of theBoard of Commissioners meeting and Board ofCommissioners-Board of Directors coordinationmeeting, including special Board of Commissionersmeetings and/or Board of Commissioners-Directorscoordination meetings.
5. Responsible for the administration of Board ofCommissioners' documents, including incoming andoutgoing correspondence, meeting minutes, and other documents.
6. Responsible for the preparation of the Follow-upMatrix Report on Board of Commissioners MeetingDecisions on a Quarterly and/or Annual basis,monitoring and evaluating them to report the resultsin the Board of Commissioners meeting.
7. Responsible for drafting and sending letters fromthe Board of Commissioners, including Board ofCommissioners' decisions and other letters to theDirectors and/or other relevant parties.
8. Responsible for the preparation of the Annual Activity Plan and Budget of the Board of Commissioners and submitting it to the Board of Commissioners promptly for discussion, approval, and determination.
9. Responsible for monitoring and ensuring that theactions and/or oversight of the Board of Commissioners comply with applicable laws and regulations and apply the principles of Good Corporate Governance.
10. Responsible for providing all documents, information, and clarifications requested by the Independent Consultant on the Application of Good Corporate Governance Principles within the environment of the Board of Commissioners of PT Jasa Marga (Persero) Tbk, with the appointment of such a consultant being within the authority of the Board of Commissioners. The Consultant's Assessment Report is presented and discussed in the Board of Commissioners meeting, and inputs, directions, and recommendations from Board of Commissioners Members are recorded for use in improving the Board of Commissioners' compliance in subsequent years.

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 Kementerian 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.
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.

11. Responsible for the preparation of the Annual KeyPerformance Indicators Proposal of the Board of Commissioners, referring to the criteria and indicators set forth in the Ministry of State-Owned Enterprises Regulations, taking into account the evaluation results of the previous years' Board of Commissioners key performance indicators and anticipating the focus of oversight needs for the current and future management of the Company. The proposal forthe key performance indicators of the Board ofC ommissioners is then discussed, reviewed, anddetermined by the Board of Commissioners.
12. Coordinate the preparation and drafting of reports of the Board of Commissioners, such as the annual report of the Board of Commissioners, including the Implementation Report of the Board of Commissioners' Oversight (for the previous financial year) to be accounted for at the General Meeting of Shareholders, and the preparation of the self-assessment report on the annual performance evaluation of the Board of Commissioners and other reports.
13. Prepare and draft the Concept of ImplementationReport on the Annual Performance Evaluation ofthe Board of Commissioners, conducted throughself-assessment, and report the evaluation resultsto the Board of Commissioners for discussion andclarification, and agree on its issuance as the Board ofCommissioners' Performance Evaluation Report (forthe Current Financial Year).
14. Coordinate with the Committees of the Board ofCommissioners to facilitate the duties of the Board ofCommissioners.
15. Coordinate and evaluate the availability of data and information required by the Board of Commissioners periodically and/or when requested.
16. Coordinate with the Committees of the Board ofCommissioners to facilitate the duties of the Board ofCommissioners.
17. Coordinate with the Corporate Secretary to facilitate the implementation of the duties and obligations of the Board of Commissioners and Directors in their respective roles in the management and development of the Company, as well as in oversight and advice-giving.

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 vvhvvv dari gaji Direktur Utama.

Competency Development

The competency development program for the Secretary of the Board of Commissioners can be found in the Education and/or Training section in the Company Profile section of this Annual Report.

Remuneration Policy and Amount

Based on the Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023, dated March 24, 2023, regarding the Organ and Human Resources of State-Owned Enterprises, the Secretary of the Board of Commissioners receives remuneration in the form of an honorarium equal to 15% of the salary of the President Director.

Pelaksanaan Tugas Tahun 2024

Sekretaris Dewan Komisaris telah melaksanakan tugasnya dalam mendukung Dewan Komisaris menjalankan fungsi pengawasan Dewan Komisaris.

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 2024, di antaranya sebagai berikut:

1. Menyusun Program Kerja Tahunan 2024 Dewan Komisaris beserta Agenda Rapat per Bulan secara tepat waktu sesuai target.
2. Menyusun Indikator Kinerja Kunci (*Key Performance Indicators*/KPI) Dewan Komisaris untuk dipergunakan menilai pencapaian kinerja Dewan Komisaris dalam menjalankan pelaksanaan tugas pengawasan dan pemberian saran dan/rekomendasi kepada Direksi dalam menjalankan dan mengembangkan bisnis Perseroan.
3. Bersama-sama Corporate Secretary and Chief Administration Officer melakukan persiapan untuk penyelenggaraan RUPS di tahun 2024, di antaranya penerbitan Surat Keputusan Dewan Komisaris tentang penunjukan Komisaris Utama sebagai Pemimpin RUPS, penyusunan Laporan Pelaksanaan Tugas Pengawasan Dewan Komisaris Tahun Buku 2023 untuk disampaikan dan dipertanggungjawabkan dalam RUPS.
4. Menyusun laporan hasil penilaian secara *self assessment* kinerja Dewan Komisaris Triwulanan dan melaporkan hasilnya kepada Menteri BUMN c.q. Asisten Deputi Bidang Jasa Infrastruktur.
5. Menyelenggarakan Rapat Dewan Komisaris dan Rapat Koordinasi Dewan Komisaris dengan Direksi, serta kunjungan kerja Dewan Komisaris ke proyek-proyek jalan tol, kantor-kantor Regional dan/atau Anak Perusahaan.
6. Menyusun Risalah Rapat beserta dinamikanya untuk disampaikan kepada Corporate Secretary and Chief Administration Officer dan mengadministrasikan Risalah Rapat dengan baik.
7. Menyusun Matriks Tindak Lanjut Keputusan Rapat per Triwulan, memantau dan melakukan evaluasi atas tindak lanjut keputusan-keputusan Rapat per Triwulan, melaporkan hasilnya kepada Dewan Komisaris, serta menindaklanjuti keputusan Rapat Dewan Komisaris.
8. Menyusun Rencana Kegiatan dan Anggaran Perusahaan (RKAP) Dewan Komisaris.
9. Menyusun dan menyampaikan surat-surat dan/atau dokumen yang diperlukan Dewan Komisaris kepada pihak terkait secara tepat waktu.
10. Menyusun Laporan Tahunan 2024 Perseroan pada bagian Dewan Komisaris.

Performance of Duties in 2024

The Secretary of the Board of Commissioners has fulfilled their duties in supporting the Board of Commissioners in carrying out their supervisory functions.

Generally, all tasks of the Secretary of the Board of Commissioners during the year 2024 have been carried out according to the set targets.

The main tasks of the Secretary of the Board of Commissioners carried out throughout the year 2024 include:

1. Prepare the 2024 Annual Work Program of the Board of Commissioners along with the Monthly Meeting Agenda promptly according to target.
2. Developing Key Performance Indicators (Key Performance Indicators/KPI) of the Board of Commissioners to be used to assess the performance achievement of the Board of Commissioners in carrying out the implementation of supervisory duties and providing advice and/or recommendations to the Board of Directors in running and developing the Company's business.
3. Together with the Corporate Secretary and Chief Administration Officer, prepare for the holding of the GMS in 2024, including the issuance of the Decree of the Board of Commissioners regarding the appointment of the President Commissioner as the Leader of the GMS, preparation of the Report on the Implementation of the Supervisory Duties of the Board of Commissioners for the 2023 Financial Year to be submitted and accounted for in the GMS.
4. Prepare a report on the results of the self-assessment Quarterly performance of the Board of Commissioners and report the results to the Minister of SOEs cq Assistant Deputy for Infrastructure Services.
5. Organizing Board of Commissioners Meetings and Coordination Meetings between the Board of Commissioners and the Board of Directors, as well as working visits by the Board of Commissioners to toll road projects, Regional offices and/or Subsidiaries.
6. Prepare the Minutes of Meeting along with its dynamics to be submitted to the Corporate Secretary and Chief Administration Officer and administer the Minutes of Meeting properly.
7. Prepare a Quarterly Meeting Decision Follow-up Matrix, monitor and evaluate the follow-up to Quarterly Meeting decisions, report the results to the Board of Commissioners, and follow up on the decisions of the Board of Commissioners Meeting.
8. Prepare the Company's Activity and Budget Plan (RKAP) for the Board of Commissioners.
9. Prepare and submit letters and/or documents required by the Board of Commissioners to relevant parties in a timely manner.
10. Preparing the Company's 2024 Annual Report for the Board of Commissioners.

11. Menyusun Keputusan Dewan Komisaris atas adanya perubahan dalam keanggotaan Komite-komite di bawah Dewan Komisaris.

Rencana Kerja Tahun 2025

Sekretaris Dewan Komisaris telah menyusun dan menetapkan rencana kerja tahun 2025 yang akan dibahas melalui sejumlah rapat.

Rencana kerja Sekretaris Dewan Komisaris di tahun 2025 antara lain sebagai berikut:

1. Penyusunan konsep Program Kerja Tahunan Dewan Komisaris beserta *Key Performance Indicator* (KPI) 2025 Dewan Komisaris untuk dibahas dan disahkan Dewan Komisaris di awal tahun.
2. Penyusunan Laporan Pelaksanaan Tugas Pengawasan Dewan Komisaris Tahun Buku 2024, untuk disampaikan dan dipertanggungjawabkan dalam RUPS Tahunan Tahun Buku 2024.
3. Penyusunan Matriks Tindak Lanjut Keputusan Rapat Dewan Komisaris Triwulanan Tahun 2025 untuk dilaporkan kepada Dewan Komisaris yang selanjutnya akan dibahas dalam Rapat Dewan Komisaris sesuai jadwal yang diagendakan dalam Program Kerja Tahunan 2025 Dewan Komisaris.
4. Penilaian kinerja Triwulanan dan Tahunan Dewan Komisaris Tahun Buku 2025 secara *self-assessment* serta menyusun Laporan Hasil Penilaiannya untuk dilaporkan kepada Dewan Komisaris Perseroan.
5. Penyiapan dan penyusunan konsep Laporan Tahunan Dewan Komisaris Tahun Buku 2025.
6. Penyiapan seluruh dokumen, surat dan laporan yang terkait dengan aktivitas Dewan Komisaris dalam melakukan pengawasan dan pemberian nasihat dan/atau rekomendasi kepada Direksi dalam pengelolaan dan pengembangan Perseroan untuk penilaian kinerja Dewan Komisaris selama tahun 2025.
7. Penyusunan Rencana Kerja dan Anggaran Perusahaan (RKAP) 2026 Dewan Komisaris untuk mendapatkan persetujuan dan penetapan Dewan Komisaris sebagai RKAP 2026 Dewan Komisaris.

11. Drafting the Board of Commissioners' Decision on changes in the membership of the Committees under the Board of Commissioners.

Work Plan for 2025

The Secretary of the Board of Commissioners has drafted and established the work plan for 2025, which will be discussed in several meetings.

The work plan of the Secretary of the Board of Commissioners in 2025 include, among others, the following:

1. Preparation of the concept of the Annual Work Program of the Board of Commissioners and Key Performance Indicator (KPI) 2025 Board of Commissioners to be discussed and approved by the Board of Commissioners at the beginning of the year.
2. Preparation of the Report on the Implementation of the Board of Commissioners' Supervisory Duties for the 2024 Financial Year, to be submitted and accounted for at the 2024 Annual GMS.
3. Preparation of the Matrix of Follow-up to the Decisions of the 2025 Quarterly Board of Commissioners Meeting to be reported to the Board of Commissioners which will then be discussed in the Board of Commissioners Meeting according to the schedule set out in the 2025 Annual Work Program of the Board of Commissioners.
4. Quarterly and Annual Performance Assessment of the Board of Commissioners for the 2025 Financial Year self-assessment and prepare an Assessment Results Report to be reported to the Company's Board of Commissioners.
5. Preparation and drafting of the concept of the Board of Commissioners' Annual Report for the 2025 Financial Year.
6. Preparation of all documents, letters and reports related to the activities of the Board of Commissioners in supervising and providing advice and/or recommendations to the Board of Directors in the management and development of the Company for the assessment of the performance of the Board of Commissioners during 2025.
7. Preparation of the 2026 Company Work Plan and Budget (RKAP) of the Board of Commissioners to obtain the approval and determination of the Board of Commissioners as the 2026 RKAP of the Board of Commissioners.

Organ dan Komite di Bawah Direksi
Organ 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 Tanggung Jawab Sosial dan Lingkungan, *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, Social and Environmental Responsibility Committee, the Corporate Secretary, and the 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 decision-making related to policies, strategies, and Risk Management programs, providing guidance to enhance the effectiveness of Risk Management, and reviewing internal audits orother evaluations of the Risk Management processes. This com mittee is chaired by the President Director with the Director of Finance and Risk Management as the secretary, as stipulated in the Board of Directors' Decree of PT Jasa Marga (Persero) Tbk No. 115/KPTS/2022 Regarding the Establishment of the Risk Management Committee and the Risk Management Committee Secretariat Team of PT Jasa Marga (Persero) Tbk.

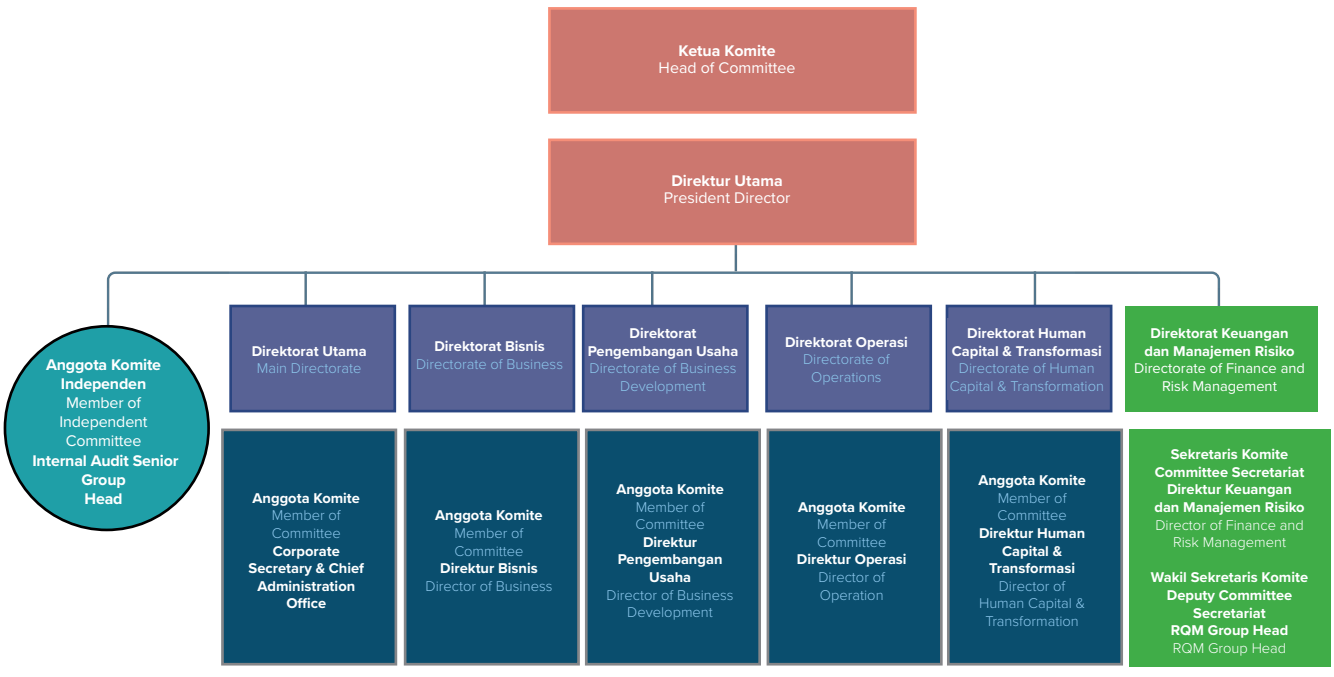
Kedudukan Komite Manajemen Risiko dalam Struktur Tata Kelola

Dalam struktur Tata Kelola Perusahaan, Komite Manajemen Risiko beranggotakan para Direksi dan Internal Audit Senior *Group Head* dan langsung bertanggung jawab kepada Direktur Utama.

Position of the Risk Management Committee in the Corporate Governance Structure

In the Corporate Governance structure, the Risk Management Committee consists of the Board of Directors and the Internal Audit Senior Group Head and directly reports to the President Director.

Bagan Kedudukan Komite Manajemen Risiko dalam Struktur Organisasi Perseroan
Chart of the Risk Management Committee Position in the Company's Organizational Structure



Fungsi Komite Manajemen Risiko

1. Menetapkan konteks risiko strategis berupa:
   a. Menetapkan sumber risiko-risiko eksternal strategis;
   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);*
   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;
      vi. Melakukan evaluasi terhadap realisasi tindak lindung dengan profil risiko korporat.
6. Menetapkan hasil pengukuran maturitas implementasi Manajemen Risiko di lingkungan Jasa Marga Grup.

Functions of the Risk Management Committee

1. Establishing the strategic risk context, including:
   a. Identifying strategic external risk sources;
   b. Identifying strategic internal risk sources;
2. Establishing Comprehensive Risk Management System Policies and Strategies;
3. Establishing Risk Management System Guidelines.
4. Setting Strategic Risk Criteria, including:
   a. Identifying types of risks;
   b. Identifying risk attributes and sub-attributes;
   c. Determining the nature of risks;
   d. Establishing risk appetite;
   e. Setting risk limits and tolerances
5. Conducting Risk Assessments with the following steps:
   a. a. Strategic risk analysis process involving the creation of reports on extreme, high, moderate, low, and very low strategic risk analysis levels;
   b. Strategic risk evaluation process, including:
      i. Comparison with criteria;
      ii. Identification and assessment of alternatives;
      iii. Comparison with criteria;
      iv. Deciding on the type of response;
      v. Setting priorities;
      vi. Developing corporate risk profiles;
      vii. Evaluating the realization of risk protection with the corporate risk profile.
6. Establishing the results of measuring the maturity of Risk Management implementation within the Jasa Marga Group environment.

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;
      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;
      iii. Perbaikan sistem manajemen risiko secara berkelanjutan.

Duties, Responsibilities, and Authorities of the Risk Management Committee

As stated in the Board of Directors Decision 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 committee's work execution.
   b. Conducting discussions on:
      i. Policies, Manuals, Risk Appetite, Risk Tolerance, and Risk Criteria;
      ii. Company Risk Profile and mitigation plans;
      iii. Directions to enhance the effectiveness of risk management implementation;
      iv. Results of internal audits or other evaluations of risk management processes;
      v. Realization of Corporate Risk Processing Results
   c. Making decisions such as:
      i. Determination of Risk Management Policies and Manuals;
      ii. Company Risk Profile and mitigation plans;
      iii. Continuous improvement of risk management systems.

d. Mengikuti kegiatan pengembangan kompetensi Sistem Manajemen Risiko dalam bentuk *benchmark, training, seminar, workshop, roundtable, e-learning, forum group discussion,* atau kegiatan sejenis lainnya.

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;
   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.

d. Participating in risk management competency development activities such as benchmarking, training, seminars, workshops, roundtables, e-learning, group discussions, or similar activities.

Authorities:
In carrying out their duties and responsibilities, the Committee Chair has the following authorities:

a. MAccessing documents, data, and information about employees as well as the company's funds, assets, and resources as needed.
b. Direct communication with Central Office, Regional, and/or Representative Office units, Subsidiaries, and Projects including Directors and Risk Management practitioners.
c. Involving independent parties, outside of the committee members, as needed to assist in carrying out their duties.
d. Exercising other authorities related to risk management.
e. Authority to conduct testing and inspection of Central Office, Regional, and/or Representative Office units, Subsidiaries, and Projects.
f. Determining decisions from Committee Meetings

2. Secretariat of the Committee Concurrently serving as Member

Duties and Responsibilities:

a. Prepare and document the administrative tasks of the Risk Management Committee regarding:
   i. Risk Management Activity Planning;
   ii. Risk Management Activity Scheduling;
   iii. Risk Manager Competency Needs Planning;
   iv. Documentation and Archiving of Risk Management Activities;
   v. Distribution of the results of risk management activities.
b. Prepare meeting invitations, record the results of Committee Meetings, and document them in Meeting Minutes.
c. Ensure the holding of Committee Meetings.
d. Attend Committee Meetings.

Authorities:
In carrying out its duties and responsibilities, the Secretariat of the Committee is granted the following authorities:

a. Access documents, data, and information about employees as well as the company's funds, assets, and resources as needed.
b. Direct communication with Central Office, Regional, and/or Representative Office units, Subsidiaries, and Projects including Directors and parties involved in Risk Management.

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 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;
      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 tanggungjawabnya, Wakil Sekretariat Komite diberikewenangan sebagai berikut:
   a. Mengakses dokumen, data dan informasi tentang karyawan serta dana, aset dan sumber daya Perusahaan 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 Perusahaan.
   d. Memberikan rekomendasi kepada Ketua Komite mengenai:
      i. Kebijakan dan Manual Manajemen Risiko;
      ii. Profil Risiko Perseroan serta rencana tindak lindung;
      iii. Perbaikan sistem manajemen risiko secara berkelanjutan.

c. Engage independent parties, outside of the committee members, as necessary to assist in carrying out its duties.

3. Deputy Secretariat of the Committee Concurrently Serving as Member
   a. Substitute for the Committee Secretariat when they are unable to attend.
   b. Prepare and document the administrative tasks of the Risk Management Committee regarding:
      i. Risk Management Activity Planning;
      ii. Risk Management Activity Scheduling;
      iii. Risk Manager Competency Needs Planning;
      iv. Documentation and Archiving of Risk Management Activities;
      v. Distribution of the results of risk management activities.
   c. Prepare meeting invitations, record the results of Committee Meetings, and document them in Meeting Minutes.
   d. Ensure the holding of Committee Meetings.
   e. Attend Committee Meetings.

   Authorities:
   In carrying out its duties and responsibilities, the Deputy Secretariat of the Committee is granted the following authorities:
   a. Access documents, data, and information about employees as well as the company's funds, assets, and resources as needed.
   b. Direct communication with Central Office, Regional, and/or Representative Office units, Subsidiaries, and Projects including Directors and parties involved in Risk Management.
   c. Engage independent parties, outside of the committee members, as necessary to assist in carrying out its duties..

4. Committee Member
   Duties and Responsibilities:
   a. Participate in regular discussions according to the established schedule.
   b. Provide input to the Committee Chair regarding Risk Management.
   c. Provide input to the Committee Chair regarding issues related to Risk Management and risks that threaten the company's objectives.
   d. Provide recommendations to the Committee Chair regarding:
      i. Risk Management Policies and Manuals;
      ii. Company Risk Profile and mitigation plans;
      iii. Continuous improvement of risk management systems.

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;
   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.

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, aset 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;
      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.

e. Attend Committee Meetings to discuss:
   i. Technical internal and external risk sources;
   ii. Risk Management System Procedures;
   iii. Determination of strategic and technical risk criteria;
   iv. Conduct technical and strategic risk identification and analysis;
   v. Evaluate both technical and strategic risks;
   vi. Establish and implement risk handling plans.
f. Provide recommendations for risk handling or mitigation.
g. Committee members must maintain confidentiality regarding all documents, data, information, and everything related to the Committee's tasks.

Authorities:
In carrying out their duties and responsibilities, Committee Members are granted the following authorities:

a. Instruct the Risk Management Committee Secretariat Team in their Directorate to follow up on the results of Risk Management Committee meetings.
b. Instruct 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 needed.
c. Instruct the Risk Management Committee Secretariat Team to communicate directly with parties involved in the Committee's tasks, including conveying information related to financial and management matters.
d. Instruct the Risk Management Committee Secretariat Team to conduct random testing and inspections of Head Office, Regional, and/or Representative Office, Subsidiaries and Projects.

5. Committee Member (Independent) Duties and Responsibilities:
   a. Participate in regular discussions according to the established schedule, including:
      i. Technical internal and external risk sources;
      ii. Risk Management System Procedures;
      iii. Determination of strategic and technical risk criteria;
      iv. Conducting technical and strategic risk identification and analysis;
      v. Evaluating both technical and strategic risks;
      vi. Establishing, preparing, and implementing risk handling plans.
   b. Independent Committee Members must maintain confidentiality regarding all documents, data, information, and everything related to the Committee's tasks.

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.

Authorities:
In carrying out their duties and responsibilities, Independent Committee Members are granted the following authorities:

a. Analyze and monitor the results of decisions made during Risk Management Committee meetings.
a. Review the activities carried out during Risk Management Committee meetings by Committee Members.

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:

Structure of Membership and Member Profile

Based on the Board of Directors' Decree No. 115/KPTS/2022 dated September 15, 2022, the composition of the Risk Management Committee (RMC) members and the Risk Management Committee Secretariat Team (RMCST) is as follows:

Tabel Susunan Anggota Komite Manajemen Risiko
Table of Risk Management Committee Members

No	Nama Jabatan Name of the Position	Kedudukan dalam Komite Arrangement in the Committee	Masa Jabatan Terms of Service	Profil Profile
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 page
2.	Direktur Keuangan & Manajemen Risiko Director of Finance & Risk Management	Sekretariat Komite merangkap Anggota Komite Committee Secretariat Concurrently Serving as Member of the Committee	Masa jabatan berlaku sampai dengan berakhirnya masa jabatan sebagai Direktur Keuangan & 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 page
3.	Risk & Quality, Health, Safety, & Environment Group Head	Wakil Sekretariat Komite merangkap Anggota Komite Deputy Committee Secretariat Concurrently Serving as Member of the Committee	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 Page
4.	Direktur Human Capital & Transformasi Director of Human Capital & Transformation	Anggota Komite Committee Member	Masa jabatan berlaku sampai dengan berakhirnya masa jabatan sebagai Direktur Human Capital & Transformasi The term of office is valid until the end of the term as the Director of Human Capital & Transformation	Dapat dilihat pada bagian Profil Direksi Disclosed in the Board of Directors Profile page
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 page
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 page
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 page
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 Page
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 term 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 Page

Tabel Susunan Anggota Tim Sekretariat Komite Manajemen Risiko
Table of Risk Management Committee Secretariat Team Membership Composition

No	Nama Jabatan Name of the Position	Kedudukan dalam Tim Sekretariat Komite Arrangement in the Committee Secretariat Team
1.	Risk & Quality, Health, Safety, & Environment Group Head	Ketua merangkap Anggota Chairperson concurrently Member
2.	Risk Management Department Head	Wakil Ketua merangkap Anggota Chairperson concurrently Member
A. Direktorat Utama A. 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 B. Directorate of Business		
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	Anggota Member
C. Direktorat Pengembangan Usaha C. Directorate of Business Development		
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 D. Directorate of Operations		
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 E. Directorate of Finance and Risk Management		
1.	Corporate Finance & Investor Relation Senior Group Head	Anggota Member
2.	Corporate Planning & Portfolio Management Group Head	Anggota Member
3.	Accounting & Tax Group Head	
F. Direktorat Human Capital & Transformasi F. Human Capital & 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 2024, dapat dilihat pada bagian Pengembangan Kompetensi Komite Manajemen Risiko pada Bab Profil Perusahaan.

Training for Risk Management Committee Members

The training attended by committee members during the year 2024 can be found in the Competency Development of the Risk Management Committee section in the Company Profile.

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.

Statement of Independence of the Risk Management Committee

All committee members have no affiliation with other Directors, Commissioners, or Controlling Shareholders, are not shareholders of the Company that could influence their ability to act independently, are not Commissioners, Directors, or employees of companies affiliated with or doing business with the Company.

Pelaksanaan Tugas Komite Manajemen Risiko pada Tahun 2024

Sepanjang tahun 2024, Komite Manajemen Risiko (KMR) dan Tim Sekretariat Komite Manajemen Risiko (TSKMR) telah melaksanakan berbagai kegiatan sebagai wujud pelaksanaan tugasnya. Komite Manajemen Risiko melakukan Rapat Koordinasi sebanyak 7 (tujuh) kali. Adapun pelaksanaan Rapat KMR dan TSKMR pada tahun 2024 antara lain sebagai berikut:

Implementation of the Risk Management Committee's Tasks in 2024

Throughout the year 2024, the Risk Management Committee and the Risk Management Committee Secretariat Team have carried out various activities aspart of their duties. The Risk Management Committee held Coordination Meetings 7 (seven) The implementation of RMC and RMCST meetings in 2024 is as follows:

Tabel Pelaksanaan Rapat Komite Manajemen Risiko dan Tim Sekretariat Komite Manajemen Risiko Tahun 2024
Table of Implementation of Risk Management Committee Meeting and Risk Management Committee Secretariat Team in 2024

No.	Tanggal Dates	Perihal
Rapat Komite Manajemen Risiko Risk Management Committee Meeting		
1.	20 Maret 2024 March 20, 2024	Penetapan Kategori dan Klasifikasi Risiko Anak Perusahaan Determination of Subsidiary Risk Categories and Classifications
2	21 Mei 2024 May 21, 2024	Penetapan Strategi Risiko Risk Strategy Determination
3.	14 Juni 2024 June 14, 2024	Penetapan *Contingency Plan* Establishing a Contingency Plan
4.	4 Juli 2024 July 4, 2024	Penetapan Nilai Ambang Batas Dalam RJPP 2025-2029 Determination of Threshold Values in the 2025-2029 RJPP
5.	31 Juli 2024 July 31, 2024	Penetapan Perubahan Kategori dan Klasifikasi Risiko Anak Perusahaan Determination of Changes in Category and Risk Classification of Subsidiaries
6.	19 September 2024 September 19, 2024	Penetapan Hasil Pengukuran *Risk Maturity Index* (RMI) Tahun Buku 2023 dan *Roadmap* Perbaikan Manajemen Risiko 2024-2028 Determination of Risk Maturity Index (RMI) Measurement Results for Fiscal Year 2023 and Risk Management Improvement Roadmap 2024-2028
7.	29 Oktober 2024 October 29, 2024	Usulan *Waiver* Pemenuhan Organ Pengelola Risiko di Anak Perusahaan Proposal for Waiver for Fulfillment of Risk Management Organs in Subsidiaries
Rapat Tim Sekretariat Komite Manajemen Risiko Risk Management Committee Secretariat Team Meeting		
1.	4 Desember 2024 December 4, 2024	1. *Area of improvement* dari hasil penilaian RMI 2. *Roadmap* perbaikan manajemen risiko 3. Rencana pelaksanaan *Risk Clinic* untuk Profil Risiko 2025 dan pelaporan manajemen risik 1. Area of improvement from the RMI assessment results 2. Risk management improvement roadmap 3. Risk Clinic implementation plan for 2025 Risk Profile and risk management reporting

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 Personil Komite Manajemen Risiko

Selama tahun 2024, Perseroan telah melaksanakan upaya peningkatan Kompetensi Bidang Manajemen Risiko bagi para Anggota Komite Manajemen Risiko berupa sertifikasi Pelatihan dan Sertifikasi *Qualified Risk Governance Professional* (QRGP). Program peningkatan kompetensi ini dilaksanakan oleh Perseroan bekerja sama dengan Lembaga Sertifikasi Profesi (LSP) MKS.

Rencana Kerja Komite Manajemen Risiko Tahun 2025

Komite Manajemen Risiko dan Tim Sekretariat Komite Manajemen Risiko berencana melaksanakan beberapa kegiatan/pekerjaan di tahun 2025, diantaranya:

1. Program Budaya Sadar Risiko *(Risk Awareness)*
2. Pembaruan *Contingency Plan* dan Penyusunan *Contingency Plan* untuk Anak Perusahaan PT Jasa Marga (Persero) Tbk
3. Pengukuran *Risk Maturity Index*

Development of Risk Management Committee Competencies

The development of Risk Management Committee competencies can be found in the Competency Development section of the Risk Management Committee in the Company Profile chapter of this year's Annual Report.

Certification of Risk Management Committee Personnel

Throughout 2024, the Company has undertaken efforts to enhance the Risk Management Competency of the Members of the Risk Management Committee through Training and Certification of Qualified Risk Governance Professional (QRGP), a competency development program carried out by the Company in collaboration with the Professional Certification Institute (LSP) MKS.

Risk Management Committee Work Plan for the Year 2025

The Risk Management Committee and the Secretariat Team of the Risk Management Committee plan to undertake several activities/tasks in the year 2025, including:

1. Risk Awareness Program
2. Update of Contingency Plan and Preparation of Contingency Plans for PT Jasa Marga (Persero) Tbk's Subsidiaries
3. Risk Maturity Index Measurement

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.

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.

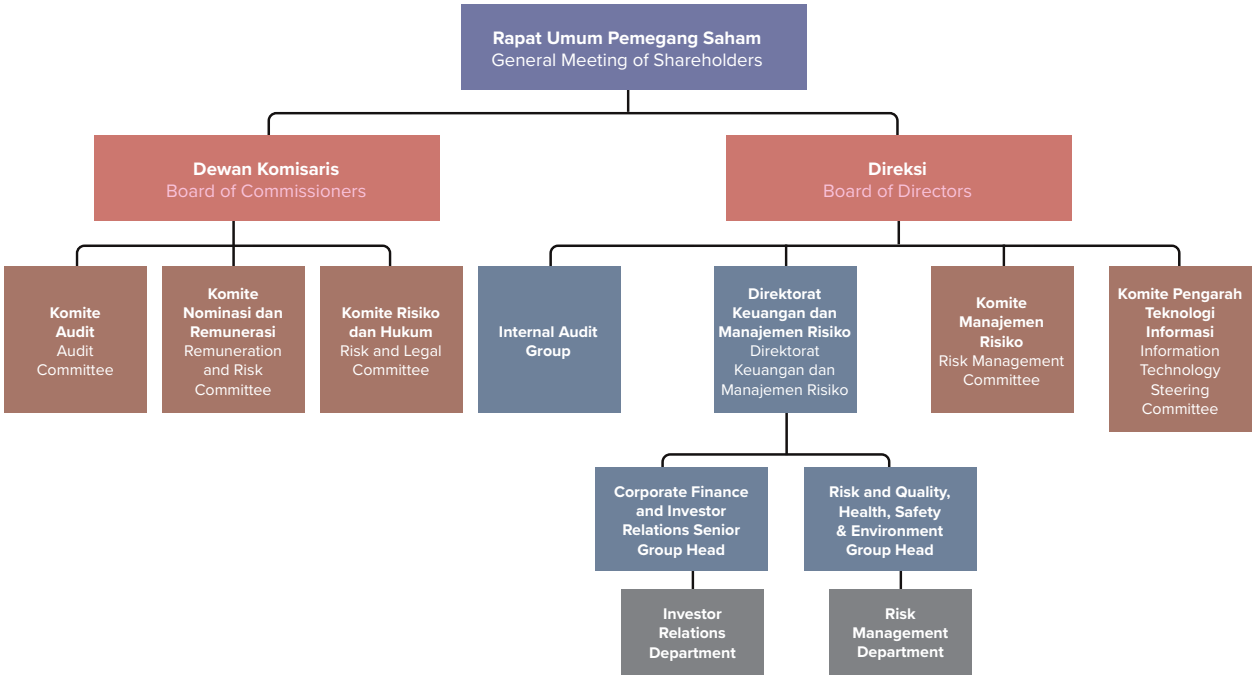
Information Technology Steering Committee

To provide insights into the improvement of information technology management and Information System Management, as well as to monitor the activities of infrastructure provisioning and IT readiness, the Board of Directors established the Information Technology Steering Committee as stipulated in Director's Decree No. 77/KPTS/2023 dated July 3, 2023.

Position of the Information Technology Steering Committee

In the corporate governance structure, the position indicating the placement of the Information Technology Steering Committee in the Organizational Structure is under the Board of Directors and directly accountable to the Board of Directors

Bagan Kedudukan Komite Pengarah Teknologi Informasi dalam Struktur Organisasi
Chart of the Position of the Information Technology Steering Committee in the Organizational 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.

Duties and Functions

The duties and responsibilities of the Information Technology Steering Committee based on the 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 align with the Company's business strategy, objectives, and priorities.
2. Reviewing and approving IT-related plans to ensure they provide planned benefits (value delivery), including:
   a. Information Technology Masterplan;
   b. Review results of the IT masterplan; and/or
   c. Information Technology Company Budget Work Plan (RKAP).
3. Proposing and reviewing IT Governance and Data, including:
   a. IT Governance and Data Policies; and/or
   b. IT Governance and Data Guidelines.
4. Evaluating IT performance achievement (Performance Measurement) and compliance, including::
   a. Progress of strategic IT initiatives, including issue resolution;
   b. Compliance level, maturity, or capability of IT Governance and Data; and/or
   c. Achievement of benefits from strategic IT initiatives.
5. Making risk management decisions to safeguard IT assets from unwanted events for the continuity of the Company's business operations.

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).
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.

6. Conducting comprehensive assessments of the synchronization of operational and preservation technology implementation programs withgovernment policies, particularly the synchronization of the Company's technology programs with the implementation of the Multi-Lane Free Flow (MLFF) policy.
7. Ensuring collaboration between directorates within the Company runs smoothly in the implementation of IT implementation programs.
8. Reporting the results of the IT Steering Committee'swork 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 Board of Directors Decree No. 77/KPTS/2023 dated July 3, 2023, the composition of the Information Technology Steering Committee (IT Steering Committee) members are as follows:

Tabel Susunan Anggota Komite Pengarah Teknologi Informasi
Table of Information Technology Steering Committee Members

No.	Jabatan Position	Kedudukan Dalam Komite Arrangement in the Committee	Masa Jabatan Terms of Office	Profil Profile
Komite **Committee**				
1.	Direktur Utama President Director	Ketua Komite 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 Can be seen 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 The term of office is valid until the end of the term as the Director of Operations	
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	
4.	Direktur Human Capital & Transformasi Director of Human Capital & Transformation	Anggota Member	Masa jabatan berlaku sampai dengan berakhirnya masa jabatan sebagai Direktur Human Capital & Transformasi The term of office is valid until the end of the term as the Director of Human Capital & Transformation	
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	
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	
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 Can be seen 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.	
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.	

Tabel Susunan Anggota Komite Pengarah Teknologi Informasi
Table of Information Technology Steering Committee Members

No.	Jabatan Position	Kedudukan Dalam Komite Arrangement in the Committee	Masa Jabatan Terms of Office	Profil Profile
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 Can be seen in the Executive Officer Profile section
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	
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	
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	
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	
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	
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	
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	

Rapat Komite Pengarah Teknologi Informasi

Selama tahun 2024, Komite Pengarah Teknologi Informasi telah melaksanakan rapat sebanyak 1 (satu) kali, yaitu dengan agenda sebagai berikut:

1. Tindak Lanjut Rapat Tim Teknis IT *Steering Committee* 18 Desember 2023.
2. Penyusunan *Business Continuity Plan* (BCP).
3. SK Direksi tentang Pengelolaan Situs *Web* Perusahaan.
4. *Business Process Management* (BPM).
5. Aplikasi Arsip.
6. Rencana Strategis Teknologi Informasi (RSTI) .
7. Peraturan Turunan Permen BUMN No. PER-2/MBU/2023 Tahun 2023 terkait *Information Technology.*

Information Technology Steering Committee Meetings

Throughout 2024, the Information Technology Steering Committee held meetings 1 (one) times, with the following agendas:

1. Follow-up to the IT Steering Committee Technical Team Meeting December 18, 2023.
2. Preparation of Business Continuity Plan (BCP).
3. Decision of the Board of Director on Company Website Management.
4. Business Process Management (BPM).
5. Archive Application.
6. Strategic Plan for Information Technology (RSTI).
7. Derivative Regulation of BUMN Ministerial Regulation No. PER-2/MBU/2023 of 2023 concerning Information Technology.

Tabel Pelaksanaan Rapat Komite Pengarah Teknologi Informasi
Table of Information Technology Steering Committee Meeting Implementation

No.	Tanggal Date	Agenda Rapat Meeting Agenda
1.	19 Desember 2024 December 19, 2024	Pembahasan Tindak Lanjut Rapat Tim Teknis IT *Steering Committee* 18 Desember 2023, Penyusunan *Business Continuity Plan* (BCP), SK Direksi tentang Pengelolaan Situs Web Perusahaan, *Business Process Management* (BPM), Aplikasi Arsip, Rencana Strategis Teknologi Informasi (RSTI), Peraturan Turunan Permen BUMN No. PER-2/MBU/2023 Tahun 2023 terkait *Information Technology* Discussion of Follow-up to the IT Steering Committee Technical Team Meeting on December 18, 2023, Preparation of Business Continuity Plan (BCP), Board of Directors Decree on Company Website Management, Business Process Management (BPM), Archive Application, Information Technology Strategic Plan (RSTI), Derivative Regulation of BUMN Ministerial Regulation No. PER-2/MBU/2023 of 2023 concerning Information Technology

Pelatihan Anggota Komite Pengarah Teknologi Informasi

Pelatihan yang telah diikuti anggota komite selama tahun 2024, dapat dilihat pada bagian Pengembangan Kompetensi Komite Pengarah Teknologi Informasi pada Bab Profil Perusahaan.

Training for members of the Information Technology Steering Committee

The training attended by committee members during 2024 can be found in the Competency Development section of the Information Technology Steering Committee in the Company Profile chapter.

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 perusahaan yang memiliki afiliasi maupun bisnis dengan Perseroan.

Statement of Independence of the Information Technology Steering Committee

All committee members do not have affiliations with other Directors, Commissioners, or Controlling Shareholders, are not shareholders of the Company could affect 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 Pengarah Teknologi Informasi pada Tahun 2024

Adapun pelaksanaan kerja Komite Pengarah Teknologi Informasi Tahun 2024 adalah sebagai berikut:

1. Tindak Lanjut Rapat Tim Teknis IT *Steering Committee* 18 Desember 2023.
2. Penyusunan *Business Continuity Plan* (BCP).
3. SK Direksi tentang Pengelolaan Situs *Web* Perusahaan .
4. *Business Process Management* (BPM).
5. Aplikasi Arsip.
6. Rencana Strategis Teknologi Informasi (RSTI) .
7. Peraturan Turunan Permen BUMN No. PER-2/MBU/2023 Tahun 2023 terkait *Information Technology.*

Implementation of the Information Technology Steering Committee's Tasks in 2024

The implementation of the Information Technology Steering Committee's work in 2024 is as follows:

1. IT Technical Team Meeting Follow-up Steering Committee December 18, 2023.
2. Compilation Business Continuity Plan (BCP).
3. Directors Decree on Site Management Web Company.
4. Business Process Management (BPM).
5. Archive Application.
6. Strategic Plan for Information Technology (RSTI).
7. Derivative Regulation of BUMN Ministerial Regulation No. PER-2/MBU/2023 of 2023 concerning Information Technology.

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.

Competency Development of the Information Technology Steering Committee

The competency development of the Information Technology Steering Committee can be found in the Competency Development section of the Company Profile in this Annual Report.

Rencana Kerja Komite Pengarah Teknologi Informasi Tahun 2025

Komite Pengarah Teknologi Informasi telah menyusun Rencana Kerja untuk tahun 2025. Adapun rencana kerja Komite Pengarah Teknologi Informasi Tahun 2024 adalah sebagai berikut:

1. Finalisasi Penyusunan *Business Continuity Plan* (BCP).
2. Finalisasi SK Direksi tentang Pengelolaan Situs *Web* Perusahaan.
3. Penunjukkan Unit Pengelola *Business Process Management* (BPM).
4. Pembangunan *Enterprise Content Management*
5. Penyusunan Rencana Strategis Teknologi Informasi (RSTI) 2025-2029.
6. Pelaporan pemenuhan penyelenggaraan TI di Perusahaan ke Kementerian BUMN.

Work Plan of the Information Technology Steering Committee for 2025

The Information Technology Steering Committee has developed the Work Plan for 2025. The work plan for the Information Technology Steering Committee in 2024 is as follows:

1. Finalization of Preparation of Business Continuity Plan (BCP).
2. Finalization of the Board of Directors' Decree on Company Website Management.
3. Appointment of Business Process Management (BPM) Management Unit.
4. Enterprise Content Management Development.
5. Preparation of the Information Technology Strategic Plan (RSTI) 2025-2029.
6. Reporting on the fulfillment of IT implementation in the Company to the Ministry of SOEs.

Komite Tanggung Jawab Sosial dan Lingkungan (TJSL)

Direksi membentuk Komite TJSL guna melakukan pemetaan dan penyusunan program TJSL. Pembentukan Komite TJSL ditetapkan berdasarkan Surat 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. Komite TJSL melakukan koordinasi antar unit/direktorat guna merumuskan tujuan dan petunjuk pelaksanaan Program TJSL, pemetaan dan penyusunan Program TJSL, serta membantu Direksi dalam melaksanakan *monitoring* dan evaluasi (MONEV) atas pelaksanaan Program TJSL Perseroan.

Kedudukan Komite TJSL

Dalam struktur Tata Kelola Perusahaan, kedudukan bagan yang menunjukkan kedudukan Komite TJSL dalam Struktur Organisasi berada di bawah Direksi dan langsung bertanggung jawab kepada Direksi.

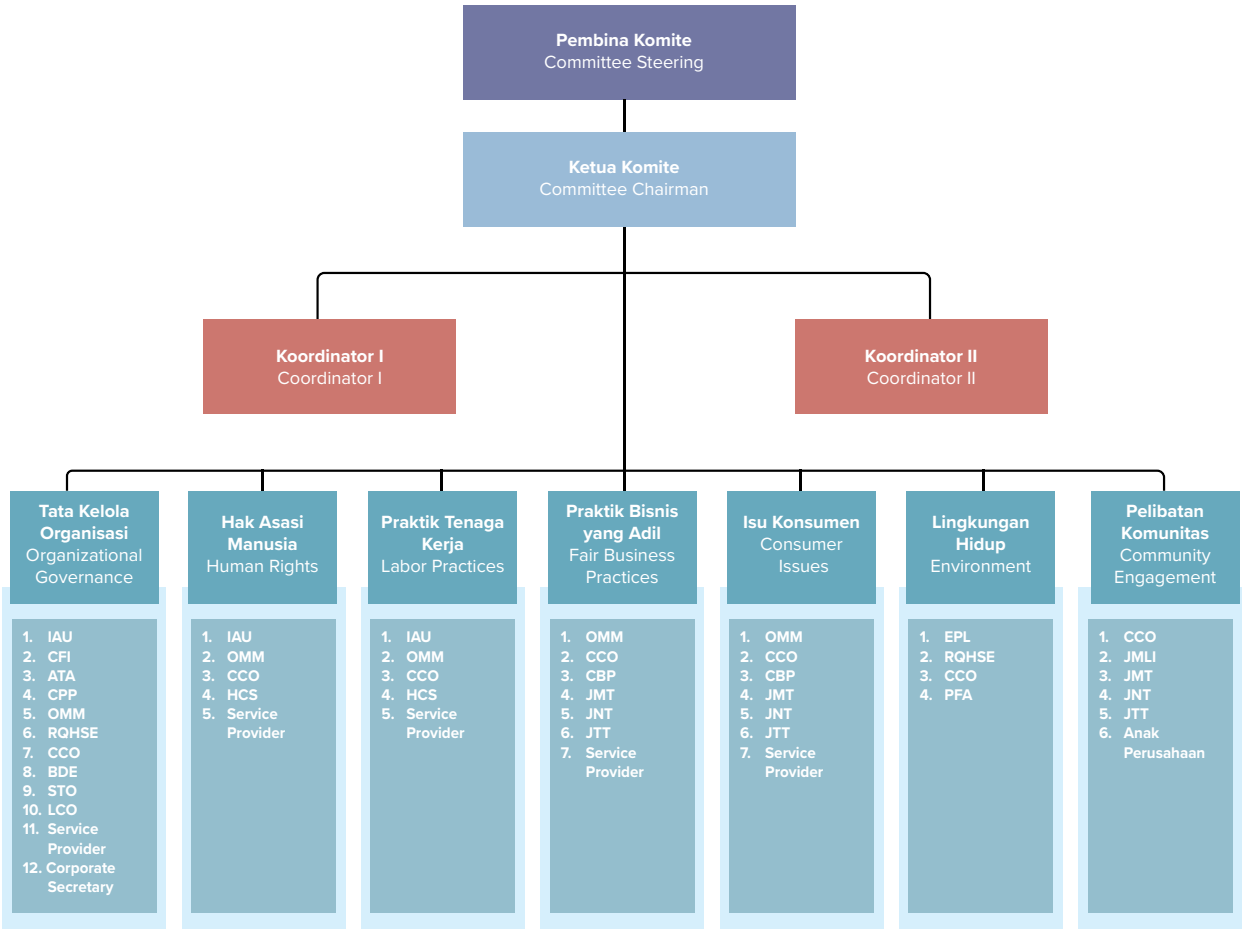
Social and Environmental Responsibility Committee (TJSL)

The Board of Directors established the TJSL Committee to map out and develop the TJSL program. The establishment of the TJSL Committee is based on the Board of Directors Decree No. 169/KPTS/2022, dated December 23, 2022, regarding the Formation of the Organizational Structure and the Duties and Responsibilities of the Social and Environmental Responsibility Committee within PT Jasa Marga (Persero) Tbk. The TJSL Committee coordinates between units/directorates to formulate the objectives and implementation guidelines for the TJSL Program, map out and develop the TJSL Program, as well as assist the Board of Directors in monitoring and evaluating the implementation of the Company's TJSL Program.

Position of the TJSL Committee

In the Company's governance structure, the chart showing the position of the TJSL Committee in the Organizational Structure is placed under the Board of Directors and directly reports to the Board of Directors.

Bagan Kedudukan Komite TJSL dalam Struktur Organisasi
Chart of the Position of the Social and Environmental Responsibility Committee in the Organizational Structure



Tugas dan Fungsi

Tugas dan tanggung jawab Komite TJSL berdasarkan Surat Keputusan Direksi Nomor 169/KPTS/2022 tanggal 23 Desember 2022 adalah sebagai berikut.

1. Pembina
   a. Memberikan arahan pelaksanaan dalam melaksanakan program-program TJSL berbasis ISO 26000 yang terintegrasi dalam proposal bisnis untuk keberlanjutan Perusahaan.
   b. Menentukan arah dan kebijakan TJSL berbasis ISO 26000 di lingkungan Jasa Marga Grup sesuai dengan Visi, Misi, dan Tujuan Perusahaan.
   c. Melakukan pengawasan, pemantauan, dan evaluasi terhadap keberhasilan program-program TJSL berbasis ISO 26000 untuk mendukung Keberlanjutan Perusahaan.
2. Ketua
   a. Bertanggung jawab atas semua kegiatan perencanaan, pelaksanaan, evaluasi, implementasi TJSL sesuai dengan Tujuan Pembangunan Berkelanjutan (TPB).
   b. Menetapkan rencana kerja TJSL berbasis ISO 26000 sesuai dengan Rencana Kerja dan Anggaran Perusahaan (RKAP) serta Rencana Jangka Panjang Perusahaan (RJPP).
   c. Mengkoordinasikan fungsi Direktorat, Divisi, dan Bidang yang terkait dalam implementasi TJSL berbasis ISO 26000.
   d. Memimpin dan melaksanakan rapat koordinasi minimal 2 (dua) kali dalam satu tahun, yaitu pada saat perencanaan program dan menyusun laporan keberlanjutan *(sustainability report)*.
3. Koordinator I
   a. Membantu dan mewakili tugas-tugas Ketua atas arahan dan persetujuan Ketua.
   b. Mensosialisasikan dan mempublikasikan program-program TJSL berbasis ISO 26000 yang dilaksanakan Perusahaan kepada internal dan eksternal Perseroan.
4. Koordinator II
   a. Membantu dan mewakili tugas-tugas Ketua atas arahan dan persetujuan Ketua.
   b. Menyusun laporan berkala dan laporan keberlanjutan *(sustainability report)*.
5. Anggota
   a. *Sustainability Committee Member* (SCM):
      i. Merencanakan program kerja dan anggaran program TJSL sesuai dengan Rencana Kerja Anggaran masing - masing Unit Kerja, Regional dan Anak Perusahaan dan melaporkan kepada Ketua, sesuai peraturan yang berlaku;
      ii. Melaksanakan Program TJSL sesuai dengan bidang masing - masing Unit Kerja, Regional dan Anak Perusahaan yang sudah ditetapkan dalam RKA dan RKAP;
      iii. Melakukan *monitoring* dan evaluasi atas pelaksanaan program untuk keberhasilan dan perbaikan/*improvement program*;

Duties and Functions

The duties and responsibilities of the TJSL Committee based on the Board of Directors Decree No. 169/KPTS/2022, dated December 23, 2022, are as follows:

1. Supervisor
   a. Provide guidance on the implementation of TJSL programs based on ISO 26000 integrated into business proposals for the sustainability of the Company.
   b. Determine the direction and policy of TJSL based on ISO 26000 within the Jasa Marga Group under the Company's Vision, Mission, and Objectives.
   c. Supervise, monitor, and evaluate the success of TJSL programs based on ISO 26000 to support the sustainability of the Company.
2. Chairman
   a. Responsible for all planning, implementation, evaluation, and implementation of TJSL in accordance with the Sustainable Development Goals (SDGs).
   b. Establish the TJSL work plan based on ISO 26000 in line with the Company's Work Plan and Budget (RKAP) and the Company's Long-Term Plan (RJPP).
   c. Coordinate the functions of the Directorates, Divisions, and Departments involved in the implementation of TJSL based on ISO 26000.
   d. Lead and hold coordination meetings at least 2 (two) times a year, namely during program planning and sustainability report preparation.
3. Coordinator I
   a. Assist and represent the Chairman in carrying out tasks under the Chairman's direction and approval.
   b. Socialize and publicize the TJSL programs based on ISO 26000 implemented by the Company to internal and external parties.
4. Coordinator II
   a. Assist and represent the Chairman in carrying out tasks under the Chairman's direction and approval.
   b. Prepare periodic reports and the sustainability report.
5. Members
   a. *Sustainability Committee Member* (SCM):
      i. Plan the work program and budget for the TJSL program in accordance with the Work Plan and Budget of each Work Unit, Region, and Subsidiary, and report to the Chairman, in accordance with applicable regulations.
      ii. Implement the TJSL Program according to each Work Unit, Region, and Subsidiary's field as defined in the RKA and RKAP.
      iii. Monitor and evaluate the implementation of the program for success and program improvement.

iv. Menyusun dan menyampaikan laporan kepada Ketua dengan tembusan Koordinator I dan Koordinator II;
v. Bertanggungjawab atas data dan penyusunan *Sustainability Report* Perseroan.

b. *Sustainability Program Officer (SPO):*
i. Membantu *Sustainability Committee Member*, dalam pengelolaan Tanggung Jawab Sosial dan Lingkungan (TJSL);
ii. Mengidentifikasi TJSL dengan mempertimbangkan sumber daya, dampak dan resiko atas aktifitas Perusahaan, inisiatif program yang akan dijalankan, pihak-pihak terkait (*stakeholders*);
iii. Melakukan Analisis TJSL, yaitu:
- Menganalisis kesesuaian program TJSL berdasarkan dari subjek inti ISO 26000:2010 dan TPB; dan
- Membuat peta TJSL dari hasil analisa tersebut.
- Melakukan evaluasi efektifitas program dan mengusulkan prioritas TJSL untuk ditangani lebih lanjut;
- Melaksanakan penyiapan data dan penyusunan *Sustainability Report* Perseroan.

c. *Sustainability Data Compiler (SDC):*
i. Menyusun data realisasi program TJSL sesuai dengan format yang disetujui;
ii. Memfasilitasi dan bekerja bersama *Sustainabilty Program Officer* (SPO) dalam melakukan evaluasi atas efektivitas pelaksanaan TJSL di Unit kerjanya;
iii. Melaporkan kegiatan program TJSL dalam aplikasi yang telah disiapkan;
iv. Membantu *Sustainability Program Officer* dalam penyiapan data *Sustainability Report* Perusahaan.

iv. Prepare and submit reports to the Chairman with copies to Coordinator I and Coordinator II.
v. Responsible for data and the preparation of the Company's Sustainability Report.

b. Sustainability Program Officer (SPO):
i. Assist the Sustainability Committee Member in managing Social and Environmental Responsibility (TJSL).
ii. Identify TJSL by considering resources, impacts, and risks of the Company's activities, planned programs, and stakeholders.
iii. Conduct TJSL analysis, namely:
- Analyze the alignment of the TJSL program based on the core subjects of ISO 26000:2010 and SDGs.
- Create a TJSL map based on the analysis.
- Evaluate the effectiveness of the program and propose priorities for further handling.
- Prepare data and the Company's Sustainability Report.

c. Sustainability Data Compiler (SDC):
i. Prepare data on the realization of the TJSL program according to the approved format.
ii. Facilitate and collaborate with the Sustainability Program Officer (SPO) in evaluating the effectiveness of TJSL implementation in their respective work units.
iii. Report TJSL program activities in the prepared application.
iv. Assist the Sustainability Program Officer in preparing the data for the Company's Sustainability Report.

Struktur Keanggotaan dan Profil Anggota

Berdasarkan Surat 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, susunan anggota Komite TJSL adalah sebagai berikut:

Membership Structure and Member Profiles

Based on the Board of Directors Decree No. 169/KPTS/2022, dated December 23, 2022, regarding the Formation of the Organizational Structure and the Duties and Responsibilities of the Corporate Social Responsibility and Environmental Committee (TJSL) within PT Jasa Marga (Persero) Tbk, the membership structure of the TJSL Committee is as follows:

Tabel Susunan Anggota Komite TJSL
TJSL Committee Member Composition Table

No.	Jabatan Position	Kedudukan Dalam Komite Arrangement in the Committee	Masa Jabatan Terms of Office
Komite Committee			
1.	Direktur Utama President Director	Pembina Mentor	3 Tahun / Years
2.	Direktur yang membidangi Tanggung Jawab Sosial dan Lingkungan Director in Charge of Social and Environmental Responsibility	Ketua Chaiman	3 Tahun / Years
3.	*Senior Group Head* yang membidangi Tanggung Jawab Sosial dan Lingkungan Senior Group Head in Charge of Social and Environmental Responsibility	Koordinator I 1st Koordinator	3 Tahun / Years
4.	*Group Head* yang membidangi Tanggung Jawab Sosial dan Lingkungan Group Head in Charge of Social and Environmental Responsibility	Koordinator II 2nd Koordinator	3 Tahun / Years
5.	*Grade BOD-1* (atau setara *Level* 1, *Level* 2 atau *Level* 3) pada Unit Kerja Kantor Pusat dan/atau setara BOD atau BOD-1 di Anak Perusahaan yang membidangi Tanggung Jawab Sosial dan Lingkungan BOD-1 Grade (or Equivalent to Level 1, Level 2, or Level 3) in the Headquarters Work Unit and/or Equivalent to BOD or BOD-1 in Subsidiaries Responsible for Social and Environmental Responsibility	*Sustainability Committee Member* (SCM)	3 Tahun / Years
6.	*Grade BOD-2* (atau setara *Level* 4) pada Unit Kerja Kantor Pusat dan/atau setara *BOD-1* atau *BOD-2* di Anak Perusahaan yang membidangi Tanggung Jawab Sosial dan Lingkungan BOD-2 Grade (or Equivalent to Level 4) in the Headquarters Work Unit and/or Equivalent to BOD-1 or BOD-2 in Subsidiaries Responsible for Social and Environmental Responsibility	*Sustainability Program Officer* (SPO)	3 Tahun / Years
7.	*BOD-3* (atau setara *Level* 5) atau *BOD-4* (atau setara *Level* 6) pada Unit Kerja dan/atau setara *BOD-2* atau *BOD-3* atau *BOD-4* atau *BOD-5* di Anak Perusahaan yang membidangi Tanggung Jawab Sosial dan Lingkungan BOD-3 (or Equivalent to Level 5) or BOD-4 (or Equivalent to Level 6) in the Work Unit and/or Equivalent to BOD-2, BOD-3, BOD-4, or BOD-5 in Subsidiaries Responsible for Social and Environmental Responsibility	*Sustainability Data Compiler* (SDC)	3 Tahun / Years

Rapat Komite TJSL

Selama tahun 2024, Komite TJSL telah melaksanakan rapat sebanyak 5 (lima) kali, yaitu dengan agenda sebagai berikut:

TJSL Committee Meetings

In 2024, the TJSL Committee held a total of 5 (five) meetings, with the following agendas:

Tabel Pelaksanaan Rapat Komite Tanggung Jawab Sosial dan Lingkungan
Table of Social and Environmental Responsibility Steering Committee Meeting Implementation

No.	Tanggal Date	Agenda Rapat Meeting Agenda
1.	7-8 Mei 2024 May 7-8, 2024	Wawancara dalam rangka penyusunan *Road Map* ESG PT Jasa Marga (Persero) Tbk Tahun 2024 bersama Konsultan Pendamping Penyusunan *Road Map* ESG 2024 Interviews for the Preparation of the ESG Roadmap PT Jasa Marga (Persero) Tbk 2024 with the Consulting Team
2.	21 Mei 2024 May 21, 2024	Rapat Penjelasan Draft *Road Map* ESG PT Jasa Marga (Persero) Tbk Tahun 2024 Meeting for the Explanation of the Draft ESG Roadmap PT Jasa Marga (Persero) Tbk 2024
3.	21 Juni 2024 June 21, 2024	Rapat Penjelasan dan Diskusi Draft Laporan Final *Road Map* ESG PT Jasa Marga (Persero) Tbk Tahun 2024 Meeting for the Explanation and Discussion of the Draft Final Report of the ESG Roadmap PT Jasa Marga (Persero) Tbk 2024
4.	19 Agustus 2024 August 19, 2024	Rapat Pembahasan Kebijakan Keberlanjutan dan *Action Plan* ESG Perseroan Meeting for the Discussion of the Company's Sustainability Policy and ESG Action Plan
5.	9 Desember 2024 December 9, 2024	Jasa Marga *Sustainability* Forum

Pelatihan Anggota Komite TJSL

Pelatihan yang telah diikuti anggota komite selama tahun 2024, dapat dilihat pada bagian Pengembangan Kompetensi Komite TJSL pada Bab Profil Perusahaan.

Pernyataan Independensi Komite TJSL

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 TJSL pada Tahun 2024

Adapun pelaksanaan kerja Komite TJSL Tahun 2024 adalah sebagai berikut:

1. Penyusunan dan Penyampaian program kerja TJSL CID dan Non CID Triwulanan berdasarkan Tujuan Pembangunan Berkelanjutan (TPB) atau *Sustainable Development Goals* (SDG's) kepada CCO Group untuk kebutuhan Penyusunan RKAP.
2. Mengkoordinir calon kandidat Relawan Bakti BUMN Batch 6 Tahun 2024.
3. Penyusunan dan pengumpulan data untuk kebutuhan penyusunan *Road Map* ESG Jasa Marga Tahun 2024 (Tahap *Baselining*, Tahap Analisis dan *Review* Kebijakan).
4. Sosialisasi dan publikasi kegiatan program TJSL melalui kanal informasi Perseroan *(press release,* sosial media, *website, miles,* dan lainnya).
5. Penyampaian laporan realisasi program kerja TJSL per Triwulan berdasarkan Tujuan Pembangunan Berkelanjutan (TPB) atau *Sustainable Development Goals* (SDG's).
6. *Parenting visit* untuk sosialisasi tugas dan tanggung jawab serta *monitoring* dan evaluasi kegiatan di lapangan, dan rapat koordinasi tahunan untuk evaluasi pencapaian program kerja per tahun.
7. Mendukung dalam proses pengumpulan dan penyusunan data Laporan Keberlanjutan/ *Sustainability Report* (SR).
8. Penyampaian laporan realisasi keterlibatan karyawan dalam program TJSL.

Pengembangan Kompetensi Komite TJSL

Pengembangan Kompetensi Komite TJSL dapat dilihat pada bagian Pengembangan Kompetensi di Bab Profil Perusahaan dalam Laporan Tahunan ini.

Rencana Kerja Komite TJSL Tahun 2025

Komite TJSL telah menyusun Rencana Kerja untuk tahun 2025. Adapun rencana kerja Komite TJSL Tahun 2025 adalah sebagai berikut:

Training for Members of the TJSL Committee

The training undertaken by committee members during 2024 can be found in the section on Competency Development for the TJSL Committee in the Company's Profile chapter.

Independence Statement of the TJSL Committee

All members of the committee are independent and do not have affiliations with other Directors, Commissioners, or controlling shareholders, nor are they shareholders of the Company who could influence their ability to act independently. They are also not Commissioners, Directors, or employees of any company with affiliations or business dealings with the Company.

Performance of the TJSL Committee's Tasks in 2024

The performance of the TJSL Committee's tasks in 2024 includes the following:

1. Preparation and submission of quarterly TJSL CID and Non-CID work programs based on Sustainable Development Goals (SDGs) to the CCO Group for RKAP preparation.
2. Coordinating the recruitment of candidates for BUMN Bakti Volunteers Batch 6 in 2024.
3. Preparation and collection of data for the preparation of the Jasa Marga ESG Roadmap 2024 (Baseline Phase, Policy Analysis and Review Phase).
4. Socialization and publication of TJSL program activities via company information channels (press release, sosial media, website, miles, etc.).
5. Submission of quarterly TJSL program performance reports based on Sustainable Development Goals (SDGs).
6. Parenting visits for socializing roles and responsibilities, monitoring and evaluating field activities, and annual coordination meetings for evaluating program work achievements.
7. Support for data collection and preparation of the Sustainability Report (SR).
8. Submission of the report on the realization of employee involvement in the TJSL (Corporate Social Responsibility and Environmental) program.

Competency Development of the TJSL Committee

The Competency Development of the TJSL Committee can be found in the section on Competency Development in the Company's Profile chapter of this Annual Report.

Work Plan of the TJSL Committee for 2025

The TJSL Committee has prepared its Work Plan for 2025, which includes the following activities:

1. Penyusunan dan Penyampaian program kerja TJSL CID dan Non CID Triwulanan berdasarkan Tujuan Pembangunan Berkelanjutan (TPB) atau *Sustainable Development Goals* (SDG's) kepada CCO Group untuk kebutuhan Penyusunan RKAP.
2. Sosialisasi dan publikasi kegiatan program TJSL melalui kanal informasi Perseroan *(press release*, sosial media, *website*, *miles*, dan lainnya).
3. Penyampaian laporan realisasi program kerja TJSL per Triwulan berdasarkan Tujuan Pembangunan Berkelanjutan (TPB) atau *Sustainable Development Goals* (SDG's).
4. Rapat koordinasi triwulanan untuk pembahasan progres program, *parenting visit* untuk sosialisasi tugas dan tanggung jawab serta *monitoring* dan evaluasi kegiatan di lapangan, serta rapat koordinasi tahunan untuk evaluasi pencapaian program kerja per tahun.
5. Mendukung dalam proses pengumpulan dan penyusunan data Laporan Keberlanjutan atau *Sustainability Report* (SR).
6. Mengimbau keterlibatan karyawan dalam program TJSL Perseroan.

1. Preparation and submission of quarterly TJSL CID and Non-CID work programs based on Sustainable Development Goals (SDGs) to the CCO Group for RKAP preparation.
2. Socialization and publication of TJSL program activities via company information channels (press release, sosial media, website, miles, etc.).
3. Submission of quarterly TJSL program performance reports based on Sustainable Development Goals (SDGs).
4. Quarterly coordination meetings to discuss program progress, parenting visits for socializing roles and responsibilities, monitoring and evaluating field activities, and annual coordination meetings to evaluate work program achievements.
5. Support for data collection and preparation of the Sustainability Report (SR).
6. Encouraging employee involvement in the company's TJSL (Corporate Social Responsibility and Environmental) program.

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. 128/KPTS/2021 tanggal 31 Desember 2021 tentang Struktur Organisasi PT Jasa Marga (Persero) Tbk, dan Keputusan Direksi No. 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.

Corporate Secretary

The Corporate Secretary, also known as the Corporate Secretary, is an organ under the Board of Directors whose responsibility includes ensuring the transparency of company information. The presence of a Corporate Secretary in Jasa Marga is under Financial Services Authority Regulation (OJK) No. 35/POJK.04/2014 regarding the Corporate Secretary of Issuers or Public Companies, which aims to enhance services to shareholders and investors of public companies. The Corporate Secretary is appointed and dismissed by the Chief Executive Officer.

In the Organizational Structure of the Company, based on Board of Directors Decree No. 128/KPTS/2021 dated December 31, 2021 regarding the Organizational Structure of PT Jasa Marga (Persero) Tbk, and Board of Directors Decree No. 11/KPTS/2022 dated January 31, 2022 regarding the Organization and Job Descriptions of the Headquarters of PT Jasa Marga (Persero) Tbk, the Corporate Secretary and Chief Administration Officer (CAO) report directly to the President Director.

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.

Basis for Appointment of Corporate Secretary

The formation, appointment, and implementation of the functions and duties of the Corporate Secretary and Chief Administration Officer, among others, refers to:

1. The Articles of Association of Jasa Marga.
2. Financial Services Authority Regulation No. 35/ POJK.04/2014 regarding the Corporate Secretary of Issuers or Public Companies.
3. Board of Directors Decree of the Indonesia Stock Exchange No. KEP-00001/BEI/01-2014 concerning Amendment to Regulation No. I-A: Regarding Listing of Shares and Equity Securities Other Than Shares Issued by Listed Companies.

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.

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 Perusahaan sehingga tersampaikannya nilai Perusahaan dan diperolehnya peningkatan citra Perusahaan, serta selaras dengan pengelolaan kegiatan Pemimpin Perusahaan melalui kegiatan protokoler dan pengelolaan hubungan baik dengan para pemangku kepentingan terkait bisnis Perusahaan untuk memastikan Perusahaan 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 Perusahaan 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 Perusahaan.

4. Minister of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023, dated March 24, 2023, concerning Guidelines for Governance and SignificantCorporate Activities of State-Owned Enterprises.
5. Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023, dated March 24, 2023, concerning the Organization and Human Resourcesof State-Owned Enterprises.

Profile of the Corporate Secretary Officer

Ari Wibowo
Corporate Secretary & Chief Administration Officer (CAO)

The profile of the Corporate Secretary & Chief Administration Officer can be found in the Company Profile section of this Annual Report.

Functions, Duties, and Responsibilities of the Corporate Secretary

The functions of the Corporate Secretary and Chief Administration Officer are as follows:

1. Lead, direct and ensure the preparation of plans and policies for the Social and Environmental Responsibility Program as part of the Corporate Social Responsibility (CSR) program, Sustainable Development Goals (SDGs), preparation of plans and policies for effective management of Company communications through the provision of a balanced flow of information and marketing incubation programs and strengthening the Company's brand so that the Company's values are conveyed and the Company's image is improved, and in line with the management of the Company's Leader activities through protocol activities and management of 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. Lead, direct and ensure the formulation of policies, governance and provisions regarding the implementation of procurement planning activities and the implementation of the selection of goods/service providers including implementing monitoring and evaluation of 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 the applicable systems and policies and principles. 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 administration, storage, maintenance and security of Company assets and State assets/goods including managed land, and security of documents proving ownership including organizing activities for recording, utilizing and eliminating assets/inventory goods within the Company.

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 Perusahaan, 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 System* (WBS) di Perusahaan, kesesuaian dengan etika usaha, kepatuhan terhadap peraturan Pasar Modal terkait dengan tindakan aksi korporasi Perusahaan, pengelolaan rapat 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).

3. Leading, directing and ensuring the performance of legal services which include: problem solving and legal assistance, making and compiling legal opinions, compiling cooperation agreements with other parties, controlling legal documents, risk analysis for resolving legal problems for the Company, compiling and managing Company regulations, and managing standardization of policies related to legal services for the entire Company's Business Group in accordance with applicable provisions and managing the implementation of GCG principles including controlling gratification and Whistleblowing System (WBS) in the Company, compliance with business ethics, compliance with Capital Market regulations related to the Company's 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 and comply with the provisions of applicable laws and regulations, and ensure the management and development of the Anti-Bribery Management System (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 acara-acara 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.

Responsibilities of the Corporate Secretary

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 stakeholders Companies, including Regulators and Shareholders.
2. Leading and directing the management of the Company's executive (leader) administrative governance at the Head Office and directing administrative governance in the Region.
3. Leading and directing management marketing and Company brand.
4. Leading and directing the management of information and communication in the Company's external and internal scope.
5. Leading and directing the management of monitoring the implementation of ESG factors in the Company as a form of corporate support for the sustainable development agenda.
6. Lead and direct the management of the Company's TJSL program activities.
7. Leading and directing the management of TPB program activities which are part of Sustainability Report.
8. Lead and direct the management of events related to the Company and direct 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. 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).
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 Perusahaan mengenai pengelolaan Perusahaan 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.

10. Directing the development of procurement systems for goods/services and logistics, asset management, and asset security based on applicable principles and regulations.
11. Leading, directing and ensuring the management and legal services that include problem solving and legal assistance, making and preparing legal opinions, preparing cooperation agreements with other parties, managing legal documents and managing the standardization of policies related to legal services for the entire Company's Business Group in accordance with applicable provisions.
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 gratification, whistleblowing system and other things).
13. Provide input to the Board of Directors and Board of Commissioners to comply with the provisions of 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. Transparency of information to the public, including the availability of information on the Company Website.
    b. Submission of reports to the Financial Services Authority on time.
    c. Organizing and documenting the General Meeting of Shareholders.
    d. Organizing and documenting Board of Directors and/or Board of Commissioners Meetings and Joint Meetings.
    e. Program implementation executive induction Company 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 level and Work Unit level have followed the Company's Long-Term and strategic Plans.

Authority of the Corporate Secretary

The Corporate Secretary and Chief Administration Officer also have the authority to carry out their duties and functions, as follows:

1. Establishing the Company's strategic policies regarding the management of the Company in accordance with GCG related to strategic policies in the field of effective Company communications and managing good relations with all Company stakeholders.
2. Establishing the Company's strategic direction and policies in the form of regulations and/or circulars and/or instructions related to all activities marketing and brand Company.

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 aktivitas logistik, manajemen aset, dan pengamanan aset 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

Berdasarkan Keputusan Direksi No. 128/KPTS/2021 tanggal 31 Desember 2021 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.

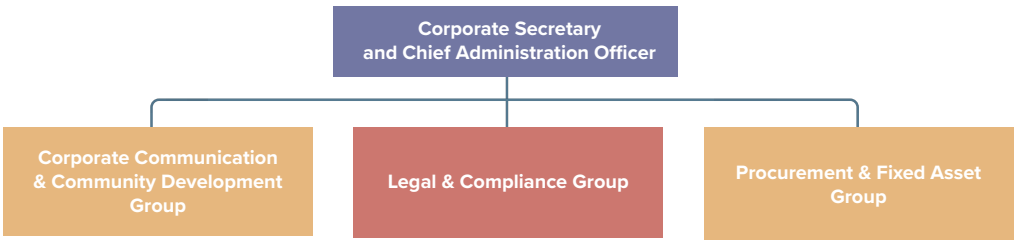
3. Establishing the Company's strategic direction and policies in the form of regulations and/or circulars and/or instructions related to all Company communication activities, community development and relationship management with stakeholders Companies include regulators and shareholders.
4. Establishing the Company's strategic direction and policies in the field of implementing ESG factors.
5. Establishing the Company's strategic policies in the field of the Company's TJSL Program.
6. Establishing the Company's strategic policies and management related to Sustainability 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 Company communication activities, community development and relationship management with stakeholders Companies include regulators and shareholders.
8. Establishing the Company's strategic direction 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 and logistics, asset management, and security of Company assets.
9. Signing contracts/agreements that bind the Company or documents regarding the management of logistics activities, asset management, and security of Company assets.
10. Establish policies in the management of General Meeting of Shareholders (GMS), Joint Meeting of Commissioners and Directors and Board of Directors Meeting.
11. Representing the Company in resolving legal cases/disputes both internal and external to the Company through a Power of Attorney.
12. Providing and compiling legal opinions (legal opinion) to the Company for any legal/transactional problems faced which are strategic in nature and have an impact on the Company's financial condition.
13. Signing contracts/agreements that bind the Company or documents regarding the management of activities related to the legal field, including corporate law, regulation, litigation and compliance.
14. Establishing the Company's strategic direction 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 direction and policies, but not limited to in the form of regulations and/or circulars and/or instructions related to the Anti-Bribery Management System (SMAP).

Corporate Secretary Organizational Structure

Based on Directors' Decree No. 128/KPTS/2021 dated 31 December 2021 concerning 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 Fix Asset Group;
3. Legal and Compliance Group.

Struktur Organisasi Corporate Secretary and Chief Administration Officer
Organization Structure of Corporate Secretary and Chief Administration Officer



Pelaksanaan Tugas Sekretaris Perusahaan Tahun 2024

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 Group tersebut, pelaksanaan tugas Corporate Secretary sepanjang 2024 diuraikan sebagai berikut:

1. ***Legal And Compliance Group***
   Pelaksanaan kegiatan Legal and Compliance Group selama tahun 2024 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 Perilaku (*Code of Conduct*)
      ii. Pedoman Sistem Manajemen Anti Penyuapan (SMAP)
      iii. Pedoman *Whistleblowing System* (WBS)
      iv. Pedoman Direksi dan Dewan Komisaris (Board Manual)
      v. Pedoman Tata Kelola Perusahaan (*Code of Corporate Governance*)

Implementation of Corporate Secretary's Tasks in 2024

The Corporate Secretary and Chief Administration Officer oversees the Legal and Compliance Group, Corporate Communication and Community Development Group, as well as the Procurement and Fixed Asset Group. Based on the realization of tasks within each of these groups, the implementation of the Corporate Secretary's tasks throughout 2024 is outlined as follows:

1. **Legal and Compliance Group**
   The implementation of Legal and Compliance Group activities during 2024 is as follows:
   a. Administration of Management Meetings (Board of Directors Meetings, Board of Commissioners Meetings and Joint Board of Directors and Board of Commissioners Meetings).
      i. Board of Directors Meeting
      ii. Board of Commissioners Meeting
      iii. Joint Meeting of the Board of Commissioners and Directors
   b. Assessment of the Company's Implementation of Good Corporate Governance
      i. GCG Assessment Based on Criteria/Parameters of Public Company Governance Guidelines
      ii. GCG Assessment Based on Criteria/Parameters of ASEAN Corporate Governance Scorecard (ACGS).
      iii. GCG Assessment Based on the Criteria/Parameters of the General Guidelines for Indonesian Corporate Governance (PUGKI).
   c. Gratification Control
   d. Whistleblowing System
   e. World Anti-Corruption Day (Hakordia) Commemoration
   f. Updating the Guidelines (Governance Soft Structure) Company
      i. Code of Conduct
      ii. Anti-Bribery Management System (SMAP) Guidelines
      iii. Guidelines of Whistleblowing System (WBS)
      iv. Board of Directors and Board of Commissioners Manual
      v. Code of Corporate Governance

g. Penyusunan Pedoman-pedoman (*Governance Soft Structure*) Baru Perseroan
   i. Pedoman Tata Kelola Terintegrasi
   ii. Pedoman *Anti Fraud*
h. Tata Kelola Terintegrasi
i. Tindak Lanjut Hasil Audit *Compliance*
j. 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 Penyuapan
   iv. Survey Pemahaman 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
k. Duta Anti Korupsi/Anti Fraud *Boot Camp*
l. Sosialisasi Lainnya Terkait GCG
m. Penyelenggaraan Rapat Umum Pemegang Saham (RUPS) Sesuai dengan Ketentuan Perusahaan Terbuka
   i. RUPS Tahunan
   ii. RUPS Luar Biasa
n. Keterbukaan Informasi
o. Kepatuhan Terkait Publikasi dan Pelaporan
   i. Publikasi pada Situs *Web*
   ii. Pelaporan
p. Penyusunan dan Evaluasi Draft Perjanjian/Kontrak/ Pendapat Hukum
q. Penyusunan *Legal Administration* untuk Aksi Korporasi
r. *Implementasi Shared Service* (Layanan Bersama)
s. Penyusunan Peraturan Perusahaan
t. Sosialisasi Peraturan di Perseroan
u. Penanganan Perkara Perseroan di Pengadilan

2. ***Corporate Communication and Community Development Group***

Pelaksanaan kegiatan Corporate Communication and Community Development Group selama tahun 2024 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

g. Preparation of Guidelines (Governance Soft Structure) New Company
   i. Integrated Governance Guidelines
   ii. Guidelines of Anti-Fraud
h. Integrated Governance
i. Follow-up on Audit Results Compliance
j. Anti-Bribery Management System (SMAP)
   i. Signing of the Commitment to Implement the Anti-Bribery Management System
   ii. Review of Work Unit Independent Control Test Report
   iii. Assistance in Completing the Bribery Risk Register
   iv. SMAP Understanding Survey
   v. Training/Certification of SMAP Internal Audit Team, FKAP Personnel and Team Champion
   vi. Socialization and Publication of SMAP to All Employees
   vii. SMAP Internal and External Audit
   viii. Appointment of Third Parties for the Preparation of SMAP-Related Guidelines
k. Anti-Corruption/Anti-Fraud Ambassador Boot Camp
l. Other Socialization Related to GCG
m. Holding of General Meeting of Shareholders (GMS) in Accordance with Public Company Provisions
   i. Annual General Meeting of Shareholders
   ii. Extraordinary General Meeting of Shareholders
n. Disclosure of Information
o. Compliance Regarding Publication and Reporting
   i. Publications on the Site Web
   ii. Reporting
p. Preparation and Evaluation of Draft Agreements/ Contracts/Legal Opinions
q. Compilation Legal Administration for Corporate Action
r. Shared Service Implementation (Shared Services)
s. Preparation of Company Regulations
t. Socialization of Regulations in Companies
u. Handling of Company Cases in Court

2. **Corporate Communication and Community Development Group**

The implementation of Corporate Communication and Community Development Group activities during 2024 is as follows:

a. Media Relations
   i. Press Release
   ii. Press conference
   iii. Press Tour
   iv. News Source on Television
   v. News Source on Radio
   vi. Media Monitoring
b. Customer Complaints Management
c. Exhibition Organization
d. Advertising Management in Mass Media
e. Company Social Media Management
f. Production of Publication Content of the Company
g. Management of Company Internal Communication Media

h. Publikasi Kegiatan *Corporate Social Responsibility* (CSR)
i. Program Tanggung Jawab Sosial dan Lingkungan
j. Sponsorship
k. Pendampingan Direksi
l. Penyelenggaraan *Event*

3. ***Procurement and Fixed Assets Group***
Pelaksanaan kegiatan Procurement and Fixed Assets (PFA) Group selama tahun 2024 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. Sosialisasi Survei Kepuasan Penyedia dan Implementasi Verifikasi TKDN Post Audit dalam Pengadaan Barang dan Jasa
   viii. Survey Kepuasan Pemasok Tahun 2024
   ix. Penilaian Kinerja Penyedia Barang dan Jasa
   x. Implementasi PaDi UMKM
   xi. Implementasi Sistem Manajemen Anti Penyuapan (SMAP) Pengadaan Barang dan Jasa
   xii. Mitra *Champion* BUMN
b. Proses Pemilihan Penyedia Barang dan Jasa
   i. Program Kerja dan Kinerja 2024
   ii. Pelaksanaan Kontrak *Shared Services*
c. Pengelolaan Aset
   i. Pengelolaan PBB
   ii. Realisasi Program *Capex* dan Program *Opex* dalam Kontrak Manajemen Pengelolaan Gedung Kantor Pusat Milik Jasa Marga
   iii. Penyusunan Draft Pedoman Pengamanan Aset Perusahaan dan Barang Milik Negera
   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. Pelaksanaan Penyelenggaraan Kearsipan

Pengembangan Kompetensi

Pengembangan kompetensi Corporate Secretary dapat dilihat pada Bab Profil dalam buku Laporan Tahunan ini.

h. Publication of Activities Corporate Social Responsibility (CSR)
i. Social and Environmental Responsibility Program
j. Sponsorship
k. Directors Assistance
l. Implementation Event

3. **Procurement and Fixed Assets Group**
The implementation of Procurement and Fixed Assets (PFA) Group activities during 2024 is as follows:
a. Planning, Monitoring and Evaluation of Procurement of Goods and Services
   i. Procurement Planning
   ii. Procurement of Goods and Services (PBJ) Policy
   iii. Implementation of Domestic Component Level (TKDN) Use Policy
   iv. Goods and Services Procurement System
   v. Monitoring and Evaluation of Procurement of Goods and Services
   vi. Jasa Marga Partner List Management (DRJM)
   vii. Socialization of Supplier Satisfaction Survey and Implementation of Post Audit TKDN Verification in Procurement of Goods and Services
   viii. Supplier Satisfaction Survey 2024
   ix. Performance Assessment of Goods and Services Providers
   x. Implementation of PaDi UMKM
   xi. Implementation of Anti-Bribery Management System (SMAP) for Procurement of Goods and Services
   xii. Partners Champion State-owned Enterprises
b. Goods and Services Provider Selection Process
   i. Work Program and Performance 2024
   ii. Contract Execution Shared Services
c. Asset Management
   i. Land and Building Tax Management
   ii. Program Realization Capex and Opex Program in the Management Contract for Jasa Marga's Head Office Building
   iii. Drafting of Guidelines for Securing Company Assets and State Property
   iv. Head Office and Regional/RO Asset Insurance Management
   v. Implementation of Manufacturing Purchase Order (PO) and Goods Receipt (GR)
   vi. Implementation of Deletion and Auction
   vii. Inventory Work of Stakes, Fences and Prohibition Boards
   viii. Implementation of Emergency Response Simulation
   ix. Implementation of Archiving Management

Competency Development

The competency development of the Corporate Secretary can be found in the Profile section of this Annual Report.

Penilaian Kinerja Sekretaris Perusahaan Berdasarkan KPI

Hasil penilaian kinerja Corporate Secretary dan Chief Administration Officer berdasarkan *Key Performance Indicator* (KPI) tahun 2024 mencapai 109 dari target sebesar 100. Adapun rincian dari KPI Corporate Secretary dapat dilihat pada tabel berikut:

Performance Evaluation of Corporate Secretary Based on KPI

The performance evaluation of the Corporate Secretary and Chief Administration Officer based on Key Performance Indicators (KPI) in 2024 achieved 109 out of a target of 100. The details of the Corporate Secretary's KPI can be seen in the following table:

Tabel Penilaian KPI Corporate Secretary dan Chief Administration Officer Tahun 2024
Table of Corporate Secretary and Chief Administration Officer KPI Assessment in 2024

Perspektif Perspective		No	Ukuran Kinerja Utama (KPI) Key Performance Indicator (KPIs)	Bobot Weight	Rencana Plan	Realisasi Realization
Nilai Ekonomi dan Sosial untuk Indonesia Economic and Social Value for Indonesia	Operasional Operational	1.	Peningkatan Citra Positif Perusahaan Improvement of Positive Corporate Image	12	12	13,20
		2.	*GCG Score*	12	12	13,20
		3.	Penyusunan Legal Administration untuk Aksi Korporasi Preparation of Legal Administration for Corporate Actions	12	12	13,20
	Sosial Social	4.	Peningkatan Jumlah Tujuan Pembangunan Berkelanjutan (TPB) Program TJSL Increase in the Number of Sustainable Development Goals (SDGs) in the TJSL Program	11	11	12,10
		5.	Penyelesaian Pengukuran Dampak terhadap Program TJSL dengan metode Social Return on Investment (SROI) Completion of Impact Measurement on the TJSL Program using the Social Return on Investment (SROI) method	11	11	12,10
Inovasi Model Bisnis Business Model Innovation		6.	Efisiensi Shared Service Bidang Procurement Efficiency of Shared Service in Procurement Sector	11	11	12,10
		7.	Implementasi Shared Service Bidang Legal Implementation of Shared Service in Legal Sector	11	11	12,10
		8.	Peningkatan Penggunaan Produk Dalam Negeri (P3DN) Increase in Domestic Product Utilization (P3DN)	10	10	11,00
		9.	Penyusunan & Implementasi Roadmap ESG Preparation & Implementation of ESG Roadmap	10	10	10,00
Total Bobot **Total Weight**				**100**	**100**	**109,00**

Rencana Kerja Sekretaris Perusahaan Tahun 2025

Corporate Secretary dan Chief Administration Officer telah menetapkan rencana kerja untuk tahun 2025 yang akan dibahas melalui sejumlah rapat. Adapun rencana kerja Corporate Secretary di tahun 2025 antara lain sebagai berikut:

1. ***Legal and Compliance Group***
   a. Kerja Sama dengan KPK dalam Implementasi *Whistleblowing System* (WBS) Terintegrasi (sesuai arahan Kementerian BUMN).
   b. *Assessment* GCG Tahun Buku 2025.
   c. Pengkinian Pedoman Pelaksanaan Rapat Direksi.
   d. Finalisasi pengkinian *Code of Corporate Governance*.
   e. Sosialisasi GCG (Pengendalian Gratifikasi, *Whistleblowing System*, *Code of Corporate Governance*).
   f. Penyelenggaraan Rapat Umum Pemegang Saham (Tahunan dan/atau Luar Biasa).

Corporate Secretary's Work Plan for 2025

The Corporate Secretary and Chief Administration Officer has established a work plan for 2024 which will be discussed through some meetings. The Corporate Secretary's work plan for 2024 includes the following:

1. **Legal and Compliance Group**
   a. Cooperation with the Corruption Eradication Committee in Implementation of Whistleblowing System (WBS) Integrated (according to the direction of the Ministry of SOEs).
   b. Assessment GCG for the 2025 financial year.
   c. Updating the Guidelines for Implementing Board of Directors Meetings.
   d. Finalizing the update Code of Corporate Governance.
   e. Socialization of GCG (Gratification Control, Whistleblowing System, Code of Corporate Governance).
   f. Holding of General Meeting of Shareholders (Annual and/or Extraordinary).

g. Program Pengenalan Pengurus Baru (jika dalam RUPS terdapat Mata Acara Perubahan Pengurus).
h. Pengkinian Situs *Web* terkait Tata Kelola sebagai kepatuhan terkait publikasi.
i. Administrasi Rapat Manajemen (Rapat Direksi, Rapat Dewan Komisaris dan Rapat Gabungan Direksi-Dewan Komisaris).
j. Pembuatan *dashboard* kepatuhan.
k. Pendampingan penyusunan daftar kewajiban kepatuhan Perusahaan.
l. Pendampingan penyusunan *Fraud Risk Assessment* (FRA).
m. Penyampaian laporan-laporan keterbukaan informasi.
n. Sistem Manajemen Anti Penyuapan.
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 Perseroan yang bersifat mengatur.
u. Penyusunan peraturan Perseroan 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 2025.
b. Penyusunan rencana dan laporan Agenda Setting Perusahaan tahun 2025.
c. Penyelenggaraan program *Media Relations* untuk dukungan publikasi media massa terhadap Aksi Korporasi tahun 2025 melalui kegiatan:
    i. Konferensi Pers.
    ii. *Press Tour.*
    iii. *Press Release.*
    iv. Media *Monitoring.*
d. *Promotion.*
e. C*ustomer Engagement.*
f. *Internal Communication.*
g. *Brand Management.*
h. Penyaluran Program TJSL *Stakeholder.*
i. Program TJSL Penugasan Kementerian 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.

g. New Management Introduction Program (if the GMS contains an agenda for Change of Management).
h. Site Updates Web related to Governance as compliance related to publication.
i. Administration of Management Meetings (Board of Directors Meetings, Board of Commissioners Meetings and Joint Board of Directors-Board of Commissioners Meetings).
j. Making dashboard compliance.
k. Assistance in preparing a list of Company compliance obligations.
l. Assistance in drafting Fraud Risk Assessment (FRA).
m. Submission of information disclosure reports.
n. Anti Bribery Management System.
o. Preparation and evaluation draft Agreement/Contract/Legal Opinion.
p. Compilation legal administration for Corporate Action.
q. Preparation of contract standards.
r. Implementation Shared Services in legal services sector.
s. Socialization of Regulations.
t. Preparation of Company regulations that are regulatory in nature.
u. Preparation of Company regulations that are of a stipulation nature.
v. Handling of legal cases that are still in the process of being examined in court.
w. Fulfillment of Police and Prosecutor's Summons (if any).
x. Extension of cooperation with the Deputy Attorney General for Civil and State Administration.
y. Shared Services Implementation (Shared Services) litigation field to Subsidiaries.

2. **Corporate Communication and Community Development Group**
a. Preparation of the Company's communication strategy for 2025.
b. Preparation of the Company's Agenda Setting plan and report for 2025.
c. Implementation of the program Media Relations for mass media publication support for Corporate Action 2025 through activities:
    i. Press conference.
    ii. Press Tour.
    iii. Press Release.
    iv. Media Monitoring.
d. Promotion.
e. Customer Engagement.
f. Internal Communication.
g. Brand Management.
h. Distribution of TJSL Program Stakeholder.
i. TJSL Program Assigned by the Ministry of SOEs.
j. Development and Promotion of National Exhibitions.
k. SOE Synergy Coaching and Training.
l. Coaching and Training for UMK Certification.
m. Coaching for UMK Class Up Training.

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 2025, meliputi:
      i. Temu Pemasok tahun 2025.
      ii. *Survey* Kepuasan Pemasok tahun 2025.
      iii. Penilaian Kinerja Penyedia Barang dan Jasa tahun 2025.
      iv. Penyusunan Rencana Umum Pengadaan tahun 2026.

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 14 September 2023. 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 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. Maksud;
3. Pernyataan Visi Misi;
4. Tujuan;

n. Sponsorship and Donation Support.
o. Directors' Assistance.
p. Organizing Corporate Activities.

3. **Procurement and Fixed Assets Group**
   a. Implementation of Increasing the Use of Domestic Products (P3DN).
   b. The Centralization Process of Procurement of Goods and Services up to the scope of the Head Office Work Unit and Regional Division.
   c. Implementation of e-Integrated Procurement in the Procurement of Goods and Services process up to the scope of the Head Office Work Unit and Regional Division.
   d. Reviews Procurement of Goods and Services Policy in accordance with Laws and Regulations and Best Practices for Procurement of Goods and Services.
   e. Development and enhancement e-Procurement features and functions according to the implementation evaluation results, if necessary.
   f. Implementation of other routine activities in 2025, including:
      i. Supplier Meeting 2025.
      ii. Supplier Satisfaction Survey 2025.
      iii. Performance Assessment of Goods and Services Providers in 2025.
      iv. Preparation of the 2026 General Procurement Plan.

Internal Audit

The Internal Audit at Jasa Marga is established with the goal of providing professional, independent, and objective opinions to the President Director regarding the corporation's activities and operations. This is achieved by enhancing the integrated control functions to ensure that operational activities are running well, thus contributing to the added value of the corporation. The Internal Audit Group performs an independent oversight function over other units and is accountable to the President Director.

Internal Audit Charter

The Internal Audit has guidelines known as the Internal Audit Charter, which was established by the Board of Commissioners and Directors on September 14, 2023. Besides serving as a working guideline, the Internal Audit Charter also plays a role in strengthening the role and responsibilities as well as the basis for the existence and implementation of supervision tasks for Internal Audit. Therefore, the Internal Audit Charter is also disseminated to be known by all employees and other related parties to foster mutual understanding and cooperation in realizing the Company's Vision, Mission, and Objectives. Periodically, the Internal Audit Charter is reviewed and refined under the applicable regulations.

In general, the Internal Audit Charter includes:
1. Introduction;
2. Purpose;
3. Vision Mission Statements;
4. Objectives;

5. Prinsip Pokok Praktik Profesional Audit Internal;
6. Struktur dan kedudukan Internal Audit;
7. Wewenang;
8. Tugas dan Tanggung Jawab;
9. Ruang Lingkup Tugas;
10. Independensi dan Objektivitas;
11. Ketidakberpihakkan;
12. Hak, Kewajiban dan Tanggung Jawab Internal Audit Senior Group Head;
13. Kode Etik;
14. Persyaratan dan Profesionalisme Auditor;
15. 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. Memberikan saran perbaikan dan informasi yang objektif tentang kegiatan yang diperiksa pada semua kegiatan manajemen;
2. Memberikan konsultasi dan keyakinan terkait hal yang bersifat strategis baik pada saat perencanaan maupun pada saat pelaksanaan kegiatan operasional;
3. Memastikan pelaksanaan fungsi Audit Internal sesuai dengan standar profesional Audit Internal dan kode etik Audit Internal;
4. Melakukan pemilihan sumber daya manusia yang kompeten sesuai dengan kebutuhan dalam pelaksanaan tugas Internal Audit;
5. Memastikan personel Internal Audit mengikuti pengembangan profesional berkelanjutan serta pelatihan lain sesuai dengan perkembangan kompleksitas dan kegiatan usaha Perseroan;
6. Melakukan penyusunan dan pengkajian piagam Audit Internal secara periodik;
7. Menyusun dan mengimplementasikan rencana audit tahunan berdasarkan metodologi berbasis penilaian risiko secara komprehensif. Rencana audit tahunan dan alokasi anggaran disetujui oleh Direktur Utama, dan dapat mempertimbangkan rekomendasi Komite Audit;
8. Memastikan pelaksanaan Audit Internal sesuai dengan rencana;
9. 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;
10. Menginformasikan status tindakan perbaikan atas temuan audit dan rekomendasi hasil audit, kepada Direktur Utama dan Dewan Komisaris melalui Komite Audit;

5. Principles of Internal Audit Professional Practice;
6. Structure and Position of Internal Audit;
7. Authority;
8. Duties and Responsibilities;
9. Scope of Duties;
10. Independence and Objectivity;
11. Impartiality;
12. Rights, Obligations, and Responsibilities of Internal Audit Senior Group Head;
13. Code of Ethics;
14. Auditor Requirements and Professionalism;
15. Conclusion.

Profile of Internal Audit Officer

Agung Laksana Pranata
Internal Audit Senior Group Head

The profile of the Internal Audit Group Head can be found in the Company Profile section of this Annual Report.

Duties and Responsibilities

Internal Audit has the following duties and responsibilities:

1. Providing objective improvement suggestions and information regarding the activities examined in all management activities;
2. Providing consultation and confidence regarding strategic matters both during planning and during the execution of operational activities;
3. Ensuring the implementation of Internal Audit functions under Internal Audit professional standards and Internal Audit code of ethics;
4. Selecting competent human resources as needed in the implementation of Internal Audit tasks;
5. Ensuring that Internal Audit personnel undergo continuous professional development and other training in line with the complexity and business activities of the Company;
6. Periodically drafting and reviewing the Internal Audit charter;
7. Developing and implementing annual audit plans based on comprehensive risk assessment methodology. Annual audit plans and budget allocations are approved by the President Director, and may consider Audit Committee recommendations;
8. Ensuring the execution of Internal Audit following the plan;
9. Periodically reporting to the Board of Directors and Board of Commissioners through the Audit Committee regarding objectives, authority, responsibilities, and performance of Internal Audit activities compared to its planning. Reporting also includes significant findings and internal control issues;
10. Informing the President Director and Board of Commissioners through the Audit Committee of the status of corrective actions for audit findings and audit recommendation outcomes;

11. Memantau, menganalisis dan melaporkan kepada Direktur Utama dan Dewan Komisaris melalui Komite Audit pelaksanaan tindak lanjut atas temuan dan rekomendasi hasil audit yang signifikan;
12. Menjaga kerahasiaan informasi dan/atau data Perusahaan terkait dengan pelaksanaan tugas dan tanggung jawab Audit Internal, kecuali diperbolehkan berdasarkan ketentuan peraturan perundang- undangan dan/atau putusan pengadilan;
13. Menjaga informasi rahasia yang diperoleh sewaktu menjabat sesuai dengan ketentuan peraturan perundangundangan;
14. 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;
15. Melakukan evaluasi atas efektivitas pelaksanaan pengendalian internal, Manajemen Risiko, dan proses tata kelola perusahaan, sesuai dengan peraturan perundang-undangan dan kebijakan Perseroan;
16. Melakukan aktivitas audit dan memberikan penilaian atas efektivitas dan efisiensi di bidang keuangan, pengamanan *asset*, operasional, sumber daya manusia, teknologi informasi dan kegiatan lainnya;
17. Menginformasikan kepada fungsi anti-*fraud* atas indikasi *fraud* (kecurangan) yang ditemukan oleh tim Internal Audit;
18. Membuat dan menyimpan kertas kerja audit yang memadai sesuai peraturan yang berlaku;
19. 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;
20. Melaporkan kepada Direksi dan Dewan Komisaris melalui Komite Audit hasil kaji ulang pihak eksternal yang memuat pendapat tentang hasil kerja Audit Internal dan kesesuaian dengan referensi praktik terbaik;
21. Dalam hal implementasi Tata Kelola Terintegrasi dan peran Perusahaan sebagai Perusahaan Induk, Internal Audit melakukan pemantauan, evaluasi serta koordinasi pelaksanaan Audit Internal Anak Perseroan sesuai dengan fungsinya;
22. Bekerja sama dengan Komite Audit;
23. Melakukan pemeriksaan khusus apabila diperlukan;
24. Melakukan koordinasi kegiatan dengan Auditor Eksternal;
25. Menyiapkan ukuran-ukuran penilaian keberhasilan kinerja dan pencapaian tujuan Audit Internal;

11. Monitoring, analyzing, and reporting to the President Director, and Board of Commissioners through the Audit Committee on the implementation of follow-up actions for significant audit findings and recommendations;
12. Maintaining the confidentiality of Company information and/or data related to the implementation of Internal Audit duties and responsibilities, unless permitted by applicable regulations and/or court decisions;
13. Preserving confidential information obtained during tenure under applicable regulations;
14. Ensuring that in the event of the use of external services for Internal Audit activities:
    a. Knowledge transfer from external parties to Internal Audit personnel is conducted considering the temporary nature of using external expert services;
    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;
15. Evaluating the effectiveness of internal control implementation, Risk Management, and corporate governance processes, under regulations and Company policies;
16. Conducting audit activities and providing assessments of effectiveness and efficiency in financial, asset security, operational, human resources, information technology, and other activities;
17. Informing the anti-fraud function of indications of fraud found by the Internal Audit team;
18. Creating and retaining adequate audit work papers under applicable regulations;
19. Implementing and presenting Quality Assurance and Improvement Programs (QAIP) covering all aspects of Internal Audit activities. QAIP includes evaluating Internal Audit compliance with Internal Audit definitions and standards, as well as assessing whether auditors adhere to the code of ethics. QAIP also evaluates the effectiveness and efficiency of Internal Audit activities and identifies opportunities for improvement;
20. Reporting to the Board of Directors and Board of Commissioners through the Audit Committee on the external party's review results containing opinions on the results of Internal Audit work and compliance with best practice references;
21. In the implementation of Integrated Governance and the Company's role as the Parent Company, Internal Audit monitors, evaluates, and coordinates the implementation of Subsidiary Internal Audit according to its function;
22. Collaborating with the Audit Committee;
23. Conducting special examinations when necessary;
24. Coordinating activities with External Auditors;
25. Establishing performance success measures and goals for Internal Audit;

26. Menyusun, merancang, mensosialisasikan, menerapkan, melaksanakan dan mengawasi pelaksanaan sistem manajemen anti penyuapan, serta melaporkan kinerja dari sistem manajemen anti penyuapan kepada Manajemen Puncak dan Dewan Pengarah.

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 subyek, 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 tidak diperbolehkan untuk:

1. Perangkapan tugas dan melaksanakan tugas operasional Perseroan dan Entitas Anak;
2. Menginisiasi dan menyetujui transaksi akuntansi di luar untuk kepentingan Internal Audit Perusahaan;
3. Mengarahkan kegiatan-kegiatan dari karyawan yang tidak dipekerjakan oleh Internal Audit Perseroan, kecuali karyawan tersebut secara jelas ditugaskan sebagai tim pemeriksa atau diperbantukan untuk Internal Audit Perseroan.

Pihak yang Mengangkat dan Memberhentikan Internal Audit Senior Group Head

Internal Audit dipimpin oleh seorang Internal Audit Senior Group Head yang diangkat dan diberhentikan oleh Direktur Utama dengan persetujuan Dewan Komisaris. Setiap pengangkatan, penggantian atau pemberhentian Internal Audit Senior Group Head dilaporkan ke Otoritas Jasa Keuangan sesuai mekanisme Perusahaan. Audit Senior Group Head dibantu oleh Assurance Management Department Head dan Advisory Management Department Head.

26. Developing, designing, socializing, implementing, executing, and overseeing the implementation of antibribery management systems, and reporting on the performance of anti-bribery management systems to senior management and the Board of Directors.

Authority of Internal Audit

Internal Audit has several authorities in carrying out its duties, namely:

1. Having unrestricted access to all activities, functions, records, assets, and personnel of the Company and its Subsidiaries;
2. Having full and unrestricted communication accessdirectly to the Board of Directors and/or Board of Commissioners through the Audit Committee;
3. Holding regular and ad-hoc 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 External Auditors;
6. Seeking assistance from personnel from the Companywork units where audits are conducted, as well asother specialized services (requiring specific expertiseand temporary) from within or outside the Company;
7. Attending strategic meetings;
8. As the Parent Company's Internal Audit:
    a. Determining the strategy for implementing Subsidiary Internal Audits;
    b. Formulating Internal Audit principles covering audit methodology and quality control implementation steps; and
    c. Monitoring the implementation of Internal Auditsin each Subsidiary.

The Internal Audit is not permitted to:

1. Hold dual responsibilities and carry out operational tasks for the company and its subsidiaries;
2. Initiate and approve accounting transactions outside of the Internal Audit's interest in the company;
3. Direct activities of employees who are not employed by the Internal Audit department, unless those employees are clearly assigned as audit team members or are temporarily assigned to assist the company's Internal Audit.

The Appointment and Dismissal Authority of Internal Audit Senior Group Head

Internal Audit is led by an Internal Audit Senior Group Head is appointed and dismissed by the President Director with the approval of the Board of Commissioners. The Internal Audit Senior Group Head is assisted by the Program Planning, Controlling, and Administration Department Head as well as the Anti-Bribery Management Department Head and the Group of Auditors.

Kode Etik Auditor

Dalam melaksanakan tugasnya, Internal Audit Senior Group Head dan seluruh staf Audit Internal harus menaati Kode Etik Perusahaan dan Kode Etik Audit Internal Perusahaan sesuai standar profesi, yaitu:

1. Integritas
   Integritas Auditor Internal membangun rasa kepercayaan, dan dengan demikian memberikan dasar keyakinan akan penilaian yang diberikannya;
2. Objektivitas
   Auditor Internal harus menunjukkan objektivitas profesional yang tinggi dalam mengumpulkan, melakukan evaluasi, dan mengkomunikasikan informasi mengenai aktivitas atau proses yang diaudit. Auditor internal melakukan penilaian yang seimbang terhadap semua fakta relevan yang ada tanpa dipengaruhi kepentingan sendiri ataupun orang lain;
3. Kerahasiaan
   Auditor Internal menjaga kerahasiaan informasi yang diterima dan tidak berwenang mengungkapkannya tanpa kewenangan yang jelas, kecuali sesuai Kebijakan Perusahaan terkait pemberian informasi/data/dokumen kepada pihak luar;
4. Kompetensi
   Auditor Internal menerapkan pengetahuan, keterampilan, dan pengalaman yang diperlukan dalam memberikan jasa-jasa Audit Internal

Code of Ethics for Auditors

In carrying out their duties, the Internal Audit Senior Group Head and all Internal Audit staff must adhere to the Company's Code of Ethics and the Company's Internal Audit Code of Ethics by professional standards, namely:

1. Integrity
   The integrity of Internal Auditors builds trust, and thus provides a basis for confidence in the judgments they make;
2. Objectivity
   Internal Auditors must demonstrate high professional objectivity in gathering, evaluating, and communicating information about the activities or processes they audit. Internal auditors make balanced assessments of all relevant facts without being influenced by their interests or those of others;
3. Confidentiality
   Internal Auditors maintain the confidentiality of the information received and is not authorized to disclose it without clear authorization, except in accordance with the Company's Policy regarding the provision of information/data/documents to external parties;
4. Competence
   Internal Auditors apply the knowledge, skills, and experience necessary to provide Internal Audit services.

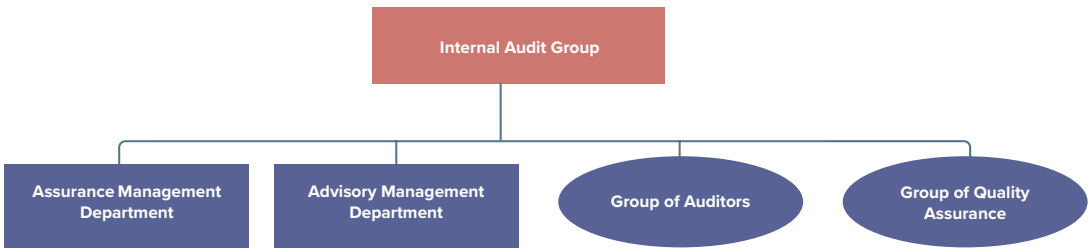
Struktur Organisasi Internal Audit

Organisasi Internal Audit Group ditetapkan dalam Struktur Organisasi Perseroan berdasarkan Keputusan Direksi No. 11/KPTS/2022 tanggal 31 Januari 2022 Tentang Organisasi dan Uraian Jabatan Kantor Pusat PT Jasamarga (Persero) Tbk beserta perubahannya.

Internal Audit Organizational Structure

The Internal Audit Group organization is established within the Company's Organizational Structure based on Board of Directors Decision No. 11/KPTS/2022 dated January 31, 2022, regarding the Organization and Job Descriptions of the Head Office of PT Jasamarga (Persero) Tbk and its amendments.

Bagan Struktur Organisasi Internal Audit
Organization Structure of the Internal Audit



Jumlah dan Komposisi Personil Internal Audit

Personil Unit Audit Internal beserta sertifikasi yang dimiliki dapat dilihat pada tabel berikut ini:

Total and Composition of the Internal Audit Personnel

The personnel of the Internal Audit Unit along with their certifications can be seen in the following table:

Tabel Personil Internal Audit
Table of Internal Audit Personnel

Nama Name	Sertifikasi Certification
Agung Laksana Pranata Internal Audit Senior Group	• *Certified Internal Audit Executive (CIAE)* • *Qualified Internal Auditor (QIA)* • *Qualified Chief Risk Officer (QCRO)* • *Certified Legal Auditor (CLA)* • *Certified Human Resources Practitioner (CHRP)* • *Standarts Certified Anti Fraud Professional (CAFP)*
Dyah Saditya Noegraheni Internal Audit Senior Group	• *Qualified Internal Auditor (QIA)* • *Certified Procurement Officer (CPOF)* • *Sertifikasi DPLK* • *Certified Risk Professional (CRP)*
Sigit Sutarno Assurance Management Dept. Head	• *Certified Practitioner of Internal Audit (CPIA)* • *Qualified Internal Auditor (QIA)* • *Certified Internal Audit Executive (CIAE)* • *Certified Risk Professional (CRP)*
Anang Mohammad Ma'ruf Auditor	• *Qualified Internal Auditor (QIA)* • *Certified Risk Management Professional (CRMP)* • *Certified Risk Professional (CRP)* • *Certified Procurement Officer (CPOF)*
Ichwan Rofi'i Auditor	• *Sertifikat Tingkat Dasar Ahli PBJ* • *Qualified Internal Auditor (QIA)* • *Certified Risk Professional (CRP)*
Hokie Fitriawan Auditor	• *Certified Risk Associate (CRA)* • *Qualified Internal Auditor (QIA)* • *Certified Practitioner of Internal Audit (CPIA)*
Dias August Surya Putra Auditor	• *Qualified Internal Auditor (QIA)* • *Certified Procurement Officer (CPOF)*
Ajeng Manda Pratiwi Auditor	• *Certified Risk Professional (CRP)* • *Certified Human Capital Management (CHCM)* • *Certified Procurement Specialist (CPSp)* • *Qualified Internal Auditor (QIA)*
Farhan Willys Hendra Prasetya Auditor	• *ISO 37001 Lead Auditor* • *Certified Information Security Manager (CISM)* • *COBIT 2019 Foundation* • *ITIL Foundation Certificate in IT Service Management*
Krisma Perwita Sari Advisory Management Dept. Head	• *Qualified Internal Auditor (QIA)* • *Certified Practitioner of Internal Audit (CPIA)* • *Certified Lead Implementer ISO 37001* • *Certified Risk Professional (CRP)*
Azhari Yusuf Junior Auditor	• *Qualified Internal Auditor (QIA)* • *Certified Practitioner of Internal Audit (CPIA)*
Teki Sejati Junior Auditor	• *Qualified Internal Auditor (QIA)* • *Certified Risk Management Professional (CRMP)* • *Certified Practitioner of Internal Audit (CPIA)* • *Certified Risk Professional (CRP)*
Ari Sunarya Junior Auditor	• *Qualified Internal Auditor (QIA)* • *Certified Risk Associate (CRA)* • *Certified Procurement Officer (CPOF)*
Indri Astuti Junior Auditor	• *Certified Contract Drafter* • *Certified Risk Professional (CRP)*
Mochammad Mulyanto Assurance Managemet Specialist	• *Certified Risk Associate (CRA)* • *Certified Practitioner of Internal Audit (CPIA)* • *Sertifikasi Tingkat Dasar Ahli Pengadaan Barang Jasa*
Sarkim Assistant Auditor	• *Qualified Internal Auditor (QIA)* • *Certified Practitioner of Internal Audit (CPIA)* • *Certified Risk Associate (CRA)* • *Certified Procurement Officer (CPOF)*
Juairiah Advisory Management Assistant	• *Certified Procurement Officer (CPOF)*
Boyke Jaguar Advisory Management Assistant	• *Certified Practitioner of Internal Audit (CPIA)* • *Certified Risk Associate (CRA)* • *Certified Procurement Officer (CPOF)*
Diah Ayu Damayanti Assurance Management Senior Officer	• *Certified Risk Associate (CRA)*

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.

Pelaksanaan Tugas Tahun 2024

Sepanjang tahun 2024, Internal Audit telah melaksanakan berbagai tugas. Adapun tugas yang dilaksanakan oleh Internal Audit, sebagai berikut:

1. Fungsi Audit Internal
    a. Program *Assurance*

        Dalam kerangka kegiatan assurance, pelaksanaan audit dan *review* sebagai metode untuk mengevaluasi tata kelola, pengendalian internal, dan pengelolaan risiko perusahaan. Audit ini terdiri dari tahapan perencanaan, pelaksanaan, serta pemantauan yang sistematis, dengan tujuan memastikan kepatuhan dan efisiensi operasional. Audit Tematik Penyesuaian tarif tol telah dilaksanakan pada PT Jasamarga Transjawa Tol, PT Jasamarga Pandaan Malang, PT Jasamarga Pandaan Tol, PT Jasamarga Surabaya Mojokerto, PT Jasamarga Manado Bitung dan Jasamarga Metropolitan Tollroad Regional 2 (RO 2), Audit Kepatuhan pada Information Technology Group, Audit Operasional Concession Business Planning Group, Business Development Group, PT Jasamarga Balikpapan Samarinda, Corporate Finance & Investor Relation Group, Corporate Communication and Community Development Group, Audit Tematik Pengelolaan Dana Pensiun pada Dana Pensiun Jasa Marga, Human Capital Service Group dan Human Capaital Development Group, Audit Kepatuhan Pengadaan Barang dan Jasa Pada Servic Provider PT Jasamarga Maintenance Tollroad, PT Jasamarga Tollroad Operator dan PT Jasamarga Related Business dan Audit Kepatuhan dalam pemanfaatan ruang milik jalan tol untuk iklan dan utilitas, mencakup kesesuaian perjanjian kerja sama, pengelolaan pendapatan sesuai ketentuan amandemen PPJT, dan pengelolaan dampak operasional pada Jasamarga Metropolitan Tollroad Regional dan PT Jasamarga Related Business serta pelaksanaan *Review* TKDN pada PT Jasamarga Maintenance Tollroad, *Review Self Assessment* Peringkat Komposit Risiko Jasa Marga Tahun 2023 pada Risk & Quality, Health, Safety & Envirovment Group, *Review* atas Mitigasi Risiko Aksi Korporasi *Equity Financing* pada *Corporate Finance & Investor Relation Group*, Diagnostik *Internal Control Over Financial Reporting* (ICoFR) pada PT Jasamarga Transjawa Tol, PT Jasamarga Tollroad Operator dan PT Jasamarga Japek Selatan serta *Review* Sistem Pengendalian Internal (SPIN).

Competency Development Program for Internal Audit Senior Group Head

The competency development program for the Internal Audit Senior Group Head can be found in the Company Profile section of this Annual Report.

Implementation of Tasks in 2024

Throughout 2024, Internal Audit has carried out various tasks. The tasks carried out by Internal Audit are as follows:

1. Internal Audit Function
    a. Program Assurance

        Within the framework of assurance activities, the implementation of audits and reviews as a method to evaluate corporate governance, internal control, and risk management. This audit consists of systematic planning, implementation, and monitoring stages, with the aim of ensuring compliance and operational efficiency. Thematic Audit of Toll Tariff Adjustment has been carried out at PT Jasamarga Transjawa Tol, PT Jasamarga Pandaan Malang, PT Jasamarga Pandaan Tol, PT Jasamarga Surabaya Mojokerto, PT Jasamarga Manado Bitung and Jasamarga Metropolitan Tollroad Regional 2 (RO 2), Compliance Audit at Information Technology Group, Operational Audit of Concession Business Planning Group, Business Development Group, PT Jasamarga Balikpapan Samarinda, Corporate Finance & Investor Relation Group, Corporate Communication and Community Development Group, Thematic Audit of Pension Fund Management at Dana Pensiun Jasa Marga, Human Capital Service Group and Human Capital Development Group, Compliance Audit of Procurement of Goods and Services at Service Provider PT Jasamarga Maintenance Tollroad, PT Jasamarga Tollroad Operator and PT Jasamarga Related Business and Compliance Audit in the utilization of toll road space for advertising and utilities, including compliance with cooperation agreements, revenue management according to the provisions of the PPJT amendment, and management of operational impacts at Jasamarga Metropolitan Tollroad Regional and PT Jasamarga Related Business as well as implementation Review of TKDN at PT Jasamarga Maintenance Tollroad, Review of Jasa Marga's 2023 Composite Risk Rating Self Assessment at Risk & Quality, Health, Safety & Environment Group, Review of Equity Financing Corporate Action Risk Mitigation at Corporate Finance & Investor Relations Group, Internal Control Over Financial Reporting (ICoFR) Diagnostic at PT Jasamarga Transjawa Tol, PT Jasamarga Tollroad Operator and PT Jasamarga Japek Selatan as well as Review of Internal Control System (SPIN).

Tabel Pelaksanaan *Assurance* di Tahun 2024
Table of Assurance Implementation In 2024

Unit Kerja Work Unit	Regional Regions	Anak Perusahaan Subsidiaries
• Information Technology Group • Concession Business Planning Group • Business Development Group • Corporate Finance & Investor Relation Group • Corporate Communication and Community Development Group • Human Capital Service Group • Human Capital Development Group • Business Development Group • Corporate Communication and Community Development Group	• Jasamarga Metropolitan Tollroad Regional 2 (RO2) • Jasamarga Metropolitan Tollroad Division	• PT Jasamarga Transjawa Tol • PT Jasamarga Pandaan Malang • PT Jasamarga Pandaan Tol • PT Jasamarga Surabaya Mojokerto • PT Jasamarga Manado Bitung • PT Jasamarga Maintenaince Tollroad • PT Jasamarga Tollroad Operator • PT JasamargaRelated Business • Dana Pensiun Jasamarga • PT Jasamarga Balikpapan Samarinda

b. Program Peningkatan Kompetensi

Sepanjang tahun 2024 telah dilaksanakan program peningkatan kompetensi berupa *Workshop Standards & Code Of Ethics For Professional Internal Auditor,* Sertifikasi *Qualified Internal Auditor* (QIA) Tingkat Dasar, *Workshop Navigating the Global Internal Audit,* Sertifikasi Standarts, *Certified Anti Fraud Profesional* (CAFP), Pelatihan Pengadaan Interaktif Tingkat Dasar (PINTAR), Sertifikasi *Qualified Internal Auditor (*QIA) Tingkat Lanjutan, *Root Cause Analysis (RCA), ACIIA Regional Conference, Sertifikasi Certified Risk Associate (CRA),* Perpanjangan Sertifikasi *Certified Risk Associate (CRA), Sertifikasi Certified Risk Professional (CRP), Direction Essentials : Board Roles, Director's Duties and Liabilities Batch-2*, Sertifikasi *Certified Procurement Officer* (CPoF), Perpanjangan Sertifikasi Sertifikasi CPIA *(Certified Practitioner of Internal Audit).*

Sepanjang tahun 2024 telah dilaksanakan program peningkatan kompetensi berupa *Workshop Standards & Code Of Ethics For Professional Internal Auditor,* Sertifikasi *Qualified Internal Auditor* (QIA) Tingkat Dasar, *Workshop Navigating the Global Internal Audit,* Sertifikasi *Standarts, Certified Anti Fraud Profesional* (CAFP), Pelatihan Pengadaan Interaktif Tingkat Dasar (PINTAR), Sertifikasi *Qualified Internal Auditor* (QIA) Tingkat Lanjutan, *Root Cause Analysis* (RCA), ACIIA *Regional Conference,* Sertifikasi *Certified Risk Associate* (CRA), Perpanjangan Sertifikasi *Certified Risk Associate* (CRA), Sertifikasi *Certified Risk Professional* (CRP), *Direction Essentials : Board Roles, Director's Duties and Liabilities Batch-2, Sertifikasi Certified Procurement Officer* (CPoF), Perpanjangan Sertifikasi Sertifikasi CPIA *(Certified Practitioner of Internal Audit).*

b. Competency Improvement Program

Throughout 2024, competency improvement programs have been implemented in the form of Workshop Standards & Code of Ethics for Professional Internal Auditors, Basic Qualified Internal Auditor (QIA) Certification, Navigating the Global Internal Audit Workshop, Standards Certification, Certified Anti Fraud Professional (CAFP), Basic Interactive Procurement Training (PINTAR), Advanced Qualified Internal Auditor (QIA) Certification, Root Cause Analysis (RCA), ACIIA Regional Conference, Certified Risk Associate (CRA) Certification, Certified Risk Associate (CRA) Certification Extension, Certified Risk Professional (CRP) Certification, Direction Essentials: Board Roles, Director's Duties and Liabilities Batch-2, Certified Procurement Officer (CPoF) Certification, Extension of CPIA (Certified Practitioner of Internal Audit) Certification.

Throughout 2024, competency improvement programs have been implemented in the form of Workshop Standards & Code of Ethics for Professional Internal Auditors, Basic Qualified Internal Auditor (QIA) Certification, Navigating the Global Internal Audit Workshop, Standards Certification, Certified Anti Fraud Professional (CAFP), Basic Interactive Procurement Training (PINTAR), Advanced Qualified Internal Auditor (QIA) Certification, Root Cause Analysis (RCA), ACIIA Regional Conference, Certified Risk Associate (CRA) Certification, Certified Risk Associate (CRA) Certification Extension, Certified Risk Professional (CRP) Certification, Direction Essentials: Board Roles, Director's Duties and Liabilities Batch-2, Certified Procurement Officer (CPoF) Certification, Extension of CPIA (Certified Practitioner Of Internal Audit) Certification.

c. 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.

d. Pendampingan Audit Eksternal
   i. Audit Umum Laporan Keuangan Tahun Buku 2024 oleh KAP Amir Abadi Jusuf, Aryanto, Mawar & Rekan (RSM Indonesia);
   ii. Tindak Lanjut Laporan Auditor Independen Tahun buku 2023 atas, Kepatuhan terhadap Peraturan Perundang-undangan dan atas Kepatuhan terhadap Pengendalian Pelaksanaan Kegiatan Pemantauan Tindak Lanjut Rekomendasi Hasil Pemeriksaan (TLRHP) BPK Semester I Tahun 2024 pada PT Jasa Marga (Persero) Tbk.
   iii. Penilaian Indeks Akuntabilitas BUMN *(Indonesian Corporate Accountability Index/* ICORPAX) Tahun 2023 pada PT Jasa Marga (Persero) Tbk Audit Umum Laporan Keuangan Tahun Buku 2024 oleh KAP Amir Abadi Jusuf, Aryanto,Mawar & Rekan (RSM Indonesia);
   iv. Tindak Lanjut Laporan Auditor Independen Tahun buku 2023 atas, Kepatuhan terhadap Peraturan Perundang-undangan dan atas Kepatuhan terhadap Pengendalian Pelaksanaan Kegiatan Pemantauan Tindak Lanjut Rekomendasi Hasil Pemeriksaan (TLRHP) BPK Semester I Tahun 2024 pada PT Jasa Marga (Persero) Tbk.
   v. Penilaian Indeks Akuntabilitas BUMN *(Indonesian Corporate Accountability Index/* ICORPAX) Tahun 2023 pada PT Jasa Marga (Persero) Tbk.

c. Program Monitoring Follow-up of Audit Results Monitoring activities on the results of the examination/audit conducted by the Internal Audit Group of the Head Office, Regional, Toll Road Concession Business Line Subsidiaries, Toll Road Operation Business Line Subsidiaries, and Prospective Business Line Subsidiaries as ongoing monitoring/oversight actions. The progress of monitoring the follow-up of the Operational Audit results can be seen in the Audit Result Findings and Follow-up section.

d. External Audit Assistance
   i. General Audit of Financial Report for Fiscal Year 2024 by KAP Amir Abadi Jusuf, Aryanto, Mawar & Rekan (RSM Indonesia);
   ii. Follow-up of the Independent Auditor's Report for the 2023 Financial Year on Compliance with Laws and Regulations and on Compliance with the Control of the Implementation of Monitoring Activities for Follow-up Recommendations of Audit Results (TLRHP) of the BPK for Semester I of 2024 at PT Jasa Marga (Persero) Tbk.
   iii. Assessment of the 2023 State-Owned Enterprise Accountability Index (Indonesian Corporate Accountability Index/ICORPAX) at PT Jasa Marga (Persero) Tbk General Audit of Financial Reports for the 2024 Fiscal Year by KAP Amir Abadi Jusuf, Aryanto, Mawar & Rekan (RSM Indonesia);
   iv. Follow-up of the Independent Auditor's Report for the 2023 Financial Year on Compliance with Laws and Regulations and on Compliance with the Control of the Implementation of Monitoring Activities for Follow-up Recommendations of Audit Results (TLRHP) of the BPK for Semester I of 2024 at PT Jasa Marga (Persero) Tbk.
   v. Assessment of the 2023 State-Owned Enterprise Accountability Index (Indonesian Corporate Accountability Index/ICORPAX) at PT Jasa Marga (Persero) Tbk.

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 Meeting with the Board of Directors, Board of Commissioners, and/or Audit Committee

Meetings to discuss matters related to audits are conducted by Internal Audit together with the Board of Commissioners and/or top management to provide the latest information for the Company's decision-making process to be appropriate.

Tabel Daftar Rapat Audit Internal dengan Direksi, Dewan Komisaris, dan/atau Komite Audit

Table List 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 Commissioner	Direksi Board of Directors	Komite Audit Audit Committee
1.	16 Februari 2024 February 16, 2024	Diagnostik ICoFR ICoFR Diagnostics	✗	✗	✓
2.	19 Februari 2024 February 19, 2024	Diagnostik ICoFR ICoFR Diagnostics	✗	✓	
3.	14 Maret 2024 March 14, 2024	Rapat Koordinasi Program Kerja Internal Audit Tahun 2024 2024 Internal Audit Work Program Coordination Meeting	✗		✓
4.	15 Maret 2024 March 15, 2024	Laporan Audit Kepatuhan dan Management Letter untuk Tahun yang Berakhir 31 Desember 2023 Compliance Audit Report and Management Letter for the Year Ended December 31, 2023	✓	✓	
5.	April 2024 April 2024	Rakin TW 1 Performance Meeting Q1	✗	✓	✗
6.	15 Mei 2024 May 15, 2024	Program Kerja Internal Audit TW 1 2024 Internal Audit Work Program Q1 2024	✗	✗	✓
7.	29 Mei 2024 May 29, 2024	Update Progress ICoFR ICoFR Progress Update	✓	✓	
8.	25 Juni 2024 June 25, 2024	ICoFR Tahap IV dan *Roadmap* Implementasi Perbaikan ICoFR Phase IV and Improvement Implementation Roadmap	✗	✗	✗
9.	15 Juli 2024 July 15, 2024	Rakin Semester 2 Performance Meeting 2nd Semester	✗	✓	✗
10.	22 Juli 2024 July 22, 2024	• Tindak Lanjut Audit dan Management Letter • *Quality Assurance Review* • Internal Audit Terintegrasi • Audit Follow-up and Management Letter • Quality Assurance Review • Integrated Internal Audit	✗	✗	✓
11.	18 September 2024 September 18, 2024	Progres Meeting Audit Umum Laporan Keuangan Konsolidasian dan Laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) PT Jasa Marga (Persero) Tbk Tahun BUku 2024 Progress of the General Audit Meeting of the Consolidated Financial Report and Financial Report of the Micro and Small Business Funding Program (PUMK) of PT Jasa Marga (Persero) Tbk for the 2024 Financial Year	✗	✗	✓
12.	7 Oktober 2024 October 7, 2024	Laporan Kemajuan Audit Tahap 2 (BUJT *Under Construction)* Audit Progress Report Phase 2 (BUJT Under Construction)	✗	✗	✓
13.	18 Oktober 2024 October 18, 2024	Program Kerja Internal Audit TW 3 2024 Internal Audit Work Program Q3 2024	✗	✗	✓
14.	22 Oktober 2024 October 22, 2024	Laporan Kemajuan Audit Tahap 3 (BUJT di Botabek) Audit Progress Report Phase 3 (BUJT in Botabek Area)	✗	✗	✓
15.	19 Oktober 2024 October 19, 2024	• Tindak Lanjut atas LHP BPK • Tindak Lanjut ICOFR • Follow-up on BPK's LHP • ICOFR Follow Up	✗	✗	✓

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 2024, hasil temuan dan tindak lanjut rekomendasinya disajikan dalam Tabel Temuan dan Tindak Lanjut Hasil Audit. 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.

Findings and Follow-Up Actions from Audit Results

Findings from the operational audit implementation resulted in recommendations agreed upon with the audited entities for improvement. In 2024, the findings and follow-up recommendations were presented in the Findings and Follow-Up Actions from the Audit Results Table. For findings with a 'not yet completed' recommendation status, the Internal Audit Group will conduct Follow-Up Actions Monitoring to ensure that corrective actions are carried out according to the recommendations provided. The monitoring process is conducted through Coordination Meetings for resolving audit result recommendations with Units/Regions/Subsidiaries held periodically per quarter, and the summary of the completion of audit result recommendations is presented to Units/Regions/Subsidiaries periodically per quarter.

Tabel Penyelesaian Rekomendasi Hasil Audit Periode Audit Tahun 2024
Table of Audit Result Recommendation Completion Period for the 2024 Audit Period

No.	Entitas Audit Audit Entity	Jumlah Rekomendasi Total Recomendation	Status Status			
			Sesuai Rekomendasi As Recommendation	Belum Sesuai Rekomendasi Not yet according to recommendations	Belum Ditindaklanjuti Not Followed Up Yet	Tidak Dapat Ditindaklanjuti Not Actionable
1.	Unit Kantor Pusat Head Office Unit	205	136	13	56	0
2.	Regional Regions	36	34	0	2	0
3.	Anak Perusahaan Subsidiaries	464	357	5	102	0
Jumlah Total		**705**	**527**	**18**	**160**	**0**

Dari total 704 rekomendasi yang dipantau hingga akhir tahun 2024 ini yang berdasarkan audit internal, sebanyak 525 telah berhasil diselesaikan termasuk didalamnya periode audit tahun 2022 yang telah selesai ditindaklanjuti semua, sementara 179 lainnya masih dalam proses penyelesaian dimana rekomendasi belum ditindaklanjuti karena pelaksanaan audit baru selesai di triwulan 4 dan belum termasuk tenggang waktu penyelesaian audit. Rekomendasi yang diberikan merupakan hasil kesepakatan bersama dengan unit yang diaudit, ditujukan untuk memfasilitasi perbaikan berdasarkan rencana aksi yang telah ditetapkan dan timeline yang disepakati. 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.

From the total 704 recommendations monitored until the end of 2024 based on internal audits, 525 have been successfully completed including the 2022 audit period which has been followed up on, while 179 others are still in the process of being completed where the recommendations have not been followed up because the audit implementation was only completed in the fourth quarter and does not include the audit completion deadline. The recommendations provided are the result of a joint agreement with the audited unit, intended to facilitate improvements based on the established action plan and agreed timeline. The Group Internal Audit systematically monitors the realization of this follow-up, which includes work units at the Head Office, Regional offices, and Subsidiaries, to ensure that all internal audit recommendations are followed up effectively.

Penilaian Kinerja Internal Audit Berdasarkan *Key Performance Indicator* (KPI)

Hasil penilaian kinerja Internal Audit disajikan dalam Tabel Penilaian Kinerja Internal Audit Tahun 2024. Pencapaian kinerja berdasarkan KPI di Internal Audit Group tahun 2024 adalah 109% terhadap rencana.

Internal Audit Performance Assessment Based on Key Performance Indicators (KPI)

The performance assessment results for Internal Audit are presented in the Internal Audit Performance Assessment Table for 2024. The performance achievement based on KPIs for the Internal Audit Group in 2024 was 109 % of the planned target.

Kantor Akuntan Publik
Public Accountant Office

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 2024 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 8 Mei 2024, 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 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.

Policy on the Appointment of Public Accounting Firm

Independent oversight of the company's financial aspects is carried out by conducting External Audits performed by Public Accounting Firms (PAFs). The external auditor who audits the company's financial statements for the fiscal year 2024 is determined through the Annual General Meeting based on recommendations from the Board of Commissioners and the Audit Committee. The selection process is conducted under the applicable procurement mechanisms. To ensure independence and the quality of audit results, the appointed External Auditor must not have any conflicts of interest with the Company.

Appointment of Public Accounting Firm

At Jasa Marga's General Meeting of Shareholders on May 8, 2024, the Company appointed the Public Accounting Firm (PAF) Amir Abadi Jusuf, Aryanto, Mawar & Rekan (RSM Indonesia) as the Public Accounting Firm to audit the Company's Consolidated Financial Statements and the Financial Statements of Micro and Small Enterprises (PUMK) for the Fiscal Year 2024.

Tabel Kantor Akuntan Publik, Nama Akuntan, Biaya dan Izin Akuntan Publik Periode 5 Tahun Terakhir
Table of Public Accounting Firm, Accountant Name, Fees, and Public Accountant License for Recent 5 Years

Tahun Year	Nama Kantor Akuntan Publik (KAP) Name of Public Accounting Firm (PAF)	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
2024	Amir Abadi Jusuf, Aryanto, Mawar & Rekan (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)	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)	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 2024 yang berakhir pada 31 Desember 2024.
2. Laporan Pelaksanaan Program Tanggung Jawab Sosial dan Lingkungan yang berakhir pada 31 Desember 2024.
3. Laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) periode Tahun Buku 2024 yang berakhir pada 31 Desember 2024.

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 2024 adalah sebesar Rp1.980.000.000 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 Rp160.000.000.

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

Non-Audit Services

To maintain independence, the Public Accounting Firm (KAP Amir Abadi Jusuf, Aryanto, Mawar & Rekan (RSM Indonesia) and Public Accountants do not provide non-audit services.

1. Audit of the Company's Consolidated Financial Statements for the Fiscal Year 2024 ending on December 31, 2024.
2. Report on the Implementation of the Social and Environmental Responsibility Program ending on December 31, 2024.
3. Financial Statements for the Micro and Small Business Funding Program (PUMK) for the Fiscal Year 2024 ending on December 31, 2024.

Non-Audit Services

To maintain independence, the Public Accounting Firm (KAP Amir Abadi Jusuf, Aryanto, Mawar & Rekan (RSM Indonesia)) and 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 audit fee for the financial statements for the fiscal year ending December 31, 2024, is IDR 1,980,000,000, excluding Value Added Tax (VAT) in accordance with applicable regulations. This amount does not include reimbursable out-of-pocket expenses (OPE), which consist of travel expenses, accommodation including hotels in and outside Jakarta, transportation, computer rental costs, communication expenses, office supplies, document duplication costs, and report printing costs, which are the responsibility of the company with a maximum amount of IDR 160,000,000.

Non-Audit Service Fees

The Public Accounting Firm (KAP Amir Abadi Jusuf, Aryanto, Mawar & Rekan [RSM Indonesia]) and the Public Accountants did not provide any 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.

Coordination Between External Auditors and the Audit Committee

To ensure the external audit is conducted effectively, the Audit Committee monitors the audit process carried out by the External Auditors. The Audit Committee also ensures that the audit process proceeds without obstacles and that all findings are addressed. Scheduled coordination and communication with the External Auditors are conducted to promptly resolve any issues arising during the audit process. In coordination meetings involving management and related work units, the Board of Directors monitors follow-ups on audit findings to ensure all findings are addressed and to prevent the recurrence of similar issues.

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 Margaacknowledges that risk is an integral part of everybusiness process, which can affect the company'sperformance and results. Considering that toll roadbusiness involves significant investment with long-term returns and high uncertainty during both construction and operation phases, the implementation of risk management becomes 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 assists in decision-making by considering uncertainties and their impact on the company's strategic objectives. Recognizing the risksfaced, the company proactively seeks to enhance risk management capabilities. To gain legitimacy throughout the organization, the policy for implementing risk management needs to be reinforced through management's commitment in accordance with applicable rules and regulations.

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 establishes the Risk Management Policy as a reference in achieving the Company's Long-Term Objectives and the Risk Management Manual as a commitment to the implementation of risk management throughout the organization broadly and integrated, in order to support the certainty of achieving the Company's Long-Term Objectives, as well as to provide a framework for the systematic and measurable implementation of risk management in accordance with 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 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 Nomor: 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.

Since 2007, Jasa Marga has implemented a Risk Management System based on the AS/NZS 4360:1999 standard as stipulated in Board of Directors Decision No. 139/KPTS/2007 concerning the Risk Management Manual. In 2009, risk management was based on the ISO 31000:2009 standard with the issuance of Jasa Marga's Board of Directors Decision No. 129.2/KPTS/2010 regarding the Risk Management Policy and Risk Management Manual at PT Jasa Marga (Persero) Tbk. IIn 2018, the company conducted a review of the implementation of Risk Management based on the ISO 31000:2018 standard and updated the Risk Management documents by issuing the Jasa Marga Board of Directors' Decision No. 119/KPTS/2019 regarding the Risk Management Policy and Guidelines for Risk Management within PT Jasa Marga (Persero) Tbk. Furthermore, there were further changes to the risk management policy to align with the Minister of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023 dated March 24, 2023, concerning the Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises, along with the related Technical Instructions as stated in the Joint Decision of the Board of Commissioners and Directors No. KEP-183/XI/2024 and No. 227/KPTS/2024 concerning the Integrated Risk Management Policy and Guidelines within PT Jasa Marga (Persero) Tbk, dated November 12, 2024.

Pengelolaan risiko di Perseroan mengacu pada beberapa Peraturan Menteri Negara Badan Usaha Milik Negara, antara lain:

1. Peraturan Menteri BUMN No. PER-8/MBU/08/2020 tentang Rencana Strategis Kementerian Badan Usaha Milik Negara Tahun 2020-2024.
2. 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.
3. Aspirasi Pemegang Saham untuk Penyusunan Rencana Kerja dan Anggaran Perusahaan Tahun 2024 No. S-491/MBU/09/2023 tanggal 29 September 2023.
4. 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.
5. 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.
6. 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.

Risk management in the Company refers to several Regulations of the Minister of State-Owned Enterprises, including:

1. Regulation of the Minister of SOE No. PER-8/MBU/08/2020 concerning the Strategic Plan of the Ministry of State-Owned Enterprises for the Years 2020-2024.
2. Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023, dated March 24, 2023, concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.
3. Shareholders' Aspirations for the Preparation of the 2024 Corporate Work Plan and Budget, No. S-491/MBU/09/2023, dated September 29, 2023.
4. Deputy for Financial and Risk Management of theMinistry of State-Owned Enterprises of the Republic of Indonesia Decree No. SK-3/DKU.MBU/05/2023 concerning Technical Instructions for the Composition and Qualifications of Risk Management Organ in State-Owned Enterprises.
5. Deputy for Financial and Risk Management of the Ministry of State-Owned Enterprises of the Republic of Indonesia Decree No. SK-6/DKU.MBU/10/2023 concerning Technical Instructions for the Risk Management Process and Aggregation in Risk Portfolio Taxonomy of State-Owned Enterprises.
6. Deputy for Financial and Risk Management of the Ministry of State-Owned Enterprises of the Republic of Indonesia Decree No. SK-7/DKU.MBU/10/2023 concerning Technical Instructions for Risk Management Reporting of State-Owned Enterprises;and

7. 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.

Kebijakan Manajemen Risiko tersebut adalah sebagai berikut:
1. Meningkatkan kompetensi pada bidang manajemen risiko dan meningkatkan *Risk Awareness Culture* (budaya sadar risiko) dalam aktivitas sehari-hari sebagai bagian yang terintegrasi dari proses bisnis Perseroan.
2. Menggunakan manajemen (kajian) risiko sebagai acuan dalam proses pengambilan keputusan berdasarkan data dan informasi terbaik yang tersedia.
3. Menjadikan manajemen risiko sebagai sarana untuk meningkatkan perbaikan yang berkesinambungan bagi Perseroan melalui pelaksanaan tindak lindung risiko secara terpadu, efektif dan memberikan nilai tambah.
4. Memastikan bahwa setiap elemen Perseroan secara bersungguh-sungguh melakukan pengelolaan risiko dalam mencapai sasaran kinerja yang telah ditetapkan.
5. Memastikan bahwa proses manajemen risiko telah diterapkan pada seluruh tingkatan, baik Kantor Pusat, Kantor Regional, *Representative Office*, Anak Perusahaan, serta proyek-proyek dalam lingkungan PT Jasa Marga (Persero) Tbk dan Jasa Marga Grup, sesuai dengan Pedoman Manajemen Risiko Perseroan.
6. Melakukan *monitoring* dan pengendalian risiko secara berkesinambungan, terutama pada risiko- risiko yang berdampak signifikan terhadap pencapaian sasaran Perseroan.

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 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:

7. Deputy for Financial and Risk Management of theMinistry of State-Owned Enterprises of the Republic of Indonesia Decree No. SK-8/DKU.MBU/12/2023 concerning Technical Instructions for the Assessment of Risk Maturity Index in the Environment of State-Owned Enterprises.

The signing of the Risk Management Policy by all Directors demonstrates the commitment, seriousness, and concern of the Directors regarding the importance of risk management in the Company's sustainability and securing its objectives.

The Risk Management Policy is as follows:
1. Enhancing competence in risk management and increasing Risk Awareness Culture in daily activitiesas an integrated part of the Company's business processes.
2. Using risk management as a reference in the decision-making process based on the best available data and information.
3. Making risk management a means to continuously improve the Company through the implementation of integrated, effective risk protection actions that addvalue.
4. Ensuring that every element of the Company seriously manages risks to achieve established performance targets.
5. Ensuring that the risk management process has been applied at all levels, including the Head Office, Regional Offices, Representative Offices, Subsidiaries, and projects within PT Jasa Marga (Persero) Tbk and the Jasa Marga Group, in accordance with the Company's Risk Management Guidelines.
6. Continuously monitoring and controlling risks,especially those significantly impacting the Company's objectives.

Risk Management System

The risk management system is carried out with asystematic, structured, and integrated approach to anticipate uncertainties or potential losses that may occur in the management of the Company's business. Currently, Jasa Marga implements a Risk Management System based on ISO 31000:2018 to establish characteristics of a more effective and efficient risk management system. The risk management systemis always aligned with the Company's Long-Term Plan (RJPP), Corporate Key Performance Indicators (KPIs), Key Risk Indicators (KRIs), and strategic directivesfrom shareholders. The implementation of the Risk Management System includes strategies, policies, andgovernance of risk management covering planning, implementation, monitoring, and evaluation of riskmanagement as well as risk management reporting as depicted in the following pillars:

Gambar Pilar Tata Kelola Manajemen Risiko Jasa Marga Grup
Risk Management Governance Pillars of Jasa Marga Group

Penerapan Manajemen Risiko Jasa Marga *Group*
Tujuan: Melindungi dan Menciptakan Nilai
Risk Management Implementation of Jasa Marga Group Aim:
Protect and Create Value

Rencana Jangka Panjang Perusahaan (RJPP), Rencana Kerja dan Anggaran Perusahaan (RKAP), *Key Performance Indicator* (KPI) dan *Key Risk Indicator* (KRI)
Company Long Term Plan (RJPP), Company Work Plan and Budget (RKAP), Key Performance Indicator (KPI) and Key Risk Indicator (KRI).

Sistem Manajemen Risiko
Risk Management System

Penerapan Kebijakan Manajemen Risiko secara efektif
1. ISO 31000:2018
2. Keputusan Bersama Dewan Komisaris dan Direksi PT Jasa Marga (Persero) Tbk Nomor KEP-183/XI/2024 & No. 227/KPTS/2024 tentang Kebijakan dan Pedoman Manajemen Risiko Terintegrasi di Lingkungan PT Jasa Marga (Persero) Tbk
3. Prosedur dan Instruksi Kerja
4. *Risk Management Charter*

Effective Implementation of Risk Management Policy
1. ISO 31000: 2018
2. Decision of the Board of Directors Number: 119/KPTS/2019 concerning Risk Management Policy and Risk Management Guidelines in the Environment of PT Jasa Marga (Persero) Tbk and its changes.
3. Work procedures and instructions
4. Risk Management Charter

Hasil *self assessment* Kategori BUMN Jasa Marga *Group*: BUMN Konglomerasi dan Sistemik A
Jasa Marga Group SOEs Category self assessment results: SOEs Conglomeration and Systemic A

Hasil *self assessment* Klasifikasi Intensitas Risiko Jasa Marga Grup: Induk, Anak dan Cucu Perusahaan
Results of self assessment of Risk Intensity Classification for Jasa Marga Group: Parent, Subsidiaries, and Affiliated Companies

Organ Pengelola Risiko: Penyesuaian Organisasi dan Pemenuhan Kualifikasi Organ Pengelola Risiko
Risk Management Organs: Organizational Adjustment and Fulfillment of Risk Management Organ Qualifications

Taksonomi Risiko: Pemetaan Taksonomi Risiko Jasa Marga
Risk taxonomy: Jasa Marga Risk Taxonomy Mapping

Perencanaan, Penerapan, Pemantauan, dan Evaluasi Manajemen Risiko
Risk Management Planning, Implementation, Monitoring, and Evaluation

Penganggaran Berbasis Risiko
Risk Based Budgeting

Perencanaan dan Penerapan Manajemen Risiko
1. Penetapan Risiko Korporat
2. Rencana Pengelolaan Risiko (RPR)
3. Rencana Pengelolaan Risiko Khusus (RPRK)
4. Penyesuaian dan transisi terhadap pemenuhan peraturan sesuai dengan jangka waktu yang ditentukan

Risk Management Planning and Application
1. Determination of corporate risk
2. Risk Management Plan (RPR)
3. Special Risk Management Plan (RPRK) Special Risk Management Plan (RPRK)
4. Adjustment and transition to the fulfillment of regulations in accordance with the specified time period

Pemantauan dan Evaluasi Manajemen Risiko
1. Evaluasi risiko *inherent* dan risiko residual
2. Evaluasi pelaksanaan mitigasi risiko beserta biaya

Monitoring and Evaluation of Risk Management
1. Inherent risk evaluation and residual risk
2. Evaluation of the implementation of risk mitigation and costs

Audit Berbasis Risiko
Risk Based Auditing

Pelaporan Manajemen Risiko
Risk Management Reporting

Pelaporan Manajemen Risiko
1. Laporan Manajemen Risiko yang terdiri dari
2. Laporan Penerapan Manajemen Risiko
3. Laporan Audit Intern
4. Laporan Tata Kelola Terintegrasi

Dilaporkan triwulanan melalui mekanisme Laporan Manajemen (sudah dimulai pada lapmen semester 1 2023).

Risk Management Reporting
1. Risk Management Report consisting ofi
2. Risk Management Application Report
3. Internal Audit Report
4. Integrated Governance Report

Reported quarterly through the management report mechanism (it has begun on Lapmen 1st Semester of 2023).

Telah melaksanakan Penilaian Indeks Kematangan Risiko (Risk Maturity Index) bersama dengan BPKP (Badan Pengawasan Keuangan dan Pembangunan) yang mengacu pada Juknis SK-8/DKU.MBU/12/2023 dan saat ini Jasa Marga berada pada Fase Berkembang.
The Risk Maturity Index assessment has been conducted in collaboration with BPKP (Financial and Development Supervisory Agency), referring to the Technical Guidelines SK-8/DKU.MBU/12/2023. Currently, Jasa Marga is in the Developing Phase.

GCG Score 98.5 dari 98.42 oleh konsultan independen
The GCG Score is 98.5, up from 98.42, as assessed by an independent consultant.

Hasil Asesmen ESG score 76.77 dari 71.37 (naik 8%) oleh BPKP
The ESG assessment score increased by 8%, from 71.37 to 76.77, as evaluated by BPKP.

ESG Risk Rating score 10.7 (low risk) dari 12.9 oleh Sustainilitics
The ESG Risk Rating score improved from 12.9 to 10.7 (low risk), as assessed by Sustainalytics.

Jasa Marga Grup

Tujuan Penerapan Manajemen Risiko

Tujuan Perseroan menerapkan Manajemen Risiko adalah sebagai berikut:

1. Melindungi Perseroan dari risiko signifikan yang dapat menghambat pencapaian tujuan Perseroan.
2. Memberikan kerangka kerja manajemen risiko yang konsisten atas risiko yang ada pada proses bisnis dan fungsi-fungsi dalam Perseroan.
3. Mendorong setiap insan Perseroan untuk bertindak hati-hati dalam menghadapi risiko Perseroan, sebagai upaya untuk memaksimalkan nilai Perseroan.
4. Membangun pemahaman mengenai risiko dan pentingnya pengelolaan risiko serta dapat mensosialisasikannya.
5. Meningkatkan kinerja Perseroan melalui penyediaan informasi tingkat risiko yang berguna bagi manajemen dalam pengembangan strategi dan perbaikan proses manajemen risiko secara berkesinambungan.

The Objectives of Implementing Risk

Management by the Company are as follows:

1. Protect the Company from significant risks that may hinder the achievement of the Company's objectives.
2. Provide a consistent risk management framework for the risks associated with the business processes and functions within the Company.
3. Encourage every individual within the Company to act prudently in facing the Company's risks, aiming to maximize the Company's value.
4. Build understanding about risks and the importance of risk management and disseminate this understanding.
5. Improve the Company's performance by providing risk-level information useful for management in developing strategies and continuously improving risk management processes.

Sasaran Penerapan Manajemen Risiko

Sasaran Perseroan menerapkan Manajemen Risiko adalah sebagai berikut:

1. Mendukung tercapainya sasaran kinerja Perseroan secara keseluruhan dan unit kerja lain sesuai jenjang tanggung jawab masing-masing.
2. Mengelola semua risiko signifikan yang dapat mempengaruhi pencapaian sasaran kinerja dengan baik.
3. Tercapainya struktur organisasi manajemen risiko yang sistematis dan terintegrasi dalam proses bisnis Perseroan.
4. Tercapainya SDM yang berwawasan dan berbudaya risiko dengan pola pengembangan yang terencana dan berkesinambungan.
5. Pengambilan keputusan berbasis risiko dapat menunjang pencapaian target dan tujuan akhir Perseroan.

Penerapan Manajemen Risiko di lingkungan Perseroan mencakup hal-hal sebagai berikut:

1. Terdapat kepemimpinan dan komitmen dari Direksi Perseroan.
2. Adanya pengawasan aktif dari setiap *Risk Owner* di masing-masing Unit Kerja/Unit Bisnis/Proyek.
3. Tersedianya kebijakan dan penetapan *risk appetite* dan *risk tolerance* yang searah dengan rencana strategis Perseroan.
4. Tersedianya profil manajemen risiko yang menggambarkan kondisi Perseroan.
5. Tersedianya proses manajemen risiko yang didukung dengan sistem informasi manajemen risiko yang komprehensif dan penyediaan data terbaik.
6. Tersedianya sistem pengendalian internal manajemen risiko.
7. Peningkatan pemahaman mengenai manajemen risiko di seluruh level organisasi.

Objectives of Risk Management Implementation

The objectives of implementing Risk Management by the Company are as follows:

1. Support the achievement of the Company's overall performance targets and other work units according to their respective responsibilities.
2. Manage all significant risks that may affect the achievement of performance targets effectively.
3. Achieve a systematic and integrated risk management organizational structure within the Company's business processes.
4. Achieve human resources with risk-awareness and culture through planned and continuous development.
5. Risk-based decision-making to support the achievement of the Company's targets and ultimateobjectives.

The implementation of Risk Management within the Company includes the following:

1. Leadership and commitment from the Company' Board of Directors.
2. Active supervision by each Risk Owner in each Work Unit/ Business Unit/Project.
3. Availability of policies and determination of risk appetite and risk tolerance aligned with the Company's strategic plan.
4. Availability of risk management profiles depicting the Company's conditions.
5. Availability of risk management processes supported by a comprehensive risk management information system and the provision of the best data.
6. Availability of internal control systems for risk management.
7. Increased understanding of risk management at all levels of the organization.

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 2024 – 2028 disusun dengan mempertimbangkan hasil penilaian *Risk Maturity Indeks* (RMI) tahun 2023 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:

Roadmap for the Development of Jasa Marga's Risk Management System

The scheme of Jasa Marga's journey in implementing risk management can be seen in the roadmap for the Development of the Risk Management System below. This roadmap is updated annually to follow the development of the environment as well as the internal and external policies of the Company. The Roadmap for Risk Management System Development 2024–2028 has been prepared with reference to the Risk Maturity Index (RMI) assessment results for 2023. These results align with the Decision of the Deputy for Finance and Risk Management of the Ministry of State-Owned Enterprises of the Republic of Indonesia No. SK-8/DKU.MBU/12/2023 regarding Technical Guidelines for Risk Maturity Index Assessment in the Environment of State-Owned Enterprises, as illustrated in the following diagram:

Gambar *Roadmap* Manajamen Risiko tahun 2024-2028

Figure of the Risk Management Roadmap for 2024-2028



2026	2027	2028
[A.5] Pengukuran *Risk Maturity Index* (RMI) di subholding dan anak perusahaan [A.5] Risk Maturity Index (RMI) measurement in subholdings and subsidiaries	**[A.6] Evaluasi dan perbaikan terhadap hasil pengukuran RMI (level subholding dan AP)** [A.6] Evaluation and improvement of RMI measurement results (subholding and AP levels)	
	[C.5] Peningkatan Identifikasi risiko yang bersifat (upside-risk) [C.5] Increased identification of upside-risks	

- **Direktorat Utama**
  Main Directorate
- **Direktorat Keuangan & Manajemen Risiko**
  Directorate of Finance & Risk Management
- **Direktorat Operasi**
  Directorate of Operations
- **Direktorat Bisnis**
  Directorate of Business
- **Direktorat Pengembangan Usaha**
  Directorate of Business Development
- **Direktorat Human Capital & Transformasi**
  Directorate of Human Capital & Transformation
- **Direksi**
  Board of Directors

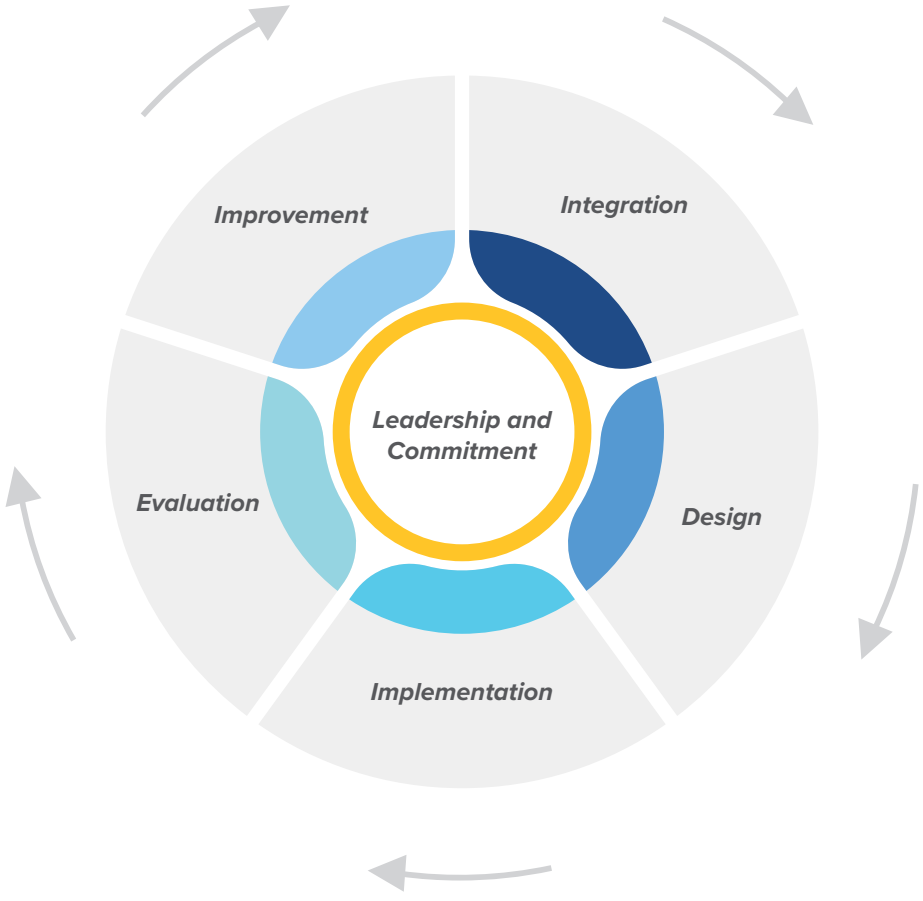
Kerangka Manajemen Risiko

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.

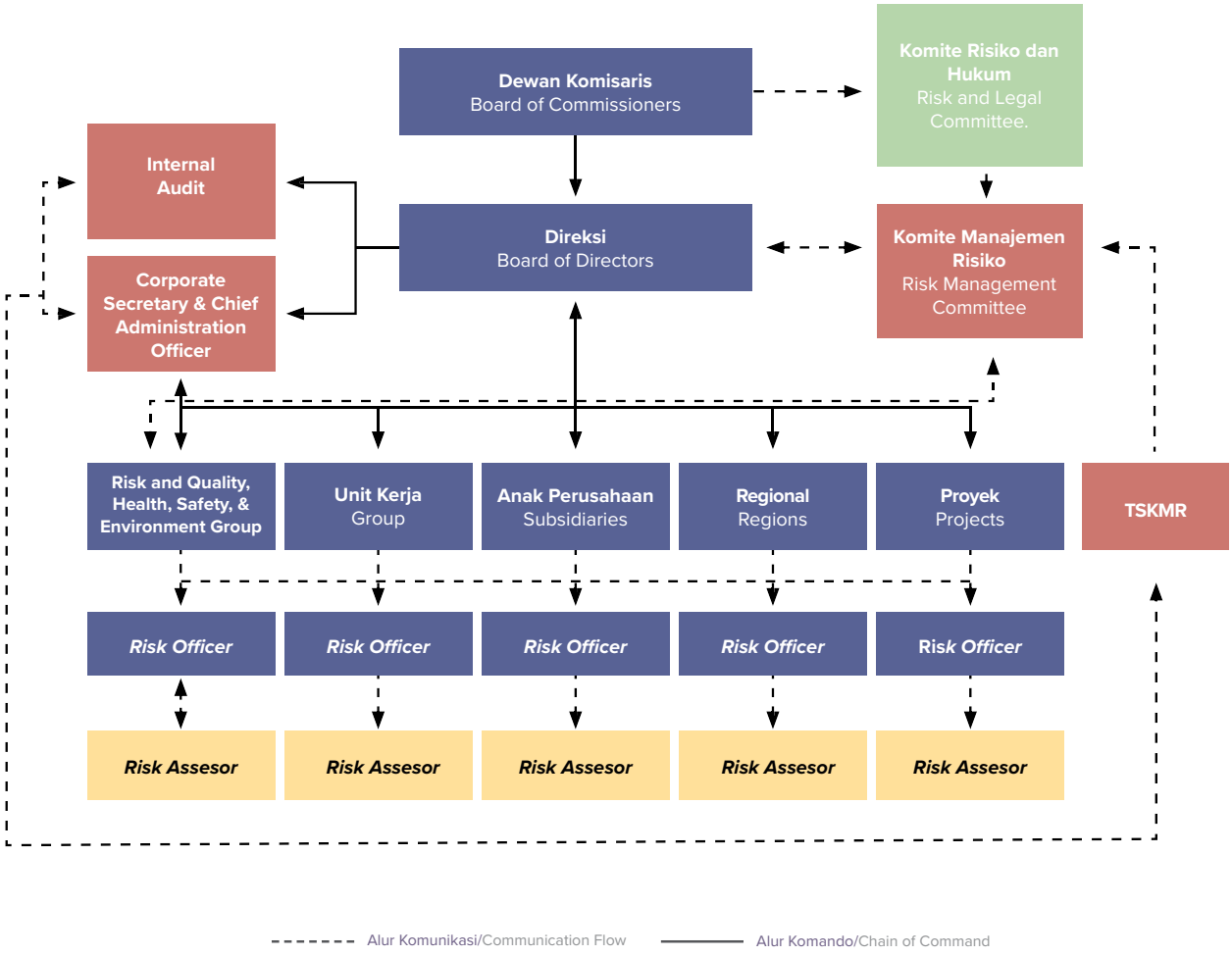
Risk Management Framework

The risk management framework is developed to assist the Company in integrating risk management into the existing management system within the Company's environment so that the implementation of risk management can proceed effectively and efficiently and align with the overall Company's strategy. The effectiveness of implementing risk management depends on the integration of risk management with the Company's governance, including in the Company's decision-making process. Through this framework, the Company must continuously evaluate the implementation and risk management processes, identify and address any deficiencies therein. Below is the risk management framework developed considering risk management principles and the characteristics of the Company.

Bagan Skema Kerangka Kerja Manajemen Risiko Jasa Marga (Berdasarkan ISO 31000:2018)
Chart of Jasa Marga Risk Management Framework Scheme (Based on ISO 31000:2018)



Bagan Struktur Tata Kelola Manajemen Risiko Jasa Marga
Chart of Governance Structure of Jasa Marga's Risk Management



Alur Komunikasi/Communication Flow — Alur Komando/Chain of Command

Keterangan/Remarks:
- Komite Risiko dan Hukum diketuai oleh Komisaris dengan anggota profesional.
- Komite Manajemen Risiko (KMR) diketuai oleh Direktur Utama dengan Direktur Keuangan & Manajemen Risiko sebagai Sekretaris komite.
- Tim Sekretariat Komite Manajemen Risiko (TSKMR) diketuai oleh Corporate Secretary & CAO dengan Risk, Quality, Health, Safety and Environment Group Head dengan Risk Management Department Head sebagai wakil ketua.
- Profil Ketua, Wakil Ketua dan Anggota Komite Risiko dan Hukum serta Komite Audit dapat dilihat pada Bab Profil Perusahaan.
- The Risk and Legal Committee is chaired by a Commissioners with professional members.
- The Risk Management Committe (KMR) is chaired by the President Director with the Corporate Secretary as the committee secretary.
- The Secretariat Team of the Risk Management Committee (TSKMR) is chaired by the Corporate Secretary & CAO, with the Risk, Quality, Health, Safety, and Environment Group Head serving as the vice-chair, alongside the Risk Management Department Head.
- Profile of Chairman, Vice Chairman and Member of Risk and Legal Committee and Audit Committee are presented in Company Profile Chapter.

Untuk mendukung efektivitas penerapan manajemen risiko, Jasa Marga telah menyusun beberapa prosedur dan Instruksi Kerja, antara lain:

1. Risiko merupakan pengelolaan rutin yang disusun dalam periode tahunan.
2. Prosedur dan Instruksi Kerja Penyusunan Profil Risiko Korporat yaitu untuk menentukan *top risk* Perusahaan.
3. Prosedur dan Instruksi Kerja *Monitoring* Tindak Lindung Risiko yang dilakukan setiap triwulan melalui aplikasi manajemen risiko.
4. Prosedur dan Instruksi Evaluasi Kejadian Risiko dilakukan jika ada kejadian risiko sebagai bentuk evaluasi perbaikan.

To support the effectiveness of risk management implementation, Jasa Marga has developed several procedures and Work Instructions, including:

1. Risk Management Routine, which is prepared on anannual basis.
2. Procedure and Work Instruction for Corporate Risk Profile Development to determine the top risks of the Company.
3. Procedure and Work Instruction for Risk Mitigation Monitoring conducted quarterly through the risk management application.
4. Procedure and Work Instruction for Risk Event Evaluation conducted in the event of a risk occurrenceas a form of improvement evaluation.

5. Prosedur dan Instruksi Kerja Penyusunan Rencana Pengelolaan Risiko Khusus disusun untuk setiap aksi korporasi atau rencana strategis yang akan dilakukan Perseroan.
6. Prosedur dan Instruksi Kerja Pengukuran Maturitas Manajemen Risiko untuk mengetahui tingkat kematangan implementasi manajemen risiko yang sudah dilakukan.
7. Prosedur dan Instruksi Kerja Penganggaran Berbasis Risiko merupakan penyusunan anggaran yang diawali dengan analisa risiko dalam menentukan program kerja.

5. Procedure and Work Instruction for Special RiskManagement Plan Development prepared for each corporate action or strategic plan to be undertaken by the Company.
6. Procedure and Work Instruction for Risk Management Maturity Measurement to determine the level of maturity in implementing risk management.
7. Procedure and Work Instruction for Risk-Based Budgeting, which involves budgeting initiated with risk analysis to determine the work program.

Struktur Tata Kelola Manajemen Risiko Jasa Marga

Struktur Tata Kelola Manajemen Risiko di Jasa Marga adalah sebagai berikut:

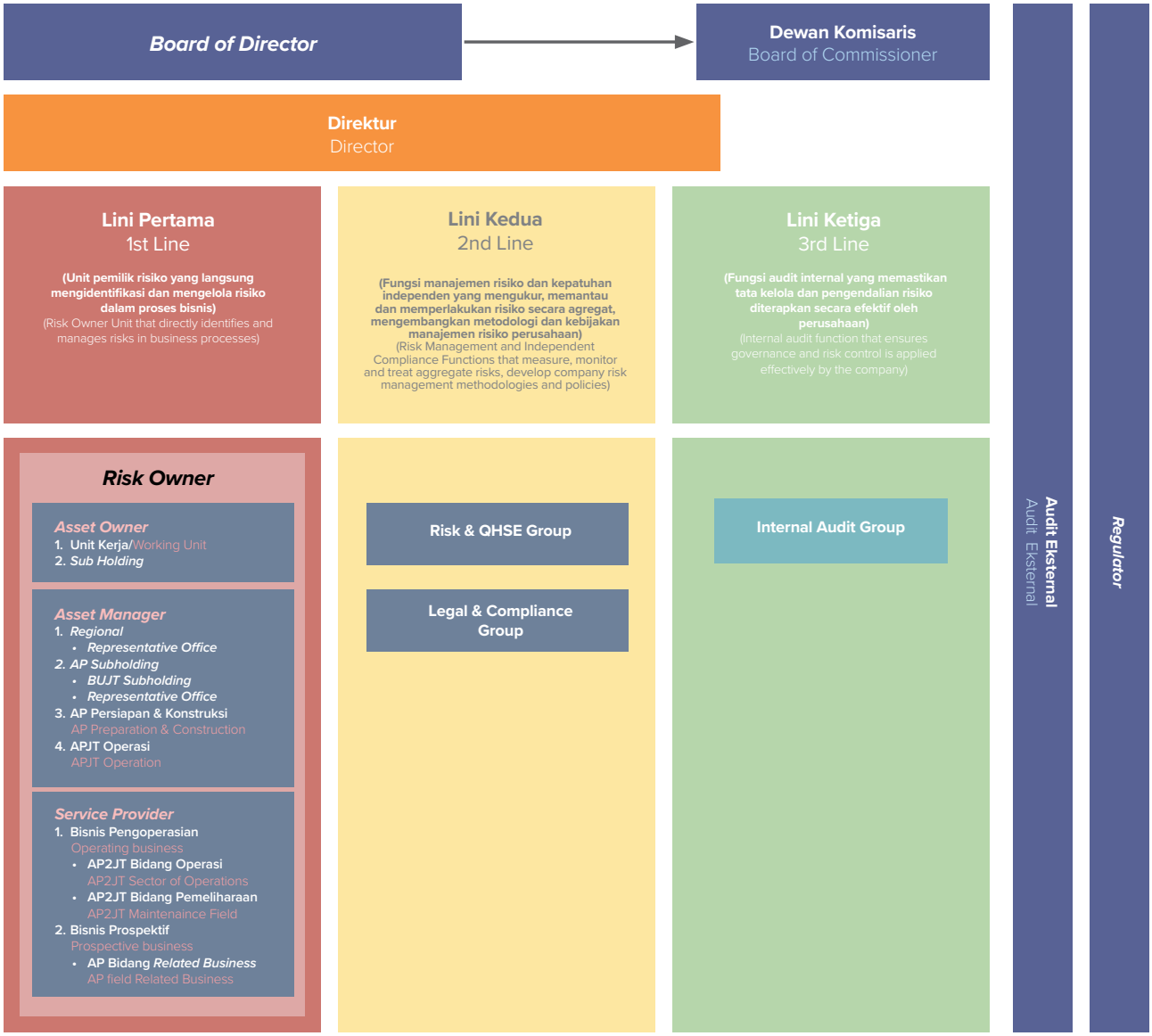
1. Dewan Komisaris.
2. Direksi.
3. Komite Risiko & Hukum.
4. Komite Tata Kelola Terintegrasi
5. Komite Manajemen Risiko (KMR).
6. Corporate Secretary & Chief Administration Officer.
7. Internal Audit Group.
8. Risk & Quality, Health, Safety, & Environment Group.
9. Tim Sekretariat Komite Manajemen Risiko (TSKMR).
10. *Risk Owner* (Pimpinan Unit Kerja/Regional/Organisasi Proyek/Anak Perusahaan).
11. *Risk Officer* (sebagai fasilitator dalam pelaksanaan asesmen risiko).
12. *Risk Assessor* (yang melakukan asesmen risiko di setiap unit kerja).

Jasa Marga Risk Management Governance Structure

The Risk Management Governance Structure at Jasa Marga is as follows:

1. Board of Commissioners.
2. Board of Directors.
3. Risk & Legal Committee.
4. Integrated Governance Committee
5. Risk Management Committee (KMR).
6. Corporate Secretary & Chief Administration Officer.
7. Internal Audit Group.
8. Risk & Quality, Health, Safety, & Environment Group.
9. Risk Management Committee Secretariat Team (TSKMR).
10. Risk Owner (Head of Work Unit/Regional/Project Organization/Subsidiary).
11. Risk Officers (facilitators in risk assessment implementation).
12. Risk Assessors (conducting risk assessments in each unit).

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 offce,* anak perusahaan serta kantor proyek berperan sebagai *risk owner* yang fungsinya mengidentifikasi dan mengelola risiko dalam proses bisnis masing-masing dan bertanggungjawab untuk menyusun rencana pengelolaan risiko serta melaporkan realisasi penurunan risiko residual pada setiap triwulannya melalui JM-Sm@rt.

The Risk Management Governance Structure of Jasa Marga uses the Three Lines Model approach, where the risk management process is carried out by all levels of the organization. Currently, the Integrated Governance Committee has been established based on the Board of Commissioners' Decision No. KEP-039/III/2024 dated March 22, 2024, aligning with the Ministry of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023 on Guidelines for Governance and Significant Corporate Activities for State-Owned Enterprises. In the first line (First Line Model), each work unit—whether at the head office, regional offices, representative offices, subsidiaries, or project offices—acts as the risk owner. Their function includes identifying and managing risks within their respective business processes, preparing risk management plans, and reporting quarterly residual risk mitigation outcomes through JM-Sm@rt.

Pada lini kedua (*Second Line Model*), terdapat Risk & Quality, Health, Safety, & Environment Group, yang bertanggung jawab untuk menyusun peta jalan, kebijakan, pedoman dan prosedur manajemen risiko Perseroan, melakukan *monitoring* dan memantau efektivitas pelaksanaan manajemen risiko dan juga melaporkan perkembangan pengelolaan risiko kepada Direksi serta Legal & Compliance Group yang bertanggung jawab atas pemenuhan kepatuhan kepada peraturan - peraturan yang berlaku.

Pada lini ketiga (*Third Line Model*), Internal Audit bertanggung jawab untuk melakukan audit berbasis risiko serta melakukan audit terhadap pelaksanaan penerapan manajemen risiko secara keseluruhan.

In the second line (Second Line Model), there is the Risk & Quality, Health, Safety, & Environment Group, which is responsible for developing the roadmap, policies, guidelines, and procedures for the company's risk management, monitoring and assessing the effectiveness of risk management implementation, and reporting on risk management progress to the Board of Directors. Additionally, there is the Legal & Compliance Group, which is responsible for ensuring compliance with applicable regulations.

In the third line (Third Line Model), Internal Audit is responsible for conducting risk-based audits and evaluating the overall implementation of risk management.

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.

Profile of the Risk Management Officer

The profile of the Risk & Quality, Health, Safety, & Environment Group Head can be found in the Executive Profiles section of the Company Profile in this Annual Report.

Fungsi, Tugas dan Tanggung Jawab

Departemen Manajemen Risiko di Jasa Marga berada di Risk & Quality, Health, Safety, & Environment Group yang memiliki fungsi memimpin pelaksanaan kegiatan Sistem Manajemen Risiko dan Sistem Manajemen Keberlangsungan Bisnis, termasuk di dalamnya penyusunan roadmap, program kerja dan anggaran, pengembangan dan prosedur, pelaksanaan program kerja, evaluasi, monitoring dan penyusunan laporan, untuk memastikan berjalannya setiap aktivitas dan program di lingkungan Perusahaan, sehingga sesuai dengan sasaran serta memenuhi kepatuhan terhadap ketentuan yang berlaku dengan lingkup tugas sebagai berikut:

1. Memimpin dan mengendalikan proses penyusunan *roadmap* Perseroan di bidang Manajemen Risiko dan Sistem Manajemen Keberlangsungan Bisnis;
2. Memimpin pelaksanaan penyusunan kebijakan, manual, dan prosedur Sistem Manajemen Risiko dan Sistem Manajemen Keberlangsungan Bisnis di level korporasi;
3. Mengendalikan penyusunan program dan anggaran bidang Manajemen Risiko dan Sistem Manajemen Keberlangsungan Bisnis BCMS melalui koordinasi dengan Unit Kerja, Regional serta Anak Perusahaan;
4. Memimpin dan mengendalikan kegiatan analisis risiko di tingkat Korporasi dan Unit Kerja dalam rangka penyusunan Rencana Jangka Panjang Perusahaan (RJPP) dan Rencana Kerja dan Anggaran Program (RKAP);
5. Melakukan penyusunan dan *review* Profil Risiko Korporat secara berkala;
6. Memimpin dan memberikan bahan pertimbangan kepada Direksi dalam pengambilan keputusan terhadap aksi-aksi korporasi dan Program Unit Kerja dalam rencana pengelolaan risiko khusus untuk memastikan sasaran strategis Perseroan sehingga dapat terpenuhi fungsi manajemen risiko sebagai baris pertahanan kedua;

Function, Duties, and Responsibilities

The Risk Management Department at Jasa Marga, which is part of the Risk & Quality, Health, Safety, & Environment Group, has the function of leading the implementation of Risk Management System and Business Continuity Management System activities. This includes developing roadmaps, work programs, and budgets, developing procedures, implementing work programs, evaluating, monitoring, and preparing reports to ensure the smooth running of every activity and program within the Company, meeting objectives, and complying with applicable regulations. Its scope of duties includes:

1. Leading and controlling the process of developing the Company's roadmap in the field of Risk Management and Business Continuity Management System;
2. Leading the implementation of policy, manuals, and procedures for Risk Management System and Business Continuity Management System at the corporate level;
3. Controlling the development of programs and budgets in the field of Risk Management and Business Continuity Management System through coordination with Business Units, Regions, and Subsidiaries;
4. Leading and controlling risk analysis activities at the Corporate and Business Unit levels in the preparation of the Company's Long-Term Plan (RJPP) and Program Work Plan and Budget (RKAP);
5. Conducting periodic preparation and review of the Corporate Risk Profile;
6. Leading and providing considerations to the Board of Directors in decision-making regarding corporate actions and Business Unit Programs in specific risk management plans to ensure the Company's strategic objectives are met, thus fulfilling the role of risk management as the second line of defense;

7. Melakukan pendampingan dan *monitoring* terhadap perencanaan dan pengelolaan mitigasi risiko di seluruh Unit Kerja, Regional, dan Anak Perusahaan;
8. Memimpin pelaksanaan penyelenggaraan pengukuran efektivitas Sistem Manajemen Risiko di lingkungan Perseroan; dan
9. Memastikan terlaksananya aktivitas dengan memperhatikan *Good Corporate Governance*, proses yang kreatif, inovatif, serta pengelolaan tim yang solid, produktif, dan semangat belajar.

7. Providing support and monitoring for planning and managing risk mitigation across Business Units, Regions, and Subsidiaries;
8. Leading the implementation of effectiveness measurement of the Risk Management System within the Company; and
9. Ensuring activities are carried out while adhering to Good Corporate Governance, creative and innovative processes, as well as managing a solid, productive, and learning-oriented team.

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. 100/KPTS/2019 tanggal 21 Oktober 2019.

Appointment and Dismissal of Risk Management Officials

Risk Management officials are appointed and dismissed by the Board of Directors, as regulated in Board of Directors Decision No. 100/KPTS/2019 dated October 21, 2019.

Struktur Organisasi Manajemen Risiko dan Jumlah Pegawai

Pada tahun 2024, jumlah karyawan yang menangani manajemen risiko sebanyak 10 (sepuluh) orang, termasuk seorang Risk & Quality, Health, Safety, & Environment Group Head, dengan rincian sebagai berikut:

Risk Management Organizational Structure and Number of Employees

In 2024, the number of employees handling risk management is 10 (ten) people, including a Risk & Quality, Health, Safety, & Environment Group Head, with the following details:

Tabel Personil Manajemen Risiko Dalam Risk & Quality, Health, Safety and Environment Group
Table of Risk and Quality, Health, Safety, & Environment Group Personnel

Jabatan Position	Jumlah Pegawai Total Employee
Risk & Quality, Health, Safety, & Environment Group Head	1
Risk Management Department Head	1
Risk Management Senior Specialist	-
Risk Management Specialist	3
Risk Management Assistant	3
Risk Management Senior Officer	2
Risk Management Officer	-
Total	**10**

Peningkatan Kompetensi Manajemen Risiko

Sertifikasi Manajemen Risiko yang dimiliki oleh pegawai Perseroan adalah sebagai berikut:

Risk Management Competence Development

Risk Management Certifications obtained by the Company's employees are as follows:

Tabel Sertifikasi Manajemen Risiko
Table of Risk Management Certification

No	Nama Sertifikasi Certification Name	2024	2023	2022
1.	*Certification Qualified Risk Governance Professional* (QRGP) dari LSP-MKS Certification Qualified Risk Governance Professional (QRGP) from LSP-MKS	7	7	7
2.	*Certification Qualified Risk Governance* (CERG) dari ERMA Certification Qualified Risk Governance (CERG) from ERMA	1	1	1
3.	*Certification Qualified Risk O cer* (QCRO) dari LSP-MKS Certification Qualified Risk Officer (QCRO) from LSP-MKS	77	50	37
4.	*Certification Qualified Risk Management Professional* (QRMP) dari LSP-MKS Certification Qualified Risk Management Professional (QRMP) from LSP-MKS	2	2	2
5.	*Certification Qualified Risk Management Analyst* (QRMA) dari LSP-MKS Certification Qualified Risk Management Analyst (QRMA) from LSP-MKS	2	2	2
6.	*Certification Enterprise Risk Management Certified Professional* (ERMCP) dari ERMA Certification Enterprise Risk Management Certified Professional (ERMCP) from ERMA	7	7	7
7.	*Certification Enterprise Risk Management Certified Associated* (ERMAP) dari ERMA Certification Enterprise Risk Management Certified Associated (ERMAP) from ERMA	5	5	5
8.	*Certification Certified Risk Professional* (CRP) dari LSP-PM Certification Certified Risk Professional (CRP) from LSP-PM	208	159	115
9.	*Certification Certified Risk Associate* (CRA) dari LSP-PM Certification Certified Risk Associate (CRA) from LSP-PM	298	280	217
Total		**607**	**511**	**393**

Pengembangan Kompetensi Personil 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.

Development of Risk Management Personnel Competencies

The development of competencies for members of the Risk & Quality, Health, Safety, & Environment Group can be seen in the Competency Development Section in the Company Profile chapter of 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) pada aplikasi JM Sm@rt. Proses pengelolaan risiko atas aksi korporasi yang akan dilakukan Perseroan dilakukan melalui Rencana Pengelolaan Risiko Khusus (RPRK).

Explanation Regarding Company's Risks

Jasa Marga's Board of Directors is committed to implementing risk management effectively and efficiently. Therefore, at every level of the company's organization, namely corporate and business units, risk management must be implemented considering the priorities and benefits of each work program/ project for the company's sustainability.

There are 2 (two) risk management processes in Jasa Marga, namely top-down risk management and bottom-up risk monitoring. In top-down risk management, risks are derived from Corporate Key Performance Indicators (KPIs) and cascaded down to related Business Units. Meanwhile, for bottom-up risk monitoring, risks are identified by Business Units, Regions, and Subsidiaries through Risk Management Plans (RMPs) in the JM Sm@rt application. The risk management process for corporate actions undertaken by the company is carried out through Special Risk Management Plans (SRMPs).

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).

Taksonomi Risiko BUMN

Untuk mendukung proses agregasi risiko BUMN di Kementerian 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:

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 Nomor: 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.

Risk identification is conducted for every activity and/or business transaction within the Company's business processes. This identification must be carried out thoroughly to ensure that the identified risks are relevant to the Company's business processes, including risks beyond the Company's control. Risk analysis is then performed to determine the likelihood of the risks occurring and their potential impact, both qualitatively and/or quantitatively. Subsequently, risk evaluation is conducted to assess the acceptability of the risks, considering the results of the risk analysis. This evaluation helps determine which risks require mitigation measures based on the established objectives.

The following is a reference list of risks categorized by type, which will be utilized by all risk managers, including Work Units, Construction Subsidiaries, Operation Subsidiaries, and Other Business Subsidiaries, in drafting their Risk Management Plans (RPR).

Risk Taxonomy of SOEs

To support the risk aggregation process of State-Owned Enterprises (SOEs) at the Ministry of SOEs, the Company has developed a risk taxonomy in accordance with the Minister of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023, dated March 24, 2023, regarding the Governance and Significant Corporate Activities of State-Owned Enterprises, Article 66, which stipulates that SOEs must have a Risk Taxonomy integrated with the SOE and its Subsidiaries in line with the performance target monitoring requirements for SOEs and their subsidiaries. The Company has prepared a risk taxonomy consisting of:

1. Risk Theme (T1) which is a collection of Risks based on the perspective of the person responsible for the Main Risk and is the highest level of grouping;
2. Risk Category (T2) which describes the specific risks of each risk theme;
3. Aggregated Risk Event Group (T3) which groups Risk events into homogeneous Risk categories;
4. Aggregated Risk Event Group (T4) which groups Risk events in more detail; and
5. Risk Events (T5) that can be used by Jasa Marga Group in identifying Risks referring to the Joint Decree of the Board of Commissioners and Directors No. KEP-183/XI/2024 and No. 227/KPTS/2024 Concerning Integrated Risk Management Policies and Guidelines within PT Jasa Marga (Persero) Tbk dated November 12, 2024.

Taksonomi Risiko Portofolio Perseroan
Risk Taxonomy of the Company's Portfolio

Taksonomi Risko Portoflio BUMN SOE Portfolio Risk Taxonomy			
Tema Risiko (T1) Risk Theme (T1)	**Kategori Risiko (T2)** Risk Category (T2)	**Kelompok Peristiwa Risiko (T3)** Risk Event Group (T3)	**Peristiwa Risiko (T4)** Risk Event (T4)
1. Risiko Portofolio Bisnis 1. Business Portfolio Risk	1.1. Risiko fiskal 1.1. Fiscal Risk	1.1.1. Risiko Dividen 1.1.1. Dividend Risk	
		1.1.2. Risiko PMN 1.1.2. State Capital Injection (PMN) Risk	
		1.1.3. Risiko Subsidi dan Kompensasi 1.1.3. Subsidy and Compensation Risk	1.1.3.1. Penyesuaian Tarif 1.1.3.1. Tariff Adjustment
			1.1.3.2. Penambahan Masa Konsesi 1.1.3.2. Extension of Concession Period
			1.1.3.3. Kompensasi Lainnya 1.1.3.3. Other Compensation
	1.2. Risiko Human Capital & Aligment 1.2. Human Capital & Alignment Risk	1.2.4. Risiko Kebijakan SDM 1.2.4. HR Policy Risk	1.2.4.10. Manajemen Sumber Daya Manusia 1.2.4.10. Human Resource Management
			1.2.4.11. Perencanaan Suksesi 1.2.4.11. Succession Planning
			1.2.4.12. Kompensasi dan Tunjangan 1.2.4.12. Compensation and Allowance
			1.2.4.4. Strategi dan Perencanaan Sumber Daya Manusia 1.2.4.4. Human Resource Strategy and Planning
			1.2.4.5. Desain Organisasi 1.2.4.5. Organization Design
			1.2.4.6. Budaya 1.2.4.6. Culture
			1.2.4.7. Perekrutan dan Retensi 1.2.4.7. Recruitment and Retention
			1.2.4.8. Pengembangan Karyawan 1.2.4.8. Employee Development
			1.2.4.9. Manajemen Kinerja 1.2.4.9. Performance Management
		1.2.5. Risiko Kebijakan Sektoral 1.2.5. Sectoral Policy Risk	1.2.5.13. Keselarasan antar Kebijakan Sektoral 1.2.5.13. Alignment Among Sectoral Policies
			1.2.5.14. Perubahan Kebijakan Sektoral 1.2.5.14. Changes in Sectoral Policies
	1.3. Risiko Komposisi 1.3. Composition Risk	1.3.6. Risiko Konsentrasi Portofolio 1.3.6. Portfolio Concentration Risk	1.3.6.15. Portofolio Jalan Tol 1.3.6.15. Toll Road Portfolio
			1.3.6.16. Portofolio Non-Jalan Tol 1.3.6.16. Non-Toll Road Portfolio
2. Risiko struktur & organisasi 2. Structure & Organization Risk	2.4. Risiko Struktur Korposasi 2.4. Corporate Structure Risk	2.4.7. Risiko Struktur Korporasi 2.4.7. Corporate Structure Risk	2.4.7.17. Kontrol dan Pengawasan Induk-Anak Jasa Marga 2.4.7.17. Jasa Marga Parent-Subsidiary Control and Supervision
			2.4.7.18. Struktur Keuangan Induk-Anak Jasa Marga 2.4.7.18. Jasa Marga Parent-Subsidiary Financial Structure
	2.5. Risiko restrukturisasi dan organisasi 2.5. Restructuring and Organizational Risk	2.5.8. Risiko penggabungan, pengambilalihan, pelepasan, pemisahan, pembubaran, likuidasi, dan restrukturisasi 2.5.8. Mergers, Acquisitions, Divestments, Spin-offs, Dissolution, Liquidation, and Restructuring Risk	2.5.8.19. Merger dan Akuisisi 2.5.8.19. Merger and Acquisition
			2.5.8.20. Restrukturisasi 2.5.8.20. Restructuring
			2.5.8.21. Divestasi 2.5.8.21. Divestment
			2.5.8.22. Aksi Korporasi Lainnya 2.5.8.22. Other Corporate Actions
3. Risiko Bisnis 3. Business Risk	3.6. Risiko industri umum 3.6. General Industry Risk	3.6.9. Risiko formulasi strategis 3.6.9. Strategic Formulation Risk	3.6.9.23. Arahan dan Kebijakan Strategis 3.6.9.23. Strategic Directions and Policies
			3.6.9.24. Model Bisnis 3.6.9.24. Business Model
			3.6.9.25. Model Operasi dan Keuangan 3.6.9.25. Operational and Financial Model
			3.6.9.26. Inisiatif Strategis 3.6.9.26. Strategic Initiatives
		3.6.10. Risiko pasar dan makro ekonomi 3.6.10. Market and Macroeconomic Risk	3.6.10.27. Pasar 3.6.10.27. Market
			3.6.10.28. Makro Ekonomi 3.6.10.28. Macroeconomic
		3.6.11. Risiko keuangan 3.6.11. Financial Risk	3.6.11.29. Struktur Permodalan 3.6.11.29. Capital Structure
			3.6.11.30. Likuiditas 3.6.11.30. Liquidity
			3.6.11.31. Siklus Pendapatan 3.6.11.31. Revenue Cycle
			3.6.11.32. Akuntansi dan Pelaporan 3.6.11.32. Accounting and Reporting
			3.6.11.33. Pajak 3.6.11.33. Tax

Taksonomi Risko Portoflio BUMN
SOE Portfolio Risk Taxonomy

Risiko Utama
Major Risk

4
Keterlambatan progres konstruksi jalan tol
Delay in toll road construction progress

13
Kecukupan pendanaan tidak tercapai
Funding adequacy has not been achieved

14
Tidak terpenuhinya target pelaksanaan Equity Financing PT JTT berupa aspek value, market, waiver & legalitas
The failure to meet the targets of PT JTT's Equity Financing implementation, including aspects of value, market, waiver, and legality

1
Penundaan penyesuaian tarif tol
Delay in toll tariff adjustment

2
Peningkatan beban keuangan
Increase in financial load

Taksonomi Risiko Portofolio Perseroan
Risk Taxonomy of the Company's Portfolio

Taksonomi Risko Portoflio BUMN SOE Portfolio Risk Taxonomy			
Tema Risiko (T1) Risk Theme (T1)	**Kategori Risiko (T2)** Risk Category (T2)	**Kelompok Peristiwa Risiko (T3)** Risk Event Group (T3)	**Peristiwa Risiko (T4)** Risk Event (T4)
3. Risiko Bisnis 3. Business Risk	3.6. Risiko industri umum 3.6. General Industry Risk	3.6.12. Risiko hukum, reputasi, dan kepatuhan 3.6.12. Legal, reputation, and compliance risk	3.6.12.34. Tata Kelola 3.6.12.34. Governance
			3.6.12.35. Liabilitas Hukum 3.6.12.35. Legal Liabilities
			3.6.12.36. Kepatuhan terhadap Peraturan Perundang-Undangan 3.6.12.36. Compliance with laws and regulations
			3.6.12.37. Kontrak Hukum 3.6.12.37. Legal Contract
			3.6.12.38. Komunikasi dan Pengelolaan Pemangku Kepentingan 3.6.12.38. Communication and Stakeholder Management
		3.6.13. Risiko proyek 3.6.13. Project Risk	3.6.13.39. Inisiasi Proyek 3.6.13.39. Project Initiation
			3.6.13.40. Perencanaan Proyek 3.6.13.40. Project Planning
			3.6.13.41. Pengembangan Proyek 3.6.13.41. Project Development
			3.6.13.42. Desain dan Teknik 3.6.13.42. Design and Technique
			3.6.13.43. Pengadaan 3.6.13.43. Procurement
			3.6.13.44. Konstruksi 3.6.13.44. Construction
		3.6.14. Risiko Teknologi Informasi & Keamanan Siber 3.6.14. Information Technology & Cyber Security Risk	3.6.14.45. Strategi Teknologi Informasi 3.6.14.45. Information Technology Strategy
			3.6.14.46. Infrastruktur Teknologi Informasi 3.6.14.46. Information Technology Infrastructure
			3.6.14.47. Manajemen Data 3.6.14.47. Data Management
			3.6.14.48. Aplikasi 3.6.14.48. Application
			3.6.14.49. Keamanan Siber 3.6.14.49. Cyber Security
			3.6.14.50. Tata kelola Teknologi Informasi 3.6.14.50. Information Technology Governance
		3.6.15. Risiko Sosial dan Lingkungan 3.6.15. Social and Environment Risk	3.6.15.51. Sosial 3.6.15.51. Social
			3.6.15.52. Perubahan Iklim - Fisik 3.6.15.52. Climate Change - Physical
			3.6.15.53. Perubahan Iklim - Transisi 3.6.15.53. Climate Change - Transition
			3.6.15.54. Kualitas Udara 3.6.15.54. Air Quality
			3.6.15.55. Pengelolaan Energi 3.6.15.55. Energy Management
			3.6.15.56. Pengelolaan Air dan Limbah Cair 3.6.15.56. Water and Liquid Waste Management
			3.6.15.57. Pengelolaan Limbah dan Material Berbahaya 3.6.15.57. Waste and Hazardous Materials Management
			3.6.15.58. Ekologi/ Keanekaragam Hayati 3.6.15.58. Ecology/Biodiversity
			3.6.15.59. Suara dan Getaran 3.6.15.59. Sound and Resonance
		3.6.16. Risiko Operasional 3.6.16. Operational Risk	3.6.16.60. Kesehatan dan Keselamatan 3.6.16.60. Health and Safety
			3.6.16.61. Operasional Jalan Tol 3.6.16.61. Toll Road Operations
			3.6.16.62. Operasional Usaha Lain 3.6.16.62. Other Business Operations
			3.6.16.63. Operasional secara Umum 3.6.16.63. General Operations
			3.6.16.64. *Force Majeure*

Taksonomi Risko Portoflio BUMN
SOE Portfolio Risk Taxonomy

Risiko Utama
Major Risk

5
Proses penerapan TKDN (Tingkat Kandungan Dalam Negeri) menyimpang dari pedoman dan peraturan yang berlaku
The process of implementing TKDN (Domestic Content Level) deviates from the applicable guidelines and regulations

8
Salah satu program perbaikan manajemen risiko tidak terlaksana
One of the risk management improvement programs was not implemented

19
Belum terpenuhinya salah satu komponen asesmen ESG
Failed to fulfill one of the ESG assessment components

20
Adanya perkara hukum terkait penyuapan
A legal case related to bribery

6
Terjadi pelepasan atau kegagalan proyek pada bisnis prospektif
A divestment or project failure in a prospective business

7
Keterlambatan Pembangunan Rest Area TIP Pengembangan Taman Mini Tahap III
Delay in the construction of the TIP Rest Area for the Phase III Development of Taman Mini

9
Penyelesaian roadmap ITS tidak selaras dengan RUPP dan MPTI
The completion of the ITS roadmap is not aligned with the RUPP and MPTI

10
Pengembangan dan Pemanfaatan *Integrated Tollroad Maintenance System* tidak berjalan sesuai dengan MPTI
The development and utilization of the Integrated Tollroad Maintenance System are not in line with MPTI

11
Disrupsi teknologi nirsentuh pengoperasian jalan tol
Touch-free technology disruption in toll road operations

12
Kebocoran atau kehilangan data perusahaan
Data breach or loss of company data

3
Kenaikan biaya operasi jalan tol
Increase in toll road operating costs

15
Kandidat milenial tidak memenuhi persyaratan nominated talent
Millennial candidates do not meet the requirements of nominated talent

16
Kandidat perempuan tidak memenuhi persyaratan nominated talent
Female candidates do not meet the requirements of nominated talent

17
Personil organ pengelola risiko belum memiliki kompetensi sesuai dengan persyaratan
Female candidates do not meet the requirements of nominated talent

18
Program penyetaraan dana pensiun manfaat pasti tidak terlaksana
The program for equalizing the defined benefit pension fund has not been implemented

Strategi Risiko

Dalam rangka menciptakan dan melindungi nilai serta mendukung pertumbuhan bisnis Perseroan yang berkelanjutan sesuai dengan implementasi Peta Jalan Perseroan tahun 2024 – 2028, Perseroan memiliki strategi risiko yang dituangkan dalam asersi selera risiko atau *Risk Appetite Statement*/"RAS" yang telah memperhatikan selera risiko dari Kementerian BUMN. Strategi Risiko Perseroan sesuai dengan 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.
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 *(Risk Appetite Statement)*

Perseroan telah menyusun pernyataan selera risiko (*Risk Appetite Statement*) yang telah memperhatikan selera risiko Kementerian BUMN yang terdapat pada Surat Menteri BUMN Nomor S-491/MBU/09/2023 tanggal 29 September 2023 perihal Aspirasi Pemegang Saham untuk Penyusunan Rencana Kerja dan Anggaran Perusahaan Tahun 2024, 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 2024.

Risk Strategy

In order to create and protect value while supporting the Company's sustainable business growth in line with the implementation of the Company's Roadmap for 2024–2028, the Company has developed a risk strategy outlined in the Risk Appetite Statement (RAS), which takes into account the risk appetite set by the Ministry of State-Owned Enterprises (BUMN). The Company's Risk Strategy is in accordance with the Decree of the Deputy for Finance and Risk Management of the Ministry of State-Owned Enterprises of the Republic of Indonesia No. SK-6/DKU.MBU/10/2023 on Technical Guidelines for Risk Management Processes and Aggregation in the Risk Taxonomy Portfolio of State-Owned Enterprises, and consists of:

1. The Company's risk appetite statement considers the risk appetite from the Ministry of SOEs.
2. Risk Threshold at the Corporate Level, which includes risk capacity, risk appetite, risk tolerance, and risk limits.
3. Risk Strategy Metrics

Risk Appetite Statement

The Company has developed its Risk Appetite Statement, which aligns with the risk appetite set by the Ministry of SOEs as outlined in the Ministry of SOEs Letter No. S-491/MBU/09/2023 dated September 29, 2023, regarding the Aspirations of Shareholders for the Preparation of the Company's Work Plan and Budget for 2024. This statement is part of the Company's effort to provide assurance to stakeholders that the Company fully understands the risks within its operations, including those under its control. The Company continuously develops and updates its risk appetite and risk tolerance, which will serve as key considerations in every strategic decision-making process. Below is the Risk Appetite Statement for PT Jasa Marga (Persero) Tbk for 2024.

Pernyataan Selera Risiko *(Risk Appetite Statement)*
Risk Appetite Statement

No.	Kategori Risiko BUMN SOE Risk Category	*Risk Appetite Statement*	Sikap Terhadap Risiko Attitude Towards Risk
1.	*Financial*	Perusahaan melakukan penguatan aspek fundamental keuangan dengan berorientasi pada peningkatan laba perusahaan, kontribusi terhadap pemegang saham, serta berupaya melakukan inovasi-inovasi keuangan serta penataan portofolio dengan memperhatikan kondisi makroekonomi global dan tetap menerapkan prinsip kehati-hatian. The Company strengthens the fundamental financial aspects by focusing on increasing the company's profits, contributions to shareholders, and making efforts to carry out financial innovations and portfolio management by paying attention to global macroeconomic conditions and continuing to apply the principle of prudence.	Moderat Moderate
2.	*Strategic*	Perusahaan berkomitmen untuk mengembangkan kapasitas Perusahaan dengan melakukan reprioritisasi proyek, penataan portofolio (*asset recycle*) dan percepatan equity financing Entitas Anak dan Asosiasi, peningkatan investasi secara berkelanjutan dengan mempertimbangkan risiko yang wajar dan terukur serta pengawalan mitigasi risiko. The Company is committed to developing the Company's capacity by reprioritizing projects, structuring portfolios (asset recycling) and accelerating equity financing for Subsidiaries and Associates, increasing investment sustainably by considering reasonable and measurable risks and monitoring risk mitigation.	Strategis Strategic
3.	*Business Development*	Perusahaan menginstitusikan pemilihan dan perencanaan proyek konsesi jalan tol dan portofolio bisnis lainnya secara terintegrasi, meningkatkan aspek operasi dan proporsi nilai pasar bisnis pengoperasian dan pemeliharaan menjadi berdasarkan teknologi dan kinerja serta menentukan fokus bisnis dan model bisnis secara jelas yakni sebagai pengotimal aset tol dengan mempertimbangkan aspek *environmental, social dan governance* (ESG) dan dengan mempertimbangkan risiko yang wajar dan terukur serta pengawalan mitigasi risiko. The Company institutionalizes the selection and planning of toll road concession projects and other business portfolios in an integrated manner, improves the operational aspects and market value proportion of the operation and maintenance business to be based on technology and performance and determines the business focus and business model clearly, namely as an optimizer of toll assets by considering environmental, social and governance (ESG) aspects and by considering reasonable and measurable risks and risk mitigation monitoring.	Strategis Strategic
4.	*Operational*	1. Perusahaan mempertahankan target penyelesaian penugasan pemerintah dalam bentuk proyek strategis nasional baik dari segi waktu pengerjaan, realisasi anggaran dan kualitas yang dihasilkan serta terpenuhinya standar pelayanan minimum jalan tol. 2. Perusahaan mempertimbangkan pemenuhan sasaran KBUMN sebagai pemegang saham terbesar. 1. The Company maintains the target of completing government assignments in the form of national strategic projects both in terms of completion time, budget realization and quality produced as well as meeting minimum toll road service standards. 2. The Company considers fulfilling KBUMN's targets as the largest shareholder.	Konservatif Conservative
5.	*Information Technology*	Perusahaan tidak memberikan ruang untuk melakukan pelanggaran terhadap peraturan perundangundangan, termasuk kelalaian terhadap keamanan siber dan perlindungan data pribadi sesuai dengan yang ditetapkan dalam Undang-undang (UU) Nomor 27 Tahun 2022 tentang Pelindungan Data Pribadi serta memberikan keandalan infrastruktur IT dengan mengembangkan roadmap tekonologi terintegrasi dan mengalokasikan peran fungsi teknologi secara jelas. The Company does not provide room for violating laws and regulations, including negligence regarding cybersecurity and personal data protection in accordance with Law Number 27 of 2022 concerning Personal Data Protection and providing reliable IT infrastructure by developing an integrated technology roadmap and clearly allocating the role of technology functions.	Tidak toleran Intolerant

Pernyataan Selera Risiko *(Risk Appetite Statement)*
Risk Appetite Statement

No.	Kategori Risiko BUMN SOE Risk Category	*Risk Appetite Statement*	Sikap Terhadap Risiko Attitude Towards Risk
6.	*Legal & Compliance*	Sebagai Perusahaan terbuka, Jasa Marga senantiasa menjalankan prinsip tata kelola yang baik *(Good Corporate Governance*/GCG) dan manajemen risiko yang terintegrasi, melengkapi dan menjalankan organ pengelola risiko secara aktif dan prudent dengan tidak memberikan ruang untuk melakukan pelanggaran perundang-undangan yang berlaku serta tidak melakukan tindakan yang melanggar hukum baik yang merugikan perusahaan secara material atau imateril As a public company, Jasa Marga always implements the principles of good corporate governance (GCG) and integrated risk management, equipping and running risk management organs actively and prudently without providing space for violating applicable laws and not carrying out actions that violate the law, whether materially or immaterially, that harm the company.	Tidak toleran Intolerant
7.	*Reputation*	Jasa Marga senantiasa menjunjung tinggi *core value* AKHLAK dan menjaga citra perusahaan dari ancaman reputasi yang dapat mempengaruhi secara signifikan keberlangsungan bisnis yang dikelola. Jasa Marga always upholds the core value of AKHLAK and maintains the company's image from reputational threats that can significantly affect the sustainability of the business being managed.	Tidak toleran Intolerant

Penjelasan Sikap dari *Risk Appetite Statement*
Explanation of the Posture Toward the Risk Appetite Statement

Postur Posture	Penjelasan Description
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. • Be careful in taking risks, by choosing some 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 some risk to achieve growth and profit, but still mindful of 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 implement strategies that involve risk management as an integral part of the business plan, taking higher risks in order 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 carry a large burden.

Perlakuan Risiko *(Risk Treatment)*

Berdasarkan Keputusan Bersama Dewan Komisaris dan Direksi Nomor: 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 the Board of Directors No.KEP-183/XI/2024 and No.227/KPTS/2024 concerning the Integrated Risk Management Policy and Guidelines at PT Jasa Marga (Persero) Tbk dated November 12, 2024, the company's risk mitigation 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)/Description (Definition):

- Diterima: Risiko yang berada di level sangat rendah/Accepted: The risk is at a very low level
- Ditolak: Risiko yang berada di level rendah/ moderat/ tinggi/ ekstrem/Rejected: Risks that are at low/moderate/high/extreme levels
- Menghindari: Tidak melakukan hal-hal yang dapat menyebabkan timbulnya risiko/Avoid: Not doing things that could cause risks
- Memindahkan: Memindahkan risiko kepada pihak ketiga/Transfer: Transferring the risk to a third party
- Mitigasi: Mengurangi terjadinya penyebab dan dampak/Mitigation: Reducing the causes and impacts
- Eskalasi: Penanganan risiko oleh pihak dengan level lebih tinggi/Escalation: Risk handling by parties at a higher level

Profil Risiko Korporat

Untuk mencapai sasaran dan strategi usaha, Perseroan berkomitmen untuk mengimplementasikan manajemen risiko secara efektif dan efisien. Untuk itu, pada setiap jenjang organisasi Perseroan, yaitu korporat dan unit bisnis, harus dapat menerapkan prinsip manajemen risiko dengan memperhatikan sasaran, prioritas, serta kebermanfaatan setiap program kerja bagi keberlangsungan Perseroan. Dalam melakukan pengelolaan manajemen risiko, berdasarkan KPI Korporat teridentifikasi sebanyak 21 (dua puluh satu) profil risiko yang disajikan pada berikut:

Corporate Risk Profile

To achieve business goals and strategies, the Company is committed to implementing risk management effectively and efficiently. Therefore, at every level of the Company's organization, including corporate and business units, the principles of risk management must be applied, considering the goals, priorities, and benefits of each work program for the sustainability of the Company. In managing risk management, based on Corporate KPIs, a total of 21 risk profiles have been identified as presented below:

Tabel Profil Risiko Korporat
Table of Corporate Risk Profile

No.	Risiko Risk	Penyebab Risiko Causes of Risk	Dampak Risiko Risk Impact	Risiko Inheren Inherent Risk	Mitigasi Mitigation	Risiko Residual Residual Risk
1.	Penundaan penyesuaian tarif tol Delay in adjusting toll rates	• Pemenuhan persyaratan regulasi penyesuaian tarif tol • Temuan audit BPJT atas persyaratan SPM • Aspek SPM yang belum terpenuhi • Ketidaksesuaian nilai inflasi dalam perhitungan kenaikan tarif • Aspek regulasi penyesuaian tarif yang belum terpenuhi • Penolakan dari masyarakat • Kebijakan pemerintah untuk menunda persetujuan permohonan penyesuaian tarif tol • Compliance with regulatory requirements for toll tariff adjustments • Audit findings from BPJT regarding SPM (Minimum Service Standards) requirements • Aspects of SPM that have not been fulfilled • Discrepancy in inflation value used for tariff adjustment calculations • Aspects of regulatory requirements for tariff adjustments that have not been met • Public opposition • Government policy to delay approval of toll tariff adjustment requests	• Kehilangan potensi pendapatan tol atas keterlambatan penyesuaian tarif 7 ruas jalan tol • Target EBITDA tidak terpenuhi (pendapatan Tol menyumbang 90% dari EBITDA) • Loss of potential toll revenue due to delays in tariff adjustments for 7 toll roads • EBITDA target not met (toll revenue contributes 90% to EBITDA)	Rendah ke Moderat Low to Moderate	• Mengajukan proposal kenaikan tarif 3 bulan sebelum rencana implementasi kenaikan tarif • Memastikan pemenuhan SPM berdasarkan Permen PU No 16/PRT/M/2014 dengan 8 indikator • Pemenuhan SPM untuk seluruh ruas JMT • Mempercepat periode *cut off* inflasi dengan tetap memperhatikan tarif yang berlaku saat penyesuaian • Berkoordinasi dengan Kementrian PUPR: JBH terkait rekomendasi teknis, dengan DJPI terkait pemenuhan aspek bisnis • Melakukan FGD dengan *key opinion leader* (KOL) dan sosialisasi kepada masyarakat. • Memastikan strategi komunikasi kepada publik berjalan tepat waktu • Submit a tariff increase proposal 3 months before the planned implementation of the tariff increase. • Ensuring fulfillment of SPM based on PU Regulation No. 16/PRT/M/2014 with 8 indicators • Fulfillment of SPM for all JMT sections • Accelerate the inflation cut-off period while still paying attention to the applicable rates during the adjustment. • Coordinating with the Ministry of PUPR: JBH regarding technical recommendations, with DJPI regarding the fulfillment of business aspects • Conducting FGD with key opinion leaders (KOL) and outreach to the community. • Ensuring public communication strategies are implemented on time	Rendah Low
2.	Peningkatan beban keuangan Increase in Financial Burden	• Tingkat suku bunga yang cenderung meningkat • Rencana divestasi atau aksi korporasi tidak sesuai ekspektasi • Kenaikan Beban Usaha • Keterlambatan pengoperasian jalan tol baik yang disebabkan oleh BUJT atau pihak lain • Aspek regulasi penyesuaian tarif yang belum terpenuhi • Kenaikan biaya PBB • Rising interest rates. • Divestment plans or corporate actions not meeting expectations. • Increased operating expenses. • Delays in toll road operations, whether caused by BUJT or other parties. • Regulatory aspects of tariff adjustments not being met. • Increase in property tax (PBB).	• Penurunan ICR Korporat • ICR & DSCR memburuk • Penurunan Likuiditas • Beban Bunga terlalu besar/DER (>5 kali dari equitas) • Delta ROIC-WACC bisa negatif • Kesulitan pendanaan untuk proyek penugasan pemerintah • Peningkatan CDS di APJT yang mayoritas bersumber dari SHL, sehingga terjadi peningkatan hutang • Decrease in Corporate Interest Coverage Ratio (ICR). • Deteriorating ICR & Debt Service Coverage Ratio (DSCR). • Decline in liquidity. • Excessive interest expenses/Debt-to-Equity Ratio (DER) greater than 5 times equity. • Negative delta between Return on Invested Capital (ROIC) and Weighted Average Cost of Capital (WACC). • Difficulty in financing government-assigned projects. • Increase in Credit Default Swap (CDS) in APJT, mostly stemming from SHL, leading to increased debt.	Rendah Low	• Melakukan negosiasi tingkat suku bunga pinjaman dengan pihak perbankan. Melakukan kreatifitas *financing* • *Monitoring* realisasi dan kelayakan investasi berdasarkan PPJT • Menerapkan skala prioritas terkait beban usaha kas & program *capex* • Evaluasi kajian business plan berdasarkan kondisi terkini untuk usulan Amandemen PPJT dan menerapkan *value engineering* sesuai arahan dari Dirjen Bina Marga untuk proyek- proyek ruas Jalan Tol Jakarta-Cikapek II Selatan, Yogyakarta-Bawen, dan Probolinggo-Banyuwangi • Melakukan audiensi dengan pemerintah daerah terkait dengan PBB. • Negotiate loan interest rates with banks and explore creative financing options. • Monitor investment realization and feasibility based on PPJT. • Apply a priority scale regarding operating cash expenses and the capital expenditure (capex) program. • Evaluate the business plan based on current conditions for proposed amendments to PPJT and implement value engineering in line with the directives from the Directorate General of Highways for projects on the Jakarta-Cikampek II Selatan, Yogyakarta-Bawen, and Probolinggo-Banyuwangi toll roads. • Hold discussions with local governments regarding property tax (PBB).	Rendah Low

Tabel Profil Risiko Korporat
Table of Corporate Risk Profile

No.	Risiko Risk	Penyebab Risiko Causes of Risk	Dampak Risiko Risk Impact	Risiko Inheren Inherent Risk	Mitigasi Mitigation	Risiko Residual Residual Risk
3.	Kenaikan biaya operasi jalan tol Increase in Toll Road Operating Costs	• Beban management *fee* yang belum disesuaikan dengan kondisi volume lalu lintas • Lalu lintas tidak tercapai akibat belum tersambungnya ruas jalan tol • *Command Center* yang terpisah-pisah • Ketidaksesuaian perhitungan timeline program RKAP • Kenaikan beban pengoperasian • Management fees not adjusted according to traffic volume conditions. • Traffic volume not met due to incomplete toll road connections. • Dispersed Command Centers. • Misalignment in the calculation of the RKAP program timeline. • Increased operational costs.	• Beban operasi yang tidak sesuai dengan kondisi volume lalin, baik karena turunnya lalin dan kontrak kerja dengan vendor belum berdasarkan lalin • Peningkatan beban pemeliharaan yang tidak sesuai karena ruas tersebut belum dioperasikan • Kendali anggaran yang sulit dilakukan karena tidak terdapat standarisasi atas volume lalin dan ODOL • Belum adanya standarisasi beban operasi dan pemeliharaan yang didasarkan pada volume lalin dan ODOL • Operating costs not aligned with traffic volume, due to reduced traffic and work contracts with vendors not being based on traffic volume. • Increased maintenance costs that are not aligned because the road sections have not yet been operational. • Budget control is difficult due to the lack of standardization for traffic volume and Over Dimension Over Load (ODOL) vehicles. • Lack of standardization in operating and maintenance costs based on traffic volume and ODOL.	Moderat Moderate	• Melakukan efisiensi beban • *Command Center* • Memastikan program-program yang terdapat dalam usulan RKAP 2024 sudah mencakup untuk 1 tahun • Fokus pada pemenuhan SLA oleh *service provider* dimana mencakup pemenuhan SPM • Implement cost efficiency measures. • Centralize Command Centers. • Ensure that the programs proposed in the 2024 RKAP include a full year's coverage. • Focus on meeting SLA requirements by service providers, ensuring the fulfillment of SPM.	Rendah Low

Tabel Profil Risiko Korporat
Table of Corporate Risk Profile

No.	Risiko Risk	Penyebab Risiko Causes of Risk	Dampak Risiko Risk Impact	Risiko Inheren Inherent Risk	Mitigasi Mitigation	Risiko Residual Residual Risk
4.	Keterlambatan progres konstruksi jalan tol Delays in Toll Road Construction Progress	• Terhambatnya pembebasan lahan • Kondisi lapangan sehingga perlu adanya perubahan desain dan kondisi *disaster*/luar biasa (pandemi) • Belum adanya serah terima lahan dari Bina Marga • Keterlambatan proses *tender contractors* • Mitra konsorsium mundur/terdilusi • Keterlambatan pengadaan lahan Jasamarga Jogja Solo • Proses perizinan pemanfaatan tanah Sultan *Ground* (SG) yang mengakibatkan tidak maksimalnya kegiatan konstruksi pada ruas Jogja - Bawen dan Solo – Yogyakarta – Kulonprogo • Kurangnya kemampuan finansial kontraktor pelaksana konstruksi pada ruas jalan tol Jakarta-Cikampek Selatan II Paket 3 Sukabungah-Sadang • Obstacles in land acquisition. • Site conditions requiring design changes and extraordinary conditions (pandemic). • Lack of land handover from Bina Marga. • \Delays in the contractor tender process. • Withdrawal or dilution of consortium partners. • Delays in land acquisition for Jasamarga Jogja-Solo. • The licensing process for the use of Sultan Ground (SG) land resulted in less than optimal construction activities on the Jogja - Bawen and Solo - Yogyakarta - Kulonprogo sections. • Lack of financial capacity of the contractor implementing the construction of the Jakarta-Cikampek Selatan II toll road Package 3 Sukabungah-Sadang	• Meningkatnya biaya investasi & *cost overrun*. • Teguran dari Pemerintah dan citra perusahaan menurun • Kesulitan menerbitkan Instrumen pendanaan • Tidak mendapat dukungan pemerintah untuk proyek inisiasi berikutnya • Modal tertahan (biaya yang telah dikeluarkan tidak bisa menjadi sumber pendapatan) • Increased investment costs and cost overruns. • Warnings from the government and a decline in the company's image. • Difficulty in issuing financing instruments. • Lack of government support for future initiation projects. • Stuck capital (costs already incurred cannot be turned into revenue).	Rendah ke Moderat Low to Moderate	• Melakukan pemantauan dan pengawasan selama proses pembebasan lahan • Melakukan penajaman desain, membangun fleksibilitas dalam desain proyek • Koordinasi dengan PPK lahan, BPJT, kontraktor, dan pihak-pihak yang berkepentingan secara berkala • Melakukan penjadwalan waktu yang realistis dan persiapan kontrak yang baik • Perjanjian konsorsium yang memiliki klausul untuk memberikan sanksi bagi anggota konsorsium yang keluar sebelum jalan tol beroperasi • Berkoordinasi dengan Tim Pengadaan Tanah (TPT) dan Pelaksana Pengadaan Tanah (P2T) Jalan Tol Akses Patimban untuk memastikan pembayaran pengadaan tanah sesuai jadwal yang telah disepakati • Koordinasi dengan PPK dan BPN terkait pemastian pembebasan lahan tambah Seksi 1 dapat diselesaikan dengan batas maksimal sesuai dengan jadwal pelaksanaan konstruksi • Monitoring intens proses penerbitan ijin lingkungan (AMDAL) serta memaksimalkan pelaksanaan pekerjaan di wilayah yang sudah terbit ijin Lingkungannya • Menunggu LO Kejagung untuk pembayaran sewa lahan palilah serta Melakukan proses pembayaran ganti rugi khususnya tanah karakteristik khusus atau TKD (Wakaf, Makam dan Konsinyasi) • Berkoordinasi dengan instansi berwenang (KPPIP, Pemda, dll) terkait perizinan *Quarry Borrow* Material. • Penyelesaian pembebasan tanah Paket 1, 2 dan 3 Koordinasi terkait penambahan alokasi UGK dengan instansi berwenang (Kementerian PUPR, LMAN, KPPIP, dsb) • Monitor and supervise land acquisition processes. • Refine designs and build flexibility into project designs. • Coordinate regularly with PPK land, BPJT, contractors, and relevant stakeholders. • Schedule realistic timelines and prepare contracts effectively. • Consortium agreements should include clauses to impose sanctions on members who withdraw before the toll road is operational. • Coordinate with the Land Acquisition Team (TPT) and the Land Acquisition Implementing Team (P2T) for the Patimban Access Toll Road to ensure timely land acquisition payments. • Coordinate with PPK and BPN to ensure land acquisition for Section 1 is completed as per the construction schedule. • Intensively monitor the environmental permit (AMDAL) issuance process and maximize work in areas where environmental permits have been issued. • Wait for the Attorney General's Office's LO for land lease payments, and make payments for compensation, especially for land with special characteristics (e.g., waqf, graves, and consignment). • Coordinate with relevant authorities (KPPIP, local government, etc.) for Quarry Borrow Material permits. • Complete land acquisition for Packages 1, 2, and 3, and coordinate with authorities (Ministry of Public Works, LMAN, KPPIP, etc.) regarding the additional UGK allocation.	Rendah Low

Tabel Profil Risiko Korporat
Table of Corporate Risk Profile

No.	Risiko Risk	Penyebab Risiko Causes of Risk	Dampak Risiko Risk Impact	Risiko Inheren Inherent Risk	Mitigasi Mitigation	Risiko Residual Residual Risk
5.	Proses penerapan TKDN (Tingkat Kandungan Dalam Negeri) menyimpang dari pedoman dan peraturan yang berlaku Deviation in the Implementation of Domestic Content Level (TKDN) Guidelines and Regulations	• Belum optimalnya sistem TKDN di Perusahaan • Kurangnya kompetensi SDM tentang pemahaman penerapan kebijakan P3DN • Produk barang dan jasa belum bisa memenuhi faktor TKDN • Kualitas dan pemahaman penyedia jasa dalam pemenuhan TKDN • Belum mencantumkan persyaratan penggunaan TKDN dalam setiap kontrak yang dilaksanakan dengan mengoptimalkan belanja produk dalam negeri • Suboptimal TKDN system within the company. • Lack of human resources competency regarding the understanding of P3DN policy implementation. • Goods and services products not meeting TKDN requirements. • Quality and understanding of service providers in fulfilling TKDN. • Failure to include TKDN usage requirements in every contract, with an emphasis on maximizing domestic product procurement.	• Tidak terpenuhinya peraturan tentang TKDN • Berpotensi munculnya teguran dari pemerintah • Penurunan nilai GCG • Penurunan reputasi perusahaan • Non-compliance with TKDN regulations. • Potential warnings from the government. • Decrease in Good Corporate Governance (GCG) value. • Deteriorating company reputation.	Rendah ke Moderat Low to Moderate	• Penyusunan kebijakan sistem pengendalian TKDN di Perusahaan. Penyusunan form pengadaan barang dan jasa untuk mengetahui komposisi penggunaan produk dalam negeri • Peningkatan kompetensi SDM tentang pemahaman penerapan kebijakan P3DN • Menginventarisasi dalam e-katalog untuk kebutuhan produk barang dan jasa yang memenuhi faktor TKDN • Memastikan persyaratan pengadaan barang dan jasa telah menggunakan produk dalam negeri • Melakukan pengadaan barang dan jasa melalui portal PADI • Preparation of TKDN control system policies in the Company. Preparation of procurement forms for goods and services to determine the composition of domestic product use. • Improving HR competency regarding understanding the implementation of P3DN policies • Inventory in the e-catalog for the needs of product goods and services that meet TKDN factors • Ensure that procurement requirements for goods and services use domestic products. • Procure goods and services through the PADI portal	Rendah Low

Tabel Profil Risiko Korporat
Table of Corporate Risk Profile

No.	Risiko Risk	Penyebab Risiko Causes of Risk	Dampak Risiko Risk Impact	Risiko Inheren Inherent Risk	Mitigasi Mitigation	Risiko Residual Residual Risk
6.	Ketidaktercapaian target pendapatan usaha lain terutama pada lini bisnis prospektif Failure to Achieve Revenue Targets from Other Businesses, Particularly in Prospective Business Lines	• Perubahan *action plan* pada ruas Kontrak Manajemen JMTM • Penurunan penjualan lini bisnis properti (spring residence dan ambawani) • Penurunan penjualan kavling pandu raya dan kayu manis • Belum terealisasinya pendapatan atas *naming rights* • Belum maksimalnya sewa lahan/bangunan dari travoy *hub* • Tidak tercapainya target pendapatan dari profit sharing BBM di ruas Ruas 88A, 88B, 379A, 389B, 519A, 519B • Belum terealisasinya atas kontrak pengoperasian ruas baru JMTO • Perubahan action plan pada ruas Kontrak Manajemen JMTM • Penurunan penjualan lini bisnis properti (spring residence dan ambawani) • Penurunan penjualan kavling pandu raya dan kayu manis • Belum terealisasinya pendapatan atas naming rights • Belum maksimalnya sewa lahan/bangunan dari travoy hub • Tidak tercapainya target pendapatan dari profit sharing BBM di ruas Ruas 88A, 88B, 379A, 389B, 519A, 519B • Belum terealisasinya atas kontrak pengoperasian ruas baru JMTO	• Pertumbuhan usaha yang lambat dan rendahnya pendapatan • Potensi pendapatan usaha lain dibawah target • Ketergantungan yang tinggi terhadap *vendor* (kekuatan bernegosiasi rendah) • Kehilangan potensial pendapatan usaha lain, implikasi atas kompetensi SDM dan perubahan kebijakan • Slow business growth and low revenue. • Potential revenue from other businesses falling below target. • High dependency on vendors (low negotiation power). • Loss of potential revenue from other businesses, impacted by human resources competencies and policy changes.	Rendah Low	• Melakukan *asset recycling* (Kayu Manis, Griya Anggraini, Pandu Raya, Kaumsari, Deltamas, Iswara dan Griya Anggraini) • Melaksanakan multi-channel marketing dalam rangka penjualan properti 15 unit rumah Spring Residence dan • 15 unit rumah Ambawani Residence dan penyelesaian konstruksi sesuai dengan pesanan • Melaksanakan pengembangan tahap 2 Travoy Hub dan pemenuhan okupansi area sewa *tenant* fase 1 Travoy Hub • Melaksanakan kerjasama *Branding Rest Area* • Melakukan pengalihan beban operasional SPM TIP dari JMRB ke BUJT sebagai tindaklanjut amandemen PPJT • Meningkatkan penjualan BBM serta menjajaki potensi kerja sama dengan mitra Non Pertamina dan menyelesaikan perizinan BBM subsidi • Mengoptimalkan *occupancy rate* pada *tenant* di TIP • Menjadi mitra Pemerintah dalam mengelola rumija tol terkait iklan dan utilitas • Melakukan penjajakan potensi kerja sama jasa kebersihan di gerbang tol dan kantor gerbang • Implement asset recycling (Kayu Manis, Griya Anggraini, Pandu Raya, Kaumsari, Deltamas, Iswara, and Griya Anggraini). • Execute multi-channel marketing for the sale of 15 Spring Residence units and 15 Ambawani Residence units, ensuring construction completion as per orders. • Implement phase 2 development of Travoy Hub and meet tenant occupancy targets for phase 1 leasing area. • Execute collaboration for Rest Area branding. • Transfer the operational burden of SPM TIP from JMRB to BUJT following the PPJT amendment. • Increase fuel sales, explore potential cooperation with non-Pertamina partners, and resolve subsidized fuel licensing. • Optimize tenant occupancy rates at TIP. • Partner with the government to manage toll road advertisements and utilities. • Explore potential cooperation in providing cleaning services at toll gates and office gates.	Rendah Low
7.	Keterlambatan Pembangunan *Rest Area* TIP Pengembangan Taman Mini Tahap II Delay in the Development of TIP Rest Area, Taman Mini Phase II Development	• Dana yang dialokasikan untuk proyek tidak mencukupi atau terjadi perubahan dalam alokasi anggaran • Perubahan dalam desain proyek atau masalah lingkungan seperti izin pembangunan • Perubahan dalam peraturan atau hukum • Mundurnya progres pembangunan • Insufficient funds allocated for the project or changes in budget allocation. • Changes in project design or environmental issues, such as construction permits. • Changes in regulations or laws. • Delays in construction progress.	• *Cost overrun* proyek • Kehilangan potensi pendapatan • Ketidaknyamanan bagi pengguna jalan tol • Peningkatan biaya pemeliharaan • Cost overrun project • Loss of potential revenue. • Inconvenience for toll road users. • Increased maintenance costs.	Rendah ke Moderat Low to Moderate	• Evaluasi ulang secara berkala rencana proyek untuk mencocokkan anggaran yang ada • Memperkuat sistem pemantauan dan pemeliharaan untuk memastikan bahwa proyek selalu mematuhi izin pembangunan dan persyaratan lingkungan yang berlaku • Memastikan kontrak atau perjanjian dengan pihak ketiga sangat jelas dan mencakup semua aspek proyek, termasuk ruang lingkup, anggaran, dan jadwal • Sistem pemantauan yang kuat untuk mengikuti perkembangan dalam regulasi dan hukum yang relevan • Melaksanakan pengadaan sesuai *timeline* rencana • Periodically reassess the project plan to align with the available budget. • Strengthen monitoring and maintenance systems to ensure the project complies with applicable construction permits and environmental requirements. • Ensure contracts or agreements with third parties are clear and cover all project aspects, including scope, budget, and schedule. • Implement a strong monitoring system to stay updated on relevant regulations and laws. • Ensure procurement follows the project timeline.	Rendah Low

Tabel Profil Risiko Korporat
Table of Corporate Risk Profile

No.	Risiko Risk	Penyebab Risiko Causes of Risk	Dampak Risiko Risk Impact	Risiko Inheren Inherent Risk	Mitigasi Mitigation	Risiko Residual Residual Risk
8.	Salah satu program perbaikan manajemen risiko tidak terlaksana One of the Risk Management Improvement Programs is Not Implemented	• Kurangnya sumber daya seperti personil yang dapat menghambat kemampuan untuk melaksanakan program manajemen risiko dengan sukses • Perubahan dalam prioritas bisnis atau strategi perusahaan • Perubahan dalam lingkungan eksternal, seperti perubahan peraturan • Lack of resources, such as personnel, which may hinder the ability to successfully implement the risk management program. • Changes in business priorities or company strategies. • Changes in the external environment, such as regulatory changes.	• Kegagalan dalam merespons atau mengatasi risiko dapat mempengaruhi citra perusahaan • Perusahaan tidak siap dalam menghadapi ancaman yang datang • Mengakibatkan kerugian finansial, seperti kerugian investasi, biaya hukum, atau biaya pemulihan pasca-kejadian tak terduga • Failure to respond to or manage risks can affect the company's image. • The company may be unprepared to face emerging threats. • Can result in financial losses, such as investment losses, legal costs, or recovery costs after unexpected events.	Moderat ke Tinggi Moderate to High	• Meningkatkan kompetensi sumber daya dengan melakukan pelatihan dan sertifikasi • Melakukan penyusunan *Contingency Plan* • Melakukan Kaji Ulang Peraturan Menteri BUMN Per-2/MBU/03/2023 • Enhance resource competence through training and certification. • Develop a Contingency Plan. • Review the Minister of SOE Regulation Per-2/MBU/03/2023.	Rendah Low
9.	Penyelesaian *roadmap* ITS tidak selaras dengan RJPP dan MPTI Completion of the ITS Roadmap Does Not Align with the RJPP and MPTI	• *Requirement* aplikasi yang kurang jelas • Kurangnya resource tim pengembang • Adanya perubahan kebijakan • Layanan yang mendukung ITS tidak bisa diakses • Unclear application requirements. • Lack of development team resources. • Changes in policies. • Services supporting the ITS are inaccessible.	• ITS yang sudah dikembangkan tidak memberikan manfaat bagi perusahaan • Perusahaan tidak mendapatkan data yang bisa digunakan untuk pengambilan keputusan dan perencanaan untuk lalu lintas dan penggolongan kendaraan pada jalan tol. • Ketidakakuratan informasi yang diberikan kepada pelanggan • *Underutilization* atas ITS yang canggih menjadi beban usaha yang tidak dapat terelakan • Citra perusahaan menurun • The developed ITS does not provide benefits to the company. • The company does not obtain usable data for decision-making and planning for traffic and vehicle classification on toll roads. • Inaccurate information provided to customers. • Underutilization of advanced ITS, leading to unavoidable operational burdens. • Decline in the company's image.	Rendah Low	• Melakukan koordinasi dengan unit-unit terkait untuk memastikan requirement aplikasi serta memastikan aplikasi sesuai dengan MPTI • Melakukan analisis kajian kompleksitas pengembangan aplikasi untuk menentukan jumlah tim pengembang *(inhouse/outsource)* • Melakukan koordinasi secara aktif dengan pihak Kementerian dan stakeholder lainnya • Melakukan pengujian aplikasi untuk memastikan layanan yang mendukung ITS dapat diakses serta rutin melakukan *Preventive Maintenance* • . Coordinate with relevant units to ensure application requirements and ensure the application aligns with the MPTI. • Analyze the complexity of application development to determine the number of developers (in-house/outsource). • Actively coordinate with the Ministry and other stakeholders. • Conduct application testing to ensure ITS-supporting services are accessible and regularly perform Preventive Maintenance.	Rendah Low

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No.	Risiko Risk	Penyebab Risiko Causes of Risk	Dampak Risiko Risk Impact	Risiko Inheren Inherent Risk	Mitigasi Mitigation	Risiko Residual Residual Risk
10.	Pengembangan dan Pemanfaatan *Integrated Maintenance System* tidak berjalan sesuai dengan MPTI Development and Utilization of the Integrated Maintenance System Not Aligned with MPTI	• Ketidaksepahaman kebutuhan IMS antara *stakeholder* • *Requirement* aplikasi JIMMS yang berubah • Kurangnya *resource* tim pengembang • Adanya perubahan kebijakan • Tidak dilakukan *enforcement* oleh JMTM terhadap penggunaan IMS yang dikembangkan. • Adanya keterbatasan surrounding system untuk diintegrasikan dengan IMS • *Requirement Early Warning System* (EWS) yang berubah • isunderstanding of IMS needs among stakeholders. • Changes in JIMMS application requirements. • Lack of developer team resources. • Changes in policies. • No enforcement by JMTM on the use of the developed IMS. • Limitations in surrounding systems for integration with IMS. • Unclear Early Warning System (EWS) requirements.	• Pengembangan IMS terlambat. • IMS yang sudah dikembangkan tidak memberikan manfaat bagi perusahaan. • Perusahaan tidak mendapatkan data yang bisa digunakan untuk pengambilan keputusan dan perencanaan untuk pemeliharaan jalan tol. • Adanya risiko keselamatan pengguna jalan • Citra perusahaan menurun • Peningkatan biaya untuk pengembangan IMS • Proses perbaikan kerusakan jalan tidak terukur • Delay in IMS development. • The developed IMS does not provide benefits to the company. • The company does not obtain usable data for decision-making and planning for toll road maintenance. • Risks to user safety on the road. • Decline in the company's image. • Increased costs for IMS development. • Unmeasured road repair processes.	Rendah Low	• Melakukan koordinasi dengan stakeholder terkait kebutuhan IMS • Melakukan koordinasi dengan unit-unit terkait untuk memastikan requirement aplikasi serta memastikan aplikasi sesuai dengan MPTI • Melakukan analisis kajian kompleksitas pengembangan aplikasi untuk menentukan jumlah tim pengembang (*inhouse/outsource)* • Melakukan koordinasi secara aktif dengan pihak Kementerian dan stakeholder lainnya • Menjadikan penggunaan IMS sebagai KPI • Mengembangkan sistem yang mudah diintegrasikan dengan sistem lainnya • Melakukan koordinasi dengan unit-unit terkait untuk memastikan requirement aplikasi serta memastikan aplikasi sesuai dengan MPTI • Coordinate with relevant stakeholders on IMS requirements. • Coordinate with relevant units to ensure application requirements and ensure alignment with MPTI. • Analyze the complexity of application development to determine the number of developers (in-house/outsource). • Actively coordinate with the Ministry and other stakeholders. • Make IMS usage a KPI. • Develop a system that can be easily integrated with other systems. • Coordinate with relevant units to ensure application requirements and ensure alignment with MPTI.	Rendah Low

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No.	Risiko Risk	Penyebab Risiko Causes of Risk	Dampak Risiko Risk Impact	Risiko Inheren Inherent Risk	Mitigasi Mitigation	Risiko Residual Residual Risk
11.	Disrupsi teknologi nirsentuh pengoperasian jalan tol Technological Disruption in Toll Road Operations (Non-Touch Technology)	• Implementasi teknologi MLFF • Ketidaksiapan teknologi, SDM dan perangkat pendukung. • Ketidaksiapan kebijakan pendukung • Pengalihan hak pengumpulan tol dari BUJT ke Pemerintah melalui Badan Usaha Pelaksana (BUP) • Implementation of MLFF technology. • Lack of readiness in technology, human resources, and supporting devices. • Lack of supporting policies. • Transfer of toll collection rights from BUJT to the Government through the Implementing Business Entity (BUP).	• Peningkatan beban *operational maintenance* akibat pemeliharaan alat *existing* ditambah *fee management* Cantas • Penambahan nilai beban keuangan atas pembongkaran aset terdampak implementasi MLFF • Potensi penurunan penerimaan pendapatan tol dikarenakan peningkatan pending settlement • Penurunan pendapatan pengoperasian tol atas konsekuensi terbitnya PP Nomor 23 Tahun 2024 • Penurunan pendapatan tol dikarenakan ketidaksiapan ETLE di Indonesia • Increased operational maintenance costs due to the maintenance of existing equipment, in addition to management fees for Cantas. • Additional financial burdens from dismantling assets affected by MLFF implementation. • Potential decline in toll revenue due to delayed settlement processing. • Decreased toll revenue as a result of the issuance of Government Regulation No. 23 of 2024. • Decline in toll revenue due to ETLE (Electronic Traffic Law Enforcement) unpreparedness in Indonesia.	Tinggi High	• Melakukan rapat dan diskusi dengan BPJT terkait potensi penyerapan sumber daya oleh BUP MLFF (*manual validator,* registrasi dan *customer care)* dan mempersiapkan alternatif MLFF dengan Flo untuk memenuhi Permen PUPR Nomor 18 Tahun 2020 Tentang Transaksi Tol Nontunai Nirsentuh di Jalan Tol • Kompensasi atas pembongkaran dan relokasi aset yang akan diusulkan dalam Perjanjian Pendahuluan Kerangka Kerja MLFF antara BPJT, BUJT, dan BUP • Kompensasi tunai atas kegagalan penyerahan penerimaan pendapatan tol yang akan diusulkan dalam Perjanjian Pendahuluan Kerangka Kerja MLFF antara BPJT, BUJT dan BUP • Conduct meetings and discussions with BPJT regarding the potential resource absorption by BUP MLFF (manual validators, registration, and customer care), and prepare MLFF alternatives with Flo to comply with Ministry of Public Works and Housing Regulation No. 18 of 2020 concerning Non-Toll Cashless Transactions on Toll Roads. • Propose compensation for asset dismantling and relocation in the Preliminary Framework Agreement for MLFF between BPJT, BUJT, and BUP. • Propose cash compensation for failure in toll revenue transfer in the Preliminary Framework Agreement for MLFF between BPJT, BUJT, and BUP.	Rendah Low
12.	Kebocoran atau kehilangan data perusahaan Data Breach or Loss of Company Data	• Kelemahan Sistem Keamanan *Cyber IT* di Perusahaan • Kurangnya kesadaran karyawan atas keamanan informasi di Perusahaan • Proses bisnis (lingkup keamanan) saat ini masih berfokus pada induk Perusahaan • Weaknesses in the company's IT cybersecurity system. • Lack of employee awareness regarding information security in the company. • Business processes (security scope) currently still focus on the parent company.	• Adanya potensi sanksi/kerugian finansial akibat melanggar UU No. 27 Tahun 2022 • Penyalahgunaan atas Data Karyawan (NIK, NPWP, Nomor Rekening) dan data vendor yang telah tersebar • Tuntutan hukum dari karyawan, pihak ketiga dan pemerintah • Potential sanctions/ financial losses due to violations of Law No. 27 of 2022. • Misuse of employee data (NIK, NPWP, bank account numbers) and vendor data that has been exposed. • Legal claims from employees, third parties, and the government.	Rendah Low	• Meningkatkan *IT Security, memonitor* dan melakukan *assessment IT* security secara periodic, melakukan back up data secara berkala • Melakukan sosialisasi kebijakan keamanan informasi dan melakukan pelatihan rutin tentang keamanan informasi bagi semua karyawan • Melakukan evaluasi menyeluruh terhadap proses bisnis yang ada, dengan fokus pada aspek keamanan informasi dan merancang tim *Computer Incident Security Response Team* untuk melakukan tindak lanjut penanganan insiden siber di perusahaan • Enhance IT security, monitor, and conduct periodic IT security assessments, perform regular data backups. • Socialize information security policies and provide regular training on information security for all employees. • Conduct a thorough evaluation of existing business processes, focusing on information security aspects, and establish a Computer Incident Security Response Team to follow up on cybersecurity incidents	Rendah Low

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No.	Risiko Risk	Penyebab Risiko Causes of Risk	Dampak Risiko Risk Impact	Risiko Inheren Inherent Risk	Mitigasi Mitigation	Risiko Residual Residual Risk
13.	Kecukupan pendanaan tidak tercapai Funding Sufficiency Not Achieved	• Produk yang ditawarkan tidak menarik investor • Keterbatasan aturan OJK dan standar akuntansi Indonesia dalam melakukan derivatif keuangan • Masih oligopsoni dari pemilik dana yang bisa melakukan Investasi serta tingginya tingkat suku bunga dikarenakan tingkat bunga acuan *(BI Rate)* • The products offered are not attractive to investors. • Limitations in OJK regulations and Indonesian accounting standards in conducting financial derivatives. • There is still oligopsony from fund owners who can invest, coupled with high interest rates due to the benchmark interest rate (BI Rate).	• DER & ICR tidak dapat berubah • Target pendapatan divestasi tidak terpenuhi • Penurunan likuiditas • Komposisi liabilitas jangka pendek lebih besar dari jangka panjang, sementara investasi jalan tol jangka panjang • DER & ICR cannot be changed. • The divestment revenue target is not met. • Decreased liquidity. • The composition of short-term liabilities is greater than long-term liabilities, while toll road investments are long-term.	Rendah Low	• Mempelajari kebutuhan investor dan melakukan upaya persuasif (iklan, keterbukaan Informasi) bagi calon investor agar mau berinvestasi pada aset perusahaan • Melakukan pertimbangan instrumen keuangan lain yang memungkinkan diversifikasi portofolio, seperti asuransi, investasi non-derivatif, atau strategi manajemen risiko lainnya yang sesuai dengan peraturan yang ada • Mencari alternatif pendanaan melalui sumber yang tidak tergantung pada suku bunga acuan yang ditetapkan oleh bank sentral • Study investor needs and make persuasive efforts (advertising, transparency of information) to attract potential investors to invest in company assets. • Consider other financial instruments that allow portfolio diversification, such as insurance, non-derivative investments, or other risk management strategies that comply with existing regulations. • Seek alternative funding sources that do not depend on the benchmark interest rate set by the central bank.	Rendah Low
14.	Tidak terpenuhinya target pelaksanaan *Equity Financing PT* JTT berupa aspek *value, market, waiver &* legalitas Failure to Meet the Equity Financing Implementation Target of PT JTT in Terms of Value, Market, Waiver, & Legality	• Kurangnya persyaratan aspek Legalitas • Mitra tidak setuju saham JM dilepas ke JTT • Perhitungan beban pajak terlalu besar • Keterlambatan penerimaan proceed • Lack of legal requirements. • Partners do not agree to release JM shares to JTT. • The tax burden calculation is too high. • Delay in receiving proceeds.	• Tidak diperoleh sumber pendanaan murah dari pembiayaan modal • Penurunan likuiditas perusahaan • Tidak terpenuhinya *financial covenant* perusahaan • No access to low-cost funding from equity financing. • Decreased company liquidity. • Failure to meet the company's financial covenants.	Tinggi High	• Menggunakan bantuan Konsultan Hukum, Keuangan dan Pajak dalam membantu proses pemenuhan Aspek legalitas • Melakukan pendekatan persuasif kepada pemegang saham minoritas yang ada di AP dan Induk • Evaluasi kembali proyeksi keuangan perusahaan dengan mempertimbangkan kondisi aktual dan asumsi yang realistis • Perpanjangan tenor kredit perbankan • Use the assistance of legal, financial, and tax consultants to help fulfill legal requirements. • Take a persuasive approach to minority shareholders in AP and the parent company. • Reevaluate the company's financial projections by considering actual conditions and realistic assumptions. • Extend the banking loan tenor.	Rendah Low
15.	Kandidat milenial tidak memenuhi persyaratan *nominated talent* Millennial Candidates Do Not Meet the Nominated Talent Requirements	• Kapabilitas karyawan millenial dinilai belum mencukupi target nilai kompetensi yang dibutuhkan • Kapabilitas talent milenial belum dapat memenuhi karakteristik dan formasi pekerjaan yang dibutuhkan • The capabilities of millennial employees are considered insufficient to meet the competency targets required. • The capabilities of millennial talent do not yet align with the characteristics and job formations needed.	• Pemenuhan ketentuan kepatuhan • Peringatan tertulis dari Regulator (Contoh:KBUMN) sebagai pemegang saham mayoritas • Keterbatasan dalam mencari kandidat milenial untuk menduduki posisi *top* manajemen • Pemenuhan ketentuan kepatuhan • Peringatan tertulis dari Regulator (Contoh:KBUMN) sebagai pemegang saham mayoritas • Keterbatasan dalam mencari kandidat milenial untuk menduduki posisi top manajemen	Rendah ke Moderat Low to Moderate	• Melakukan asesmen karyawan millenial yang potensial masuk dalam *top talent* • Melakukan Pengembangan *leader*, pelatihan peningkatan *talent* dan kapabilitas kepada karyawan millenial potensial untuk tercapainya persentase millenial dalam *top talent* • Conduct assessments of potential millennial employees who could be part of the top talent pool. • Develop leadership programs, training to enhance talent, and capabilities for potential millennial employees to achieve the desired percentage of millennials in top talent.	Rendah Low

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16.	Kandidat perempuan tidak memenuhi persyaratan *nominated talent* Female Candidates Not Meeting Nominated Talent Criteria	• Jumlah karyawan perempuan yang masuk sebagai nominated talent di perusahaan lebih sedikit dibandingkan dengan jumlah karyawan laki-laki • Karakter pekerjaan tidak sesuai dengan karakter talent perempuan yang tersedia • Prioritas terhadap rekrutmen karyawan perempuan belum maksimal • The number of female employees among the nominated talents is lower compared to male employees. • The nature of the work does not align with the characteristics of available female talents. • Recruitment priority for female employees has not been maximized.	• Pemenuhan ketentuan kepatuhan • Peringatantertulis dari Regulator (Contoh:KBUMN) sebagai pemegang saham mayoritas • Keterbatasan dalam mencari kandidat perempuan untuk menduduki posisi top manajemen • Berpengaruh terhadap reputasi Perusahaan • Perubahan Skala Dampak dan Probabilitas • Compliance requirements fulfillment • Written warning from the Regulator (Example: SOEs) as the majority shareholder • Limitations in finding female candidates to occupy top management positions • Affects the Company's reputation • Changes in Impact Scale and Probability	Rendah ke Moderat Low to Moderate	• Melakukan rekrutmen karyawan dengan memberikan komposisi talenta perempuan sesuai yang direncanakan • Menyiapkan *talent* perempuan yang siap ditempatkan di manapun dengan karakteristik pekerjaan apapun • Mempromosikan/publikasi bahwa pekerjaan di Jasa Marga Grup dapat dilakukan oleh wanita • Recruit employees with a gender-balanced talent composition as planned. • Prepare female talents to be adaptable and ready for any job roles. • Promote/publicize that jobs at Jasa Marga Group are accessible to women.	Rendah Low
17.	Personil organ pengelola risiko belum memiliki kompetensi sesuai dengan persyaratan Personnel in Risk Management Unit Lacking Competency	• Penempatan karyawan belum sesuai dengan kompetensi yang dibutuhkan oleh unit kerja • *Awareness* personil yang masih kurang terhadap manajemen risiko • Personal organ pengelola berasal dari mitra • Employee placement not aligned with the required competencies for the work unit. • Lack of awareness among personnel regarding risk management. • The personal organ of management comes from partners	• Penempatan karyawan belum sesuai dengan kompetensi yang dibutuhkan oleh unit kerja • Pengelolaan risiko belum dilakukan oleh karyawan yang mumpuni • Mendapat teguran dari KBUMN karena tidak memenuhi kualifikasi • Pemenuhan ketentuan peraturan • Employee placement not in line with the competencies required by the work unit. • Risk management is not handled by qualified employees. • Received reprimands from Ministry of SOEs for not meeting qualifications. • Compliance with regulatory requirements	Moderat Moderate	• Melakukan pendataan karyawan organ pengelola risiko yang belum memiliki sertifikasi keahlian manajemen risiko untuk mengikuti pelatihan dan sertifikasi manajemen risiko sesuai dengan jabatannya • Mengajukan remedial terhadap karyawan yang tidak lulus dalam sertifikasi keahlian manajemen risiko • Conduct a data collection of employees in the risk management unit who lack risk management certification and require them to undergo relevant training and certification according to their positions. • Submit remedial actions for employees who fail the risk management certification exam.	Rendah Low

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18.	Program penyehatan dana pensiun manfaat pasti tidak terlaksana The pension fund program for defined benefits is not implemented.	• Peningkatan biaya pensiun dan pembiayaan yang kurang mencukupi • Rendahnya imbal hasil investasi • Kurangnya nilai Rasio Kecukupan Dana (RKD) • Increased pension costs and insufficient financing. • Low investment returns. • Insufficient Fund Adequacy Ratio (FAR).	• Potensi adanya kerugian • Pengeluaran untuk investasi tidak terkontrol • Salah memperhitungkan profit yang dihasilkan • Potential losses. • Uncontrolled investment expenditures. • Incorrect profit calculation.	Moderat ke Tinggi Moderate to High	• Penataan organisasi, tata Kelola dan kapabilitas personil dana pensiun Perusahaan • Diversifikasi portofolio investasi dana pensiun agar mencakup berbagai jenis aset, termasuk saham, obligasi, *real estate,* dan instrumen keuangan lainnya • Pemenuhan sebagian defisit pemberi kerja sebagai dampak penurunan tingkat bunga aktuaria • Organizational restructuring, governance, and personnel capabilities of the company's pension fund. • Diversifying the pension fund investment portfolio to include various asset types, such as stocks, bonds, real estate, and other financial instruments. • Addressing part of the employer's deficit due to the decline in actuarial interest rates.	Rendah Low
19.	Belum terpenuhinya salah satu komponen asesmen ESG yang diwujudkan dalam bentuk *roadmap* ESG The unmet fulfillment of one of the ESG assessment components, represented in the form of an ESG roadmap.	• Belum adanya tugas pokok dan fungsi dalam melakukan koordinasi terhadap pemenuhan faktor ESG • Belum dilakukan pemetaan dan prioritisasi yang relevan terhadap pemenuhan faktor ESG • The absence of roles and responsibilities in coordinating the fulfillment of ESG factors. • The lack of relevant mapping and prioritization of the fulfillment of ESG factors.	• Nilai target kualitas penerapan faktor ESG tidak tercapai • Adanya notisi dari instansi Pemerintah • The target quality of ESG factor implementation is not achieved. • A notice from government agencies.	Moderat ke Tinggi Moderate to High	• Melakukan penyusunan tugas pokok dan fungsi dalam mekalukan koordinasi terhadap pemenuhan faktor ESG • Melakukan pemetaan dan prioritisasi yang relevan terhadap pemenuhan faktor ESG • Develop roles and responsibilities for coordinating the fulfillment of ESG factors. • Conduct relevant mapping and prioritization of the fulfillment of ESG factors.	Rendah Low
20.	Adanya perkara hukum terkait penyuapan The existence of legal cases related to bribery.	• Tidak memahami atau tidak menghormati batasan etika dan hukum atas pemberian atau penerimaan hadiah • Gaya hidup yang mahal atau tekanan finansial • Failure to understand or respect the ethical and legal boundaries regarding the giving or receiving of gifts. • An expensive lifestyle or financial pressure.	• Reputasi yang buruk bagi Perusahaan • Proses hukum, denda, atau sanksi yang diberlakukan yang dapat mengakibatkan kerugian keuangan yang signifikan bagi perusahaan • Tuntutan hukum yang dapat berdampak pada aset, reputasi, dan keberlanjutan operasional • A poor reputation for the company. • Legal processes, fines, or sanctions imposed that could result in significant financial losses for the company. • Legal claims that could impact assets, reputation, and operational sustainability.	Moderat ke Tinggi Moderate to High	• Implementasi pelaksanaan Sistem Manajemen Anti Penyuapan (SMAP) • Pameran dan Sosialisasi kepada karyawan mengenai Sistem Manajemen Anti Penyuapan (SMAP) • Implementation of the Anti-Bribery Management System (ABMS). • Exhibition and socialization to employees regarding the Anti-Bribery Management System (ABMS).	Rendah Low

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21.	Potensi peningkatan biaya investasi Potential increase in investment costs	• Terdapat perubahan desain dan lingkup proyek • Kompleksitasnya proses persetujuan Penlok • Keterlambatan penyelesaian pembebasan lahan karena tanah karakteristik khusus • Kenaikan inflasi dan kenaikan pajak tahun 2025, serta penambahan durasi kontrak konsultan supervisi. • Permintaan tambahan dari Pemerintah atau Instansi terkait • There are changes in the design and scope of the project. • The complexity of the location approval process. • Delays in land acquisition due to the special characteristics of the land. • The increase in inflation and taxes in 2025, as well as the extension of the supervision consultant contract. • Additional requests from the government or related institutions.	• Reputasi yang buruk bagi Perusahaan • Penambahan biaya dan waktu konstruksi • Rumitnya pembebasan tanah sultan ground yang tidak bisa dibayar dengan skema pembayaran langsung karena pihak keraton tidak ingin melepaskan tanah tersebut, sehingga PT. JMJ harus mengeluarkan biaya sewa selama masa konsesi 40 tahun melalui biaya investasi • Adanya potensi penambahan biaya penyusunan DED dan konstruksi • akan terjadi penyesuaian terhadap nilai kontrak • A poor reputation for the company. • Additional construction costs and time. • The complexity of land acquisition for sultan ground, which cannot be paid through direct payment schemes as the palace refuses to release the land, requiring PT. JMJ to incur rental costs over the 40-year concession period through investment costs. • The potential for increased costs in the preparation of DED and construction. • Adjustments will be made to the contract value.	Tinggi High	• Melakukan *monitoring* gambar dan biaya konstruksi menggunakan bantuan aplikasi perangkat lunak *Building Information Modelling* • Melakukan *monitoring* secara periodik dengan perangkat pembebasan lahan • *Monitoring* pembebasan lahan oleh PK • Melakukan *monitoring* gambar dan biaya konstruksi menggunakan bantuan aplikasi perangkat lunak *Building Information Modelling* • Memaksimalkan penyusunan DED sesuai dengan kebutuhan. • Monitor drawings and construction costs using Building Information Modeling software applications. • Conduct periodic monitoring with land acquisition tools. • Monitor land acquisition by the PK. • Monitor drawings and construction costs using Building Information Modeling software applications. • Maximize the preparation of DED according to requirements.	Tinggi High

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.

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
5. Berdasarkan penilaian keempat indikator diatas, maka hasil skor penilaian terhadap Kualitas Penerapan Manajemen Risiko tahun 2024 adalah *Satisfactory*.

Hasil Perhitungan Peringkat Komposit Risiko

Perhitungan peringkat komposit risiko berdasarkan kombinasi dari variabel:

1. Pencapaian kinerja dengan hasil yang Sangat Baik; dan
2. Kualitas penerapan Manajemen Risiko dengan hasil *Satisfactory*.

Risk Management Evaluation

Risk management evaluation within the company includes the following:

1. The evaluation process involves comparing the analyzed risks with established criteria to determine which risks require action and prioritization for handling.
2. The decision-making criteria must be consistent with the external and internal context and risk management framework aligned with the company's objectives, risk management goals, stakeholder interests, and other factors.
3. Through risk evaluation, risks requiring action and their priorities are determined, or risks are identified as sufficiently low to only require monitoring.

Risk Management Monitoring in the Company covers:

1. Risk management implementation is managed by each Business Unit according to its specific business processes. The responsibility for risk management implementation within each Business Unit lies with the respective Business Unit and is well-documented and periodically monitored.
1. Monitoring the implementation of risk management within Business Units involves comparing theactual outcomes with previously established plans periodically and ensuring proper documentation.

Quality of Risk Management Implementation (KPMR)

The quality of risk management implementation is based on the following indicators:

1. Achievement of risk exposure values compared to the residual risk target.
2. Achievement of risk treatment output compared to the total target for risk treatment output.
3. Realization of risk treatment implementation costs compared to the budget.
4. Accuracy of risk assessment, including risk identification, risk quantification, risk treatment planning, and risk prioritization.
5. Based on the assessment of the four indicators above, the 2024 risk management implementation quality score is Satisfactory.

Composite Risk Rating Calculation Results

The composite risk rating is calculated based on the combination of the following variables:

1. Achievement of performance with results that are Excellent; and
2. Quality of Risk Management implementation with Satisfactory results.

Berdasarkan kedua hal tersebut, maka peringkat komposit risiko berada pada peringkat 1 dengan kondisi Perseroan berupa Risiko terkendali sangat baik dan kemungkinan tidak tercapainya target kinerja tergolong sangat rendah.

Berdasarkan kedua hal tersebut, maka peringkat komposit risiko berada pada peringkat 1 dengan kondisi Perusahaan berupa Risiko terkendali sangat baik dan kemungkinan tidak tercapainya target kinerja tergolong sangat rendah.

Tabel Matriks Peringkat Komposit Risiko
Table of Risk Composite Rating Matrix

Kinerja Performance	Kualitas Penerapan Manajemen Risiko Quality of Risk Management Implementation				
	Strong	*Satisfactory*	*Fair*	*Fair Marginal*	*Unsatisfactory*
Sangat Baik Very good	1	1	2	3	3
Baik Good	1	2	2	3	4
Cukup Enough	2	2	3	4	4
Kurang Not enough	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 2024 untuk periode pelaksanaan tahun 2023 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.MBU/12/2023 Tentang Petunjuk Teknis Penilaian Indeks Kematangan Risiko *(Risk Maturity Index)* di Lingkungan Badan Usaha Milik Negara. Tahun 2024 pengukuran dilakukan oleh Badan Pengawasan Keuangan dan Pembangunan (BPKP) 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.

Risk Management Maturity Level

Jasa Marga has conducted a Risk Maturity Index assessment for risk management in 2024, covering the 2023 implementation period, to ensure the effectiveness of Risk Management in line with 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 the Decree of the Deputy for Finance and Risk Management No. SK-8/DKU.MBU/12/2023 on Technical Guidelines for Risk Maturity Index Assessment in State-Owned Enterprises. In 2024, the measurement was carried out by the Financial and Development Supervisory Agency (BPKP) with measurement standards referring to the Decree of the Deputy for Finance and Risk Management No. SK-8/DKU.MBU/12/2023, which differs from the previous year in terms of methodology and measurement dimensions. This assessment aims to identify changes and developments in the risk management system implemented within the company. This measurement is crucial for providing direction for improvements to the ongoing risk management system at Jasa Marga, with the following objectives:

1. Obtain an overview of the condition of Risk Management implementation and identify aspects within the risk management framework planning;
2. Obtain data on the extent of the risk management implementation gap in the Company;
3. Obtain recommendations (strengths and opportunities for improvement) and simultaneously obtain directions and suggestions for improvement in future risk management implementation.

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

The maturity assessment consists of 2 (two) aspects of the Risk Maturity Index (RMI) evaluation, which are:

1. Dimensional Aspects, which include:
   a. Risk culture and capabilities
   b. Risk organization and governance
   c. Risk framework and compliance
   d. Risk processes and controls
   e. Risk models, data, and technology
2. Performance Aspects, which include:
   a. Health level
   b. Composite risk rating

Adapun metodologi yang digunakan dalam pengukuran maturitas manajemen risiko yaitu melalui:

1. *Review* Dokumen;
2. Wawancara atau klarifikasi;
3. Observasi

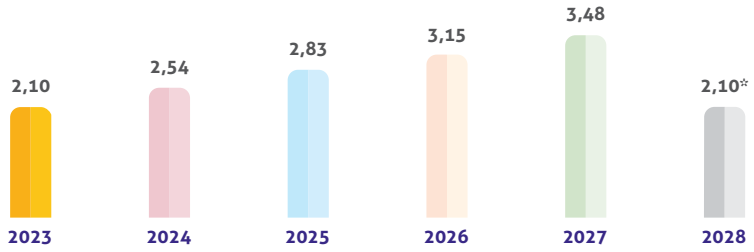
The methodology used in the risk management maturity assessment includes:

1. Document review;
2. Interviews or clarifications;
3. Observations.

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 2024 – 2028 sebagai berikut:

Based on the results of the RMI assessment, which refers to No. SK-8/DKU.MBU/12/2023 on Technical Guidelines for Risk Maturity Index Assessment in State-Owned Enterprises, PT Jasa Marga is in the Developing Phase. Through the RMI assessment, based on the Areas of Improvement identified during the evaluation process, the company has developed a Risk Management Improvement Roadmap for 2024-2028 as follows:

Grafik Peningkatan *Risk Maturity Index*
Graph of Risk Maturity Index Growth



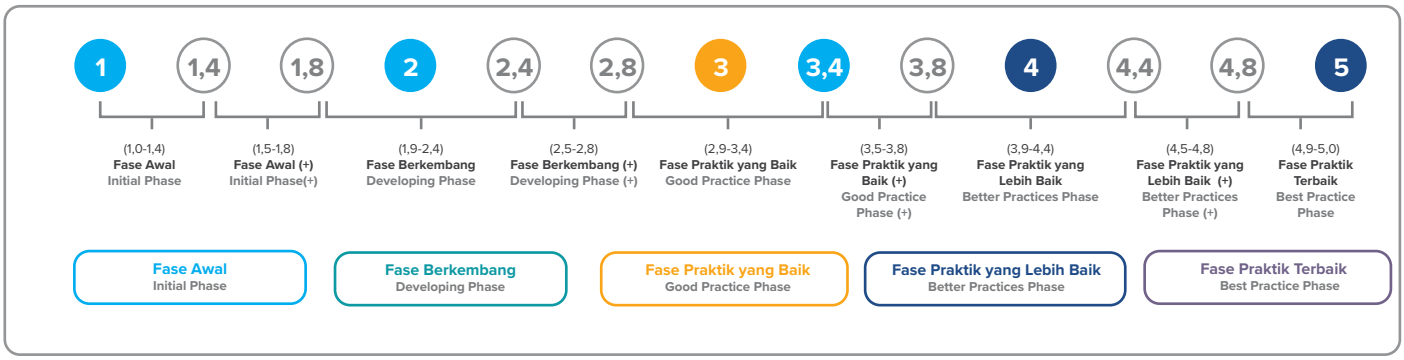
*Pengukuran RMI dilakukan mengacu pada SK-8/DKU.MBU/12/2023 Tentang Petunjuk Teknis Penilaian Indeks Kematangan Risiko (Index) di Lingkungan Badan Usaha Milik Negara
*RMI measurement is carried out with reference to SK-8/DKU.MBU/12/2023 concerning Technical Instructions for Risk Maturity Index (Index) Assessment in State-Owned Enterprises

Level yang digunakan untuk melakukan pengukuran terhadap tingkat maturitas manajemen risiko menggunakan 5 (lima) *level* yang menggambarkan kompetensi Perseroan dalam menerapkan manajemen risiko.

The levels used to measure the level of risk management maturity use 5 (five) levels which describe the Company's competency in implementing risk management.

Skala Spektrum Penilaian *Risk Maturity Index*

Risk Maturity Index Assessment Spectrum Scale



1 Fase Awal Initial Phase

- Menerapkan sejumlah Dimensi praktik MR
- Budaya & kesadaran Risiko pegawai masih rendah;
- Tata kelola dan struktur organisasi MR dalam tahap perencanaan:
- Kebijakan/pedoman/SOP/ ketentuan diperbaharui tidak secara berkala; dan
- Kerangka kerja, kepatuhan, proses, sistem dan alat yang terkait MR diterapkan tidak secara konsisten di seluruh organisasi.

- Applying a number of MR practice dimensions
- Employee risk culture & awareness is still low;
- MR governance and organizational structure in the planning stage:
- Policies/guidelines/SOPs/ provisions are not updated regularly; And
- MR-related frameworks, compliance, processes, systems and tools are applied inconsistently across the organization

Fase Awal (+) Initial Phase (+)

Praktik Manajemen Risiko melampaui fase awal dan sedang transisi menuju fase berkembang

Risk Management practices are beyond the start-up phase and are transitioning into a thriving phase

2 Fase Berkembang Developing Phase

- Secara rata-rata menerapkan seluruh Dimensi praktik MR untuk memenuhi persyaratan minimum Pegawai tertentu cukup sadar akan Risiko, budaya Risiko mulai diperkenalkan
- Terdapat struktur organisasi, kerangka kerja, kepatuhan, proses. sistem, & alat yang terkait MR, ada kesenjangan dalam praktiknya, level implementasi tiap Dimensi bervariasi
- Telah mengomunikasikan infrastruktur MR dan dipahami oleh seluruh insan Perusahaan
- Perusahaan telah menyelaraskan infrastruktur MR dan target kinerja

- On average, implementing all dimensions of MR practices to meet minimum requirements. Certain employees are sufficiently aware of risk, a risk culture is starting to be introduced
- There is an organizational structure, framework, compliance, processes. systems, & tools related to MR, there are gaps in practice, lovel the implementation of each Dimension varies
- Has communicated the MR infrastructure and is understood by all Company personnel
- The company has aligned MR infrastructure and performance targets

Fase Berkembang (+) Developing Phase (+)

Praktik Manajemen Risiko melampaui fase berkembang & sedang dalam transisi menuju fase praktik yang baik

Risk Management practices are beyond the developing phase & are in transition towards the good practice phase

3 Fase Praktik yang Baik Good Practice Phase

- Menerapkan seluruh Dimensi praktik MR, mendekati/ sejalan dgn praktik standar industrinya:
- Pegawai cukup sadar akan Risiko, budaya Risiko mulai diterapkan di dalam perusahaan:
- Struktur organisasi, kerangka kerja, kepatuhan, proses, sistem, dan alat terkait MR telah diterapkan, lovel implementasinya masih bervariasi;
- Menerapkan MR secara konsisten sesuai *framework* MR dan menerapkan prinsip MR terus-menerus: dan
- Penjabaran *(cascading)* target kinerja perusahaan telah dilakukan hingga tingkat individu.

- Implement all dimensions of MR practices, approaching/in line with industry standard practices:
- Employees are quite aware of risk, a risk culture is starting to be implemented within the company:
- Organizational structures, frameworks, compliance, processes, systems and MR related tools have been implemented, but implementation still varies;
- Implement MR consistently according to the MR framework and apply MR principles continuously: and
- The elaboration (cascading) of company performance targets has been carried out at the individual level.

Fase Praktik yang Baik (+) Good Practice Phase (+)

Praktik Manajemen Risiko melampaui fase praktik yang baik & sedang dalam transisi menuju fase praktik yang lebih balk

Risk Management practices are beyond the good practice phase & are in transition to a better practice phase

4 Fase Praktik yang Lebih Baik Better Practices Phase

- Menerapkan seluruh Dimensi praktik MR yang kuat, mendekati/ sejalan dgn praktik standar global industrinya;
- Semua pegawai sadar Risiko penerapan budaya Risiko memasuki tahap lebih luas & makin terintegrasi • Struktur organisasi, kerangka kerja, kepatuhan, proses, sistem, & alat terkait MR diimplementasikan cukup efektif;
- Menerapkan MR dengan perbaikan terus-menerus
- Penerapan MR didukung sistem informasi yang memadai dan dapat dipertanggungjawabkan
- Evaluasi pencapaian kinerja telah dilakukan secara berkala.

- Implement all dimensions of strong MR practices, close to/in line with global industry standard practices;
- All employees are aware of the risks of implementing culture Risks of entering a broader & increasingly integrated stage • Organizational structure, framework, compliance, processes, systems & tools related to MR are implemented quite effectively;
- Implement MR with continuous improvement
- The implementation of MR is supported by an adequate and accountable information system
- Evaluation of performance achievements has been carried out periodically.

Fase Praktik yang Lebih Baik (+) Better Practices Phase (+)

Praktik Manajemen Risiko melampaui fase yang lebih baik & sedang dalam transisi menuju fase praktik terbaik

Risk Management Practices go beyond the better phase & are in the transition to the best practice phase

5 Fase Praktik Terbaik Best Practice Phase

- Menerapkan praktik-praktik terbaik MR sesuai praktik standar global industrinya;
- Budaya Risiko sepenuhnya tertanam, telah dilaksanakan sepenuhnya didukung pengelolaan pengetahuan & pengembangan kapabilitas sumber daya MR;
- Struktur organisasi, kerangka kerja, kepatuhan, proses, sistem. & alat terkait MR diterapkan secara efektif & dilakukan perbaikan berkelanjutan;
- Proses MR menggunakan metode terdepan dgn sistem informasi MR yang terintegrasi dengan sistem Informasi lainnya. Perbaikan MR dilakukan berkelanjutan:
- MR monjadi dasar pongambilan keputusan dengan memperhitungkan peluang yang ada: dan
- Tren kinerja meningkat dari tahun ketahun.

- Implement MR best practices according to global industry standard practices;
- Risk Culture is fully embedded, has been fully implemented supported by knowledge management & development of MR resource capabilities;
- Organizational structure, framework, compliance, processes, systems. & MR related tools are implemented effectively & continuous improvements are made;
- The MR process uses advanced methods with an MR information system that is integrated with other information systems. MR improvements are carried out continuously:
- MR becomes the basis for decision making by taking into account existing opportunities: and
- The performance trend increases from year to year.

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-491/MBU/09/2023 untuk Penyusunan Rencana Kerja dan Anggaran Perusahaan Tahun 2024 sebagai pedoman penyusunan Rencana Kerja dan Anggaran Perusahaan (RKAP) BUMN Tahun 2024 yang mengatur penyusunan Rencana Darurat *(Contingency Plan)*, Sebagai BUMN dengan Kategori Sistemik A dan Konglomerasi, Perusahaan wajib menyusun *Contingency Plan.*

Contingency Plan

In accordance with the Minister of State-Owned Enterprises (BUMN) Regulation No. PER-2/MBU/03/2023 dated March 3, 2023, on Governance Guidelines and Significant Corporate Activities of State-Owned Enterprises, and referring to the Shareholder Aspirations (APS) No. S-491/MBU/09/2023 for the Preparation of the 2024 Work Plan and Budget, which serves as a guideline for the preparation of the 2024 State-Owned Enterprises Work Plan and Budget (RKAP), which regulates the preparation of the Contingency Plan. As a State-Owned Enterprise with Category A Systemic and Conglomerate status, the company is required to prepare a 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, 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.

The Jasa Marga Contingency Plan outlines how the company plans to address financial pressures in the event of a crisis. This plan describes the company's general overview, including its condition and profile, office network, subsidiaries, corporate structure of subsidiaries, business linkages, and stress condition impact scenario analysis. In determining stress scenarios, the company uses both external analyses, such as domestic or international market-wide shocks, and individual analyses (idiosyncratic) concerning the company's business conditions.

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.

The Contingency Plan also describes the indicators used in the action plan (recovery plan), triggers for emergency levels, recovery option assessments, feasibility evaluations of recovery options, determination of recovery options, and resolution options for handling or resolving situations where the company faces default or bankruptcy. It also includes an analysis of potential obstacles to implementing recovery options and resolution options.

Pernyataan atas Kecukupan Sistem Manajemen Risiko

Sistem manajemen risiko di PT Jasa Marga (Persero) Tbk didesain untuk mendukung Perseroan dalam 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 Tentang Kebijakan dan Pedoman Manajemen Risiko Terintegrasi di Lingkungan PT Jasa Marga (Persero) Tbk tanggal 12 November 2024.

PT Jasa Marga (Persero) Tbk telah melakukan pendekatan berdasarkan *best practice* dalam implementasi manajemen risiko yang komprehensif dan terintegrasi dengan berlandaskan pada:

1. Pengawasan melekat (*oversight*) dari Direksi terhadap implementasi manajemen risiko secara terintegrasi dan terhadap pengelolaan risiko-risiko di Perseroan.
2. Kecukupan dari kebijakan, pedoman dan prosedur manajemen risiko.
3. Kecukupan penentuan *risk appetite* dan *risk tolerance* (limit risiko).
4. Kecukupan pelaksanan proses pengelolaan risiko yang mencakup identifikasi, analisis, evaluasi, perencanaan mitigasi *(risk treatment)*, dan pemantauan risiko secara berkesinambungan.
5. Kecukupan sistem informasi manajemen risiko dalam mendukung pengelolaan risiko Perseroan.
6. Sistem pengendalian internal yang menyeluruh terhadap manajemen risiko dengan pelaksanaan audit intenal berbasis risiko.

Statement on Adequacy of Risk Management System

The risk management system at PT Jasa Marga (Persero) Tbk is designed to support the company in managing its business and achieving sustainable growth, based on the Joint Decree of the Board of Commissioners and the Board of Directors No.: KEP-183/XI/2024 and No.: 227/KPTS/2024 concerning the Integrated Risk Management Policy and Guidelines at PT Jasa Marga (Persero) Tbk dated November 12, 2024.

PT Jasa Marga (Persero) Tbk has adopted a best practice approach in implementing comprehensive and integrated risk management based on:

1. Oversight from the Board of Directors over the integrated risk management implementation and the management of risks in the Company.
2. Adequacy of risk management policies, guidelines, and procedures.
3. Determining risk appetite and risk tolerance (risk limits).
4. Implementation of risk management processes, including identification, analysis, evaluation, risk treatment planning, and continuous risk monitoring.
5. Adequacy of risk management information systems to support the Company's risk management.
6. Comprehensive internal control system for risk management with risk-based internal audit implementation.

Direksi bertanggung jawab dalam implementasi manajemen risiko yang terintegrasi secara efektif. Pengawasan secara aktif dari Direksi terhadap implementasi manajemen risiko di PT Jasa Marga (Persero) Tbk meliputi namun tidak terbatas pada:

1. Direksi bertanggung jawab untuk memastikan implementasi manajemen risiko telah dilakukan dengan memadai secara selaras dengan proses bisnis, kompleksitas dan profil risiko Perseroan.
2. Direksi bertanggung jawab dalam memformulasikan Kebijakan Manajemen Risiko dan Pedoman Manajemen Risiko secara tertulis.
3. Direksi bertanggung jawab dalam mengimplementasikan kebijakan manajemen risiko sesuai dengan risiko-risiko yang dihadapi Perseroan pada semua tingkatan jabatan dalam Perseroan.
4. Direksi bertanggung jawab untuk mengembangkan budaya manajemen risiko pada semua tingkatan jabatan dalam Perseroan.
5. Direksi bertanggung jawab untuk memastikan kecukupan sumber daya manusia yang kompeten dalam bidang manajemen risiko melalui pelatihan dan sertifikasi formal yang diakui secara nasional.
6. Direksi bertanggung jawab memastikan unit kerja manajemen risiko beroperasi secara independen.
7. Direksi bertanggung jawab untuk mengevaluasi efektivitas implementasi Manajemen Risiko terintegrasi secara berkala untuk selalu dipertahakan dan ditingkatkan secara berkesinambungan.
8. Direksi bertanggung jawab untuk memastikan seluruh risiko yang berdampak signifikan telah dimitigasi.
9. Direksi bertanggung jawab untuk menempatkan pejabat dan karyawan yang kompeten pada unit kerja yang terkait dengan implementasi manajemen risiko.
10. Direksi bertanggung jawab memastikan ketersediaan sumber daya dan infrastruktur yang memadai dalam implementasi manajemen risiko.

Berdasarkan evaluasi yang telah dilakukan terhadap Sistem Manajemen Risiko di Perseroan, Dewan Komisaris dan Direksi Jasa Marga menilai bahwa Sistem Manajemen Risiko di Perseroan telah dijalankan sesuai dengan fungsinya, serta secara bertahap mengarah pada pencapaian yang diharapkan. Penilaian dan evaluasi ini didasarkan pada instrumen-instrumen yang mendukung penerapan Manajemen Risiko di Perseroan, serta perolehan nilai atas pengukuran *Risk Maturity Index*.

The Board of Directors is responsible for the effective implementation of integrated risk management. Active oversight from the Board of Directors over the implementation of risk management at PT Jasa Marga (Persero) Tbk includes but is not limited to:

1. Ensuring that risk management implementation isadequate and aligned with the Company's business processes, complexity, and risk profile.
2. Formulating Risk Management Policies and Risk Management Guidelines in writing.
3. Implementing risk management policies according to the risks faced by the Company at all levels of the Company's positions.
4. Developing a risk management culture at all levels of the Company's positions.
5. Ensuring the availability of competent humanresources in risk management through nationally recognized formal training and certification.
6. Ensuring the independence of the risk management unit.
7. Evaluating the effectiveness of integrated Risk Management implementation regularly for continuous improvement.
8. Ensuring that all significant impact risks have been mitigated.
9. Placing competent officers and employees in units related to risk management implementation.
10. Ensuring the availability of adequate resources andinfrastructure in risk management implementation.

Based on the evaluation conducted on the Company's Risk Management System, the Board of Commissioners and the Board of Directors of Jasa Marga assess that the Risk Management System has been implemented according to its function and is gradually progressing toward the expected outcomes. This assessment and evaluation are based on the instruments supporting the implementation of Risk Management within the company, as well as the results obtained from the Risk Maturity Index measurement.

Pernyataan Direksi dan Dewan Komisaris atas Kecukupan Sistem Manajemen Risiko PT Jasa Marga (Persero) Tbk

The Statement of the Board of Directors and Board of Commissioners on the Adequacy of the Risk Management System of PT Jasa Marga (Persero) Tbk



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;
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;
   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*.

The application of the internal control system by Jasa Marga refers to Article 28 of Minister of SOE Regulation No. PER-2/MBU/03/2023 regarding Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.

Through Director's Decision No. 85/KPTS/2020concerning the Code of Corporate Governance ofPT Jasa Marga (Persero) Tbk, the implementation ofthe Company's Internal Control System (SPIP) wasestablished. This system is an integral process inactions and activities continuously carried out by themanagement and all employees to provide adequateassurance of achieving organizational goals throughеffective and efficient activities, the reliability of financial reporting, safeguarding the Company's assets, andcompliance with 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;
5. Monitoring of internal controls.

The implementation of these five elements is integrated and an integral part of the accountability of all Company activities.

1. Control activities include:
   a. Review of Company performance;
   b. Human resources development;
   c. Control of information system management;
   d. Physical control of assets;
   e. Establishment and review of performance indicators and measures;
   f. Separation of duties;
   g. Authorization of significant 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;
   k. Proper documentation of the internal control system and significant 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 control environment, risk assessment and management activities, information systems and communication, and 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.
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.

3. The Internal Audit assists the President Director in conducting internal audits of the Company's financial and operational activities, assessing their control, management, and implementation, and providing improvement recommendations.
4. The Board of Directors follows up on the Internal Audit's audit findings.
5. The Audit Committee evaluates the implementation of activities and the results of audits conducted by the Internal Audit, provides recommendations for improving management control systems, ensures satisfactory review procedures for all information issued by the Company, and identifies matters requiring attention from the Board of Commissioners.

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.

Control Environment

The control environment within the company is disciplined and structured, consisting of:
1. Integrity, ethical values, and employee competence;
2. Management philosophy and style;
3. Management's approach to exercising authority and responsibility;
4. Organizational structure and human resource development; and
5. Attention and guidance provided by the Board of Directors.

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.

Risk Assessment

Risk assessment is a process to identify, analyze, and evaluate relevant risk management.

Detailed explanations of risk assessment have been provided in the Risk Management section of the Corporate Governance chapter in this Annual Report.

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.

Control Activities

Control activities are actions taken in a control process over the company's activities at every level and unit within the company's organizational structure. These activities include authority, authorization, verification, reconciliation, performance assessment, task allocation, and asset security.

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.

Information and Communication

Information and communication systems involve the presentation of reports on operational, financial, and compliance activities in accordance with legal regulations by the Company.

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.

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*).

Alignment of Internal Control System with 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 5 (five) effective components of 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, categorized according to the objectives and components of the Company's Internal Control System and the COSO framework, periodic annual analysis is conducted to facilitate improvements to the components that require them. The analysis of Audit Results is also conducted to measure the effectiveness of achieving the Company's Internal Control System objectives (operational efficiency, accuracy/reliability of the Company's reports, and compliance with applicable regulations and laws).

Perseroan juga telah melakukan pengendalian internal kepatuhan atas pengendalian internal dan perundang-undangan yang dilakukan oleh Kantor akuntan Publik Amir Abadi Jusuf, Aryanto, Mawar dan Rekan (RSM Indonesia).

The Company also conducts internal compliance controls over internal controls and regulations performed by the Public Accountant Office Amir Abadi Jusuf, Aryanto, Mawar and Rekan (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.

Effectiveness of Internal Control System

Internal control is a process involving the Board of Commissioners, management, and other personnel, designed to provide adequate assurance of the effectiveness and efficiency of operations, reliability of reporting, and compliance with applicable laws and regulations. The implementation of the internal control system carried out by Jasa Marga refers to Article 28 of the Minister of SOE Regulation No. PER-2/MBU/03/2023 concerning Guidelines for 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 Adequacy of Internal Control System

Through Board of Directors Decision No. 85/KPTS/2020 regarding the Corporate Governance Guidelines of PT Jasa Marga (Persero) Tbk, the implementation of the Company's Internal Control System (SPIP) is established as an integral process in actions and activities continuously carried out by management and allemployees to provide adequate assurance of achieving organizational goals through effective and efficient activities, reliability of financial reporting, asset security of the Company, and compliance with regulations.

Kebijakan Pemberian Kompensasi Jangka Panjang Berbasis Kinerja

Performance Based on 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 long-term performance-based compensation policy based on the Board of Directors' Decree No. 110/KPTS/2019 regarding the Employee Total Reward System. Referring to the aforementioned Board of Directors' Decree, and based on the reward philosophy, in order to enhance fairness in managing Total Rewards, one of the methods for determining rewards is through the "Long to Long" philosophy, meaning the provision of long-term rewards based on long-term performance, whether from the previous period or projections for the future.

In addition, the company also has an Employee and/or Management Stock Ownership Program (Employee Stock Ownership Program/Management Stock Ownership Program).

Perkara Hukum
Lawsuit

Selama tahun 2024, 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 2024, Jasa Marga faced several important legal matters, including both civil and criminal cases, some of which have been concluded (with final legal force) and others still in the process of resolution, with the details as follows:

Tabel Perkara Penting di Tahun 2024
Tabel Perkara Penting di Tahun 2024

No	Permasalahan Hukum Lawsuit	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	11	0
2	Dalam proses penyelesaian Ongoing Settlement Process	7	0
Total		**18**	**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 2024 dapat dilihat pada tabel berikut:

Important Cases Faced by the Company

Several legal issues faced by the Company in 2024 can be seen in the following table:

Perkara Perdata
Civil Lawsuit

Tabel Perkara Perdata yang Dihadapi Perseroan Tahun 2024
Table of Civil Cases Faced by the Company in 2024

No	Pokok Perkara/ Gugatan Case/Lawsuit Summary	Status Penyelesaian Settlement Status	Pengaruh Terhadap Kondisi Perseroan Impact to the Company	Upaya Manajemen Management's Plan	Sanksi yang dikenakan Sanction	Nilai Perkara Case Value
1.	Gugatan Perbuatan Melawan Hukum yang diajukan oleh Eucharia Binti Neneng Sastramidjaja ke-II (sengketa tanah). Unlawful Act Lawsuit filed by Eucharia Binti Neneng Sastramidjaja II (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. Republic of Indonesia, but Jasa Marga has not yet received an official copy of the cassation decision in question.	Tidak ada pengaruh secara langsung dalam pengelolaan atas jalan tol di area objek perkara karena kondisi objek perkara saat ini telah difungsikan menjasi trase Kereta Cepat Jakarta-Bandung. There is no direct influence on the management of the toll road in the area of the object of the case because the current condition of the object of the case has been used as the Jakarta-Bandung High-Speed Train route.	Jasa Marga telah melakukan upaya hukum kasasi. Jasa Marga has taken legal action to appeal.	-	-

Tabel Perkara Perdata yang Dihadapi Perseroan Tahun 2024
Table of Civil Cases Faced by the Company in 2024

No	Pokok Perkara/ Gugatan Case/Lawsuit Summary	Status Penyelesaian Settlement Status	Pengaruh Terhadap Kondisi Perseroan Impact to the Company	Upaya Manajemen Management's Plan	Sanksi yang dikenakan Sanction	Nilai Perkara Case Value
2.	Gugatan Perbuatan Melawan Hukum diajukan oleh Sri Supartini (sengketa tanah). Unlawful Act Lawsuit filed by Sri Supartini (land dispute).	Pokok Perkara sudah diputus pada tahapan Peninjauan Kembali (P2T Kabupaten Tangerang, Kementerian PUPR, dan Jasa Marga kalah dan dihukum membayar ganti rugi) . Jasa Marga sudah mengajukan perlawanan terhadap eksekusi dan sudah diputus pada tahapan Peninjauan Kembali (upaya perlawanan kalah). The main case has been decided at the Judicial Review stage (P2T Tangerang Regency, Ministry of PUPR, and Jasa Marga lost and were ordered to pay compensation) . Jasa Marga has filed an objection against the execution and it has been decided at the Judicial Review stage (the objection attempt was lost).	Tidak ada pengaruh signifikan terhadap kondisi Perseroan. There is no significant impact on the Company's condition.	Jasa Marga telah melakukan koordinasi dengan Kementerian PUPR selaku pemilik tanah dan Jamdatun dalam rangka pendampingan hukum dan penerima kuasa pelaksanaan eksekusi terkait perkara ini. Jasa Marga has coordinated with the PUPR Ministry as the land owner and Jamdatun in the context of legal assistance and the recipient of the power of attorney for execution.	Para tergugat (P2T Kabupaten Tangerang, Kementerian PUPR, dan Jasa Marga) secara bersama-sama menanggung ganti rugi. The defendants (P2T Tangerang Regency, Ministry of PUPR, and Jasa Marga) jointly bear the compensation.	Materi: Rp9.400.000.000,-
3.	Gugatan Perbuatan Melawan Hukum diajukan oleh Budi Yulianor ke-2. The Unlawful Acts Lawsuit was filed by Budi Yulianor 2nd.	Perkara sudah diputus pada tingkat pertama dan tingkat banding yang pada amarnya memenangkan Jasa Marga. Untuk itu, Penggugat mengajukan kasasi terhadap Putusan No. 605/Pdt/2023/ PT.DKI Jo. Nomor 355/ Pdt.G/2021/PN.JKT. TIM yang sampai saat ini masih dalam pemeriksaan. The case has been decided at the first level and the appeal level, which in its decision won Jasa Marga. For that, the Plaintiff filed an appeal against Decision No. 605/Pdt/2023/ PT.DKI Jo. Number 355/ Pdt.G/2021/PN.JKT. TIM which is still under examination.	Tidak ada pengaruh signifikan terhadap kondisi Perseroan. There is no significant impact on the Company's condition.	Jasa Marga telah memenangkan perkara pada tingkat pertama dan tingkat banding. Saat ini, Jasa Marga akan mengikuti proses pada tahapan kasasi. Jasa Marga has won the case at the first level and appeal level. Currently, Jasa Marga will proceed with the cassation stage process.	Jasa Marga secara bersama-sama dengan Para Tergugat lainnya membayar ganti rugi. Jasa Marga together with the other Defendants paid compensation.	Materi: Rp178.850.000,-
4.	Gugatan perbuatan melawan hukum yang diajukan oleh Benua Chandra (sengketa tanah). Unlawful act lawsuit filed by Benua Chandra (land dispute).	Gugatan masih berjalan pada Tingkat Peninjauan Kembali (putusan pada tingkat Kasasi Jasa Marga Kalah). The lawsuit is still ongoing at the Judicial Review Level (the decision at the Cassation level was lost by Jasa Marga).	Tidak ada pengaruh signifikan terhadap kondisi Perseroan. There is no significant impact on the Company's condition.	Jasa Marga telah mengajukan Peninjauan Kembali dan masih menunggu proses Peninjauan Kembali. Jasa Marga has filed a Judicial Review and is still waiting for the Judicial Review process.	Ganti rugi Compensation	Materiil: Rp12.882.400.000,-

Tabel Perkara Perdata yang Dihadapi Perseroan Tahun 2024
Table of Civil Cases Faced by the Company in 2024

No	Pokok Perkara/ Gugatan Case/Lawsuit Summary	Status Penyelesaian Settlement Status	Pengaruh Terhadap Kondisi Perseroan Impact to the Company	Upaya Manajemen Management's Plan	Sanksi yang dikenakan Sanction	Nilai Perkara Case Value
5.	Gugatan perbuatan melawan hukum yang diajukan oleh Mustafa Rachman (sengketa tanah). Unlawful act lawsuit filed by Mustafa Rachman (land dispute).	Perkara sudah diputus pada tahapan Peninjauan Kembali (Kementerian PUPR dan Jasa Marga kalah dan dihukum membayar ganti rugi) . Kementerian PUPR akan mengajukan Peninjauan Kembali Kedua. The case has been decided at the Judicial Review stage (The PUPR Ministry and Jasa Marga lost and were ordered to pay compensation) PUPR Ministry will submit a Second Judicial Review.	Tidak ada pengaruh signifikan terhadap kondisi Perseroan. There is no significant impact on the Company's condition.	Jasa Marga berkoordinasi dengan Kementerian PUPR terkait Peninjauan Kembali Kedua yang akan diajukan oleh Kementerian PUPR selaku pemilik tanah. Jasa Marga is coordinating with the PUPR Ministry regarding the Second Judicial Review which will be submitted by the PUPR Ministry as the land owner.	Ganti rugi Compensation	Materi: Rp13.505.000.000,-
6.	Gugatan Citra Lamtoro Gung Persada. Citra Lamtoro Gung Persada's lawsuit.	Perkara dalam pemeriksaan di tingkat kasasi. Case under examination at the cassation level level.	Tidak ada pengaruh signifikan terhadap kondisi Perseroan. There is no significant impact on the Company's condition.	Jasa Marga pada perkara hanya sebagai Turut Tergugat sehingga tidak memiliki kewajiban untuk ikut serta membayar uang ganti rugi sebagaimana petitum Penggugat. Jasa Marga in this case is only a co-defendant and therefore does not have an obligation to participate in paying compensation as per the Plaintiff's petition.	-	-
7.	Gugatan Perbuatan Melawan Hukum yang diajukan oleh Bram Winata. (sengketa tanah) Unlawful Act Lawsuit filed by Bram Winata (land dispute).	Perkara sudah diputus pada tingkat pertama (Pengadilan Negeri Purwarta) dengan amar putusan gugatan penggugat tidak diterima (*Niet Ontvantkelijk Verklaard*). Namun, Penggugat mengajukan upaya hukum banding ke Pengadilan Tinggi Bandung. The case has been decided at the first level (Purwarta District Court) with the verdict that the plaintiff's lawsuit was not accepted (Niet Ontvantkelijk Verklaard). However, the plaintiff filed an appeal to the Bandung High Court.	Tidak ada pengaruh signifikan terhadap kondisi Perseroan. There is no significant impact on the Company's condition.	Jasa Marga mengikuti jalannya persidangan sebagai Terbanding dan melakukan koordinasi dengan Kementerian PUPR selaku pemilik tanah. Jasa Marga followed the trial process as the Respondent and coordinated with the PUPR Ministry as the land owner.	Ganti rugi Compensation	Materi: Rp18.615.000.000,-

Perkara Pidana

Selama periode tahun 2024, tidak terdapat perkara pidana atau tindak pidana korporasi yang melibatkan Perseroan.

Criminal Cases

During the year 2024, there were no criminal cases or corporate criminal acts involving the Company.

Informasi Tentang Sanksi Administratif

Selama tahun 2024, tidak terdapat sanksi administratif material yang mempengaruhi kelangsungan usaha Jasa Marga dan juga tidak terdapat sanksi administratif yang dikenakan kepada anggota Direksi maupun anggota Dewan Komisaris. Selama tahun 2024, 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 Regarding Administrative Sanctions

During the year 2024, there were no material administrative sanctions affecting the continuity of Jasa Marga's business, and there were no administrative sanctions imposed on members of the Board of Directors or members of the Board of Commissioners.During the year 2024, the Company did not commit any legal violations (related to labor issues, employment, consumer matters, bankruptcy, commercial matters, competition, or the environment), did not receive sanctions from regulators for failing to make announcements within the specified timeframe for material events, and there was no evidence that the Company failed to comply with regulations and listing rules over the past year other than disclosure rules.

Informasi Tentang Sanksi Perkara Pajak

Selama 3 (tiga) tahun terakhir, terhitung sejak awal tahun 2022 sampai dengan akhir 2024, Perseroan tidak pernah memperoleh putusan bersalah dari pengadilan pajak tertinggi berkaitan dengan pajak maupun sengketa pajak.

Information Regarding Tax Case Sanctions

For the past 3 (three) years, from the beginning of 2022 to the end of 2024, the Company has never received a guilty verdict from the highest tax court related to taxes or tax disputes.

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.

Impact of Legal Issues on the Company

The impact of civil legal issues received by Jasa Marga through legal processes includes potential obligations to pay compensation/claims submitted in such legal matters. However, the Company will endeavor to undertake appropriate mitigation processes to avoid such impacts.

Permasalahan Hukum yang Sedang Dihadapi Dewan Komisaris Dan Direksi

Selama periode tahun 2024, tidak ada anggota Direksi dan Dewan Komisaris Jasa Marga yang sedang menjabat yang memiliki permasalahan hukum, baik perdata maupun pidana.

Legal Issues Faced by the Board of Commissioners and Directors

Selama periode tahun 2024, tidak ada anggota Direksi dan Dewan Komisaris Jasa Marga yang sedang menjabat yang memiliki permasalahan hukum, baik perdata maupun pidana.

Perkara Penting yang Dihadapi Entitas Anak dan Entitas Ventura Bersama

Permasalahan hukum yang dihadapi Entitas Anak dan Entitas Ventura Bersama selama tahun 2024, dapat dilihat pada tabel di bawah ini.

Significant Cases Faced by Subsidiaries and Joint Ventures

Legal issues faced by subsidiaries and joint ventures during the year 2024 can be seen in the table below.

Tabel Perkara Penting yang Dihadapi Entitas Anak dan Entitas Ventura Bersama
Table of Important Cases Faced by Subsidiaries and Joint Venture Entities

No	Entitas Anak dan Entitas Ventura Bersama Subsidiary and Joint Venture	Jumlah Number		Hubungan Industrial Industrial Relations
		Perdata Civil	Pidana Criminal	
1	PT Marga Lingkar Jakarta (MLJ)	1	0	0
Total		1	0	0

Kebijakan Pengungkapan Informasi
Information Disclosure Policy

Berdasarkan ketentuan POJK No. 11/POJK.04/2017 tentang Laporan Kepemilikan atau Setiap Perubahan Kepemilikan 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. 11/POJK.04/2017 regarding the Report of Ownership or Any Changes in Ownership of Publicly Listed Companies' Shares, the Board of Commissioners and Directors are required to report to the Financial Services Authority regarding the ownership and any changes in the ownership of the Company's shares. In compliance with this OJK regulation, the Company adheres to and complies with the applicable provisions, and dutifully reports to the OJK regarding the ownership and any changes in the ownership of shares that occur.

Terkait informasi kepemilikan saham Perseroan oleh Anggota Dewan Komisaris dan Direksi, sebagaimana wujud pelaksanaan atas kebijakan pengungkapan informasi berdasarkan ketentuan POJK No. 11/ POJK.04/2017 tentang Laporan Kepemilikan atau Setiap Perubahan Kepemilikan Saham Perusahaan Terbuka, dapat dilihat pada Bab Profil Perusahaan dalam buku Laporan Tahunan ini.

With regard to the information on the ownership of the Company's shares by the Members of the Board of Commissioners and Directors, as a manifestation of the implementation of the information disclosure policy based on the provisions of POJK No. 11/POJK.04/2017 regarding the Report of Ownership or Any Changes in Ownership of Publicly Listed Companies' Shares, it can be seen in the Company Profile section of this Annual Report.

Komunikasi dan Akses Informasi dan Data Perseroan untuk Pemegang Saham dan Masyarakat
Communication and Access to the Company's 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 (Good Corporate Governance) values, including through openness in both internal and external communication, with shareholders and the general public alike. Managing and disclosing information about the Company is crucial in building the Company's image in the eyes of the public, especially stakeholders. Therefore, the Company strives to provide current and beneficial information while adhering to regulations regarding confidential Company data.

Sepanjang tahun 2024, komunikasi dengan pemegang saham yang ada maupun pemegang saham potensial, baik investor asing maupun lokal, dilakukan sebanyak 96 (sembilan puluh enam) kali melalui kegiatan seperti *One-on-One Meeting, Group Meeting, Non-Deal Roadshow, Analyst Meeting,* dan *Conference*.

Throughout 2024, communication with existing and potential shareholders, both foreign and local investors, was carried out 96 (ninety-six) 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 28 Agustus 2024 Jasa Marga telah melaksanakan *Public Expose Live* 2024 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 Keuangan dan Manajemen Risiko Pramitha Wulanjani, Direktur Pengembangan Usaha M. Agus Setiawan, Direktur Bisnis Reza Febriano, Corporate Secretary & CAO Nixon Sitorus, Corporate Finance and Investor Relations Senior Group Head Haning Pangastuty, dan Investor Relations Putri Nadya.

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* 2024 kepada Bursa Efek Indonesia melalui surat No. AB.HM.02.04.321 tanggal 30 Agustus 2024 dan laporan tersebut dapat diakses pada situs *web* Bursa Efek Indonesia dan Perseroan.

Public Expose

In accordance with the Jakarta Stock Exchange Regulation No. KEP-306/BEJ/07-2004, Regulation No. I-E on the Obligation of Information Disclosure, on August 28, 2024, Jasa Marga held its Public Expose Live 2024, organized by the Indonesia Stock Exchange, which was conducted digitally through a Zoom Meeting webinar. The company invited shareholders and the general public to participate in the Public Expose, which featured the company's speakers: Pramitha Wulanjani, Director of Finance and Risk Management; M. Agus Setiawan, Director of Business Development; Reza Febriano, Director of Business; Nixon Sitorus, Corporate Secretary & CAO; Haning Pangastuty, Senior Group Head of Corporate Finance and Investor Relations; and Putri Nadya, Investor Relations.

The organization of the Public Expose complied with the provisions of the Indonesia Stock Exchange Regulation No. KEP-306/BEJ/07-2004 Regulation No. I-E on Information Disclosure Obligations. Details regarding the Public Expose attended by shareholders and the public were submitted in the Public Expose 2024 Implementation Report to the Indonesia Stock Exchange through letter No. AB.HM.02.04.321 dated August 30, 2024, and the report can be accessed on the websites of both the Indonesia Stock Exchange and the company.

Korespondensi Perseroan

Hubungan surat menyurat Perseroan dengan seluruh pemangku kepentingan dilakukan oleh Corporate Secretary. Penyediaan informasi dan komunikasi bagi Pemegang Saham dan pemangku kepentingan dapat lebih lanjut diakses melalui banyak cara, antara lain:

Corporate Correspondence

The correspondence between the Company and all stakeholders is conducted by the Corporate Secretary. 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 8413626
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: 14080
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 Ethics

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.

In the development of GCG, Jasa Marga has formulated various policies concerning the Company's ethics. Jasa Marga strives to apply the best ethical standards in conducting all of its business activities in accordance with the Vision, Mission, and culture it possesses through the implementation of Business Ethics and Work Ethics.

Tahun 2024, 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 2024, adjustments were made to various Company policies, including in the context of implementing SNI ISO 37001 on Anti-Bribery Management Systems (SMAP). The Company made adjustments to the Code of Conduct and obtained approval through Board of Directors Decision No. 46.1/KPTS/2024 regarding 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 outlines policies on ethical values explicitly stated as behavioral standards to be followed by all employees of Jasa Marga.

The Code of Conduct includes the following sections:

1. Chapter I General Provisions
2. Chapter II Good Corporate Governance (GCG)
3. Chapter III Business Ethics
4. Chapter IV Work Ethics of Jasa Marga Employees
5. Chapter V Enforcement and Reporting
6. Chapter VI Other Provisions
7. Chapter VII Closing

Prinsip-Prinsip *Good Corporate Governance (GCG)* Principles of Good Corporate Governance (GCG)
Transparansi (*Transparency)*, Akuntabilitas *(Accountability)*, Bertanggung Jawab *(Responsibility)*, Kemandirian *(Independency)*, Transparency, Accountability, Responsibility, (Independency, Fairness.
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 Decision No. 46.1/KPTS/2024 regarding 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 Perseroan Etika Usaha Perseroan	Etika Kerja Insan Jasa Marga Etika Kerja Insan Jasa Marga
Sistem nilai atau norma yang dijabarkan dari filosofi pendirian Perseroan dan yang dianut oleh Perseroan sebagai acuan Perseroan serta manajemennya untuk berhubungan dengan lingkungannya, baik internal maupun eksternal (*Stakeholder*) The system of values or norms derived from the company's founding philosophy, which is adopted by the company as a reference for the company and its management in interacting with 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. Compliance with Laws and Regulations. 2. Gratification Handling. 3. Concern for Occupational Health and Safety. 4. Providing Equal Opportunities to Employees to Obtain Work, Promotion, and Termination. 5. Ethical Standards in Dealing with Stakeholders: • Relationship with Jasa Marga People. • Relations with the Government. • Relationship with Shareholders. • Relations with Toll Road Users and Other Customers. • Relationship with Business Partners • Relationships with Competitors. • Relationship with Creditors/Investors. • Relationship with Suppliers/Contractors. • Relations with the Community and Surrounding Environment. • Relations with Mass Media. • Relationship with Subsidiaries.	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 *(Insider Trading)*. • Komitmen Penanganan Gratifikasi. • Penolakan Gratifikasi • Pemberian Gratifikasi 10. Penerimaan Gratifikasi 11. Kewajiban Laporan Harta Kekayaan Penyelenggara Negara (LHKPN). 12. Tidak Memanfaatkan Posisi untuk Kepentingan Pribadi (Benturan Kepentingan). 13. Aktivitas Politik. 14. Hak Atas Kekayaan Intelektual *(Intellectual Property Right)* 15. Standar Etika Jajaran Manajemen dan Karyawan • Perilaku sebagai Atasan terhadao Bawahan • Perilaku sebagai Bawahan terhadap Atasan • Perilaku sebagai Rekan Kerja 1. Commitment of Jasa Marga Personnel. 2. Maintaining the Good Name of the Company. 3. Maintaining Good Relations between Jasa Marga Personnel. 4. Maintain Company Confidentiality. 5. Maintain and Use Company Assets. 6. Maintaining Safety, Health and Work Environment. 7. Immoral Behavior, Narcotics, Illegal Drugs, Gambling and Smoking. 8. Recording Company Data and Preparing Reports. 9. Avoiding Personal Conflicts of Interest (Insider Trading). • Commitment to Handling Gratuities • Rejection of Gratuities • Provision of Gratuities 10. Gratification Handling. 11. Obligation to Report on the Assets of State Administrators (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 toward Subordinates • Behavior as a Subordinate toward Supervisors • Behavior as a Colleague toward Co-workers

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 di semua level organisasi, mulai dari Dewan Komisaris, Direksi, karyawan Perseroan, karyawan yang ditugaskan di Anak Perusahaan dan instansi lainnya, serta personil lain yang secara langsung bekerja untuk dan atas nama Perseroan.

Disclosure of Compliance that the Code of Conduct Applies to All Levels of the Organization

The Code of Conduct has been ratified through Board of Directors Decision No. 46.1/KPTS/2024 concerning the Code of Conduct Guidelines of PT Jasa Marga (Persero) Tbk. This Code of Conduct applies to all Jasa Marga Individuals at all levels of the organization, ranging from the Board of Commissioners, Directors, Company employees, employees assigned to Subsidiaries and other agencies, as well as other personnel directly working for and on behalf of the Company.

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%.

Signing of Integrity Pacts, Integrity Declarations, and Conflict of Interest Statements

Each Jasa Marga Individual has signed Integrity Pacts, Integrity Declarations, and Conflict of Interest Statements as a commitment to implementing Good Corporate Governance (GCG) and Anti-Corruption Management Systems in the Company's operations. The percentage of Code of Conduct commitment signings by Jasa Marga Individuals is 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.

Socialization and Dissemination of the Code of Conduct

The Code of Conduct is disclosed and/or disseminated to all Company individuals through various media owned by the Company, including through information technology accessible to all employees easily at any time. Periodically, the Board of Directors delivers Memos and/or Circular Letters regarding the implementation of business ethics to all Company individuals.

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.

Efforts in Implementing and Enforcing the Code of Conduct

To realize Jasa Marga individuals' behavior based on business ethics, several strategic initiatives are undertaken, including:

1. Commitment of the Directors and Board of Commissioners as well as Employees to implement Good Corporate Governance in every step of the Company, as stipulated in the Integrity Pact renewed every year.
2. Leadership exemplification by setting an example of attitude and behavior that is not contrary to the Company's policies and regulations regarding Good Corporate Governance.

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*.

Enforcement efforts of the Code of Conduct are carried out through various methods, including

1. Signing of Integrity Pacts, Integrity Declarations, and Conflict of Interest Statements by all Jasa Marga individuals renewed annually.
2. Internal media socialization within the Company (Miles Magazine).
3. Reporting of State Official Wealth Statements (LHKPN) up to the Department Head level.
4. Reporting of Gratifications to the Corruption Eradication Commission (KPK) and cooperation with the Gratification Control Program with the KPK.
5. Formation of the Jasa Marga Gratification Control Unit in the Governance and Compliance Department, Legal & Compliance Group.
6. Publication of gratification prohibition and 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.

Types of Sanctions for Each Type of Violation Regulated in the Code of Conduct

Any Jasa Marga individual found to have violated the Code of Conduct will be subject to sanctions according to the regulations and provisions applicable in the Company, namely Board of Directors Decision No. 168/KPTS/2024 dated August 26, 2024 concerning Employee Development.

Sanctions for employees found to have violated are determined by the Directors after receiving reports from the immediate supervisor of the respective employee. The Board of Directors and Board of Commissioners decide on corrective actions, disciplinary sanctions, and/or other actions as well as prevention measures to be implemented by the immediate supervisor in their respective environments.

Tabel Bentuk Hukuman dan Sanksi
Table of Punishment Level and Sanction

Bentuk 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.

Sanctions for violations by the Board of Directors and Board of Commissioners are decided by the Shareholders. Sanctions for business partners or other stakeholders who commit violations are in accordance with the provisions as stipulated in the contract. If related to criminal acts, they may be forwarded to the relevant authorities.

Jumlah Pelanggaran Kode Etik Beserta Sanksi yang Diberikan

Sepanjang tahun 2024, 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.

Number of Violations of the Code of Conduct and Sanctions Imposed

Throughout the year 2024, Jasa Marga did not record any violations of the code of conduct or sanctions imposed, reflecting the high understanding of Jasa Marga individuals regarding the importance of the code of conduct.

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:

Trend of Code of Conduct Implementation

Over the past 5 (five) years, violations of the code of conduct within the Company have shown very good results, as can be seen in the following table:

Tabel Jumlah Pelanggaran Kode Etik
Table of Code of Ethics Violations

Tahun Year	Jumlah Pelanggaran Kode Etik Total Violations against Code of Ethics
2024	-
2023	-
2022	-
2021	-
2020	-

Kebijakan Anti Korupsi/Anti *Fraud* dan Sosialisasinya

Anti Corruption/Anti Fraud Policy and Socialization

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*.

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);
9. Pedoman Strategi Anti Fraud.

In an effort to support Jasa Marga in implementing the principles of Good Corporate Governance, Jasa Marga is also committed to combating Corruption, Collusion, and Nepotism (CCN) through the establishment of anti-corruption/anti fraud policies.

The Company's policies related to Anti-Corruption/Anti-Fraud areregulated in:

1. Code of Corporate Governance;
2. Code of Conduct;
3. Gratification Handling Guidelines;
4. Whistleblowing System Guidelines;
5. Conflict of Interest Guidelines;
6. Anti-Bribery Policy;
7. Anti-Bribery Management System (ABMS) Manual;
8. State Officials' Wealth Report Guidelines (LHKPN);
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 2024, sosialisasi dan pelatihan terkait Anti Korupsi/Anti Fraud dapat dilihat pada tabel di bawah ini:

Anti-Corruption/Anti-Fraud Training and Socialization

In providing understanding and knowledge about Corruption and its derivatives, the Company provides training and socialization for Jasa Marga individuals periodically. During the year 2024, socialization 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

No	Tanggal Pelatihan Training Date	Nama Pelatihan Training Name	Penyelenggara Organizer
1.	24 April 2024 April 24, 2024	Kasus Korupsi yang Ditangani KPK yang Bersumber dari WBS Corruption Cases Handled by the KPK Originating from WBS	PT Jasa Marga (Persero) Tbk
2.	24-25 April 2024 April 24-25, 2024	1. Duta Anti Korupsi/Anti *Fraud Boot Camp:* 2. Memahami untuk Membasmi *Fraud* 3. Mencegah Potensi Suap: Gratifikasi, Penyuapan, Pemerasan, dan Konflik Kepentingan 1. Anti-Corruption/Anti-Fraud Ambassador Boot Camp: 2. Understanding to Eradicate Fraud 3. Preventing Potential Bribery: Gratuities, Bribery, Extortion, and Conflicts of Interest	Jasa Marga bekerja sama dengan PT Mitra Juang Mandiri (Sustain) Jasa Marga is working together with PT Mitra Juang Mandiri (Sustain)
3.	16-17 Oktober 2024 October 16-17, 2024	*Awareness SMAP* SMAP Awareness	PT TÜV SÜD Indonesia
4.	11 Desember 2024 December 11, 2024	1. Mitigasi *Fraud* Sebagai Upaya Pencegahan Korupsi 2. Strategi Lawan *Precursor Fraud* 1. Mitigation Fraud as an Effort to Prevent Corruption 2. Opponent Strategy Precursor Fraud	PT Jasa Marga (Persero) Tbk

Tabel Sosialisasi Anti Korupsi / Anti-Fraud
Total Anti-Corruption/ Anti-Fraud Socialization

No.	Tanggal Sosialisasi Date of Socialization	Judul/Tema Title/ Theme	Tempat/Media Place/Media
1.	09 Januari 2024 January 09, 2024	Sosialisasi Pengendalian Gratifikasi Socialization of Gratification Control	*Roll Banner*
2.	13 September 2024 September 13, 2024	Pelaporan Gratifikasi Melalui Aplikasi JM-Click Menu "Lapor Gratifikasi" Reporting Gratification Through the JM Application - Click the "Report Gratification" Menu	Daring/Webinar
3.	11 Desember 2024 December 11, 2024	Peluncuran Pedoman Strategi Anti *Fraud* Jasa Marga Launching of Jasa Marga Anti-Fraud Strategy Guidelines	The Ritz-Carlton Jakarta Pacific Place

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 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 kerjasama, dan penyedia barang/jasa Perseroan.
6. Laporan tersebut akan dievaluasi dan dilaporkan kepada Direktur Utama dan Komisaris.

Anti-Corruption/Anti-Fraud Programs and Procedures

Jasa Marga is deeply committed to creating a clean and free from Corruption, Collusion, and Nepotism (CCN) operational environment. As a manifestation of this commitment, in 2020 the Company implemented SNI ISO 37001 on the Anti-Bribery Management System (SMAP), and enforced the Anti-Fraud Strategy Guidelines based on the Decree of the Board of Directors of PT Jasa Marga (Persero) Tbk No. 248/KPTS/2024 concerning the Anti-Fraud Strategy Guidelines of PT Jasa Marga (Persero) Tbk. The implementation of these Guidelines is carried out as an effort to prevent and continuously improve the internal control system. Additionally, the Company also conducted Control and Management of Gratification.

In relation to the implementation of these new standards, the Company has made adjustments to internal policies related to efforts to create an organization that is clean and free from CCN.

Jasa Marga has established the Anti-Bribery Compliance Function (ABCF) within the Internal Audit Group to oversee the design and implementation of ABMS. Together with the Central Office, Metropolitan Regional, and Nusantara Regional Work Units, ABCF assesses the potential bribery risks faced by the Company and evaluates the adequacy and effectiveness of controls within the Company to reduce identified bribery risks.

On a quarterly basis, the work units will report all activities related to the following matters:

1. Practices of giving and/or receiving gifts and/or entertainment;
2. Practices of giving and/or receiving sponsorship;
3. Practices of giving contributions;
4. Conflict of interest;
5. Feasibility testing activities on employees, cooperation partners, and providers of goods/services for the Company.
6. These reports will be evaluated and reported to the President Director and the Board of 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.

In addition to the efforts of ABCF, the President Director also forms an ad hoc Anti-Bribery Internal Audit Team in order to supervise the implementation of ABMS as the third line of defense. The team will prepare internal audit reports outlining the findings, determine corrective actions appropriate for each finding, deliver internal audit reports, and monitor the achievement of recommended corrective actions.

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.

The company also has an Anti-Corruption/Anti-Fraud Ambassador, whose members are representatives from the Head Office, Regions, and Subsidiaries. Their tasks and responsibilities include, among others, developing preventive measures to avoid corruption, in collaboration with leaders, which impact behavior and performance within their respective work units. They encourage behavior change to reject corruption, implement and document the results of educational and socialization activities, and raise employee awareness. They also represent their work unit or company to collaborate with law enforcement agencies and civil society organizations to enhance the effectiveness of corruption prevention. All programs implemented will be reported to the Internal Audit Group for a 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.

In relation to Anti Fraud, the Company implements Anti Fraud Strategy Guidelines, the application of which covers all of the Company's business processes, both at the Head Office, Regional Office, and Representative Office, and is applied at all levels of the Company's organization and is binding for:

1. All Jasa Marga employees;
2. Relationships between fellow Jasa Marga employees; and
3. The relationship between Jasa Marga personnel 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 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*.

The Anti-Fraud Strategy Guidelines Implementation Work Unit consists of:

1. Work Unit Responsible for Anti-Corruption Strategy Guidelines Fraud; and
2. Anti-Corruption Strategy Guidelines Implementation Work Unit Fraud.

Atas pelaksanaan tugasnya, Unit Kerja Penanggung Jawab Pedoman Strategi Anti *Fraud* melaksanakan pemantauan dan ealuasi atas setiap pelaksanaan Kebijakan Anti *Fraud*, dan melaporkannya kepada Direksi dan Dewan Komisaris secara berkala setiap 6 (enam) bulan/semesteran.

In carrying out its duties, the Work Unit Responsible for the Anti-Fraud Strategy Guidelines carries out monitoring and evaluation of each implementation of the Anti-Fraud Policy, and reports it to the Board of Directors and Board of Commissioners periodically every 6 (six) months/ semiannually.

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.

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.

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.

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 about pursuing the Company's profits, but also paying attention to the principles of trustworthy, transparent and accountable management.

In the practice of business relationships, something that often happens and is often unavoidable is gratification from one party to another. However, the Company is aware of the importance of implementing a firm attitude towards handling Gratification involving Jasa Marga Personnel.

This is important to cultivate in the Jasa Marga environment as a learning process for Jasa Marga Individuals who have high honor, dignity and image in business relationships with Stakeholders. Therefore, it is necessary to regulate matters related to Gratification and its reporting mechanisms within the Company.

Currently, Jasa Marga has conducted a review and update of the Gratification Handling Guidelines as stipulated in Board of Directors Decision No. 118/KPTS/2022 dated September 20, 2022. The Gratification Handling Guidelines are in line with the Code of Corporate Governance and the Code of Conduct as well as the prevailing values within the Company.

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.

Management of Gratification Controls

A Gratification will be transformed into bribery/illegal Gratification if it meets the following elements:

1. The Gratification is related to the authority/position of Jasa Marga individuals within the Company, which may create conflicts of interest affecting the independence, objectivity, and professionalism of Jasa Marga individuals.
2. The Gratification is not reported within 30 (thirty) working days to the Corruption Eradication Commission (KPK) from the date of receiving the Gratification.

Some Criteria for Gratification considered as bribery include:

1. Money or equivalent money given to Jasa Margaindividuals as a token of appreciation from anotherparty, in connection with the selection or completionof a job or other activities in the performance of theduties and positions of the respective Jasa Marga individuals.
2. Unofficial provision of money or equivalent moneyas a token of appreciation received by Jasa Marga individuals from another party related to the processof examining the feasibility of work or the approval ormonitoring process of the work of another party.

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 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).

3. Provision in any form from another party in connection with promotions and new positions of Jasa Marga individuals which is usually done as an introduction.
4. Loans from Banks or other financial institutionsreceived due to personal relationships, positions, andauthorities of the respective Jasa Marga individualsand does not apply to the general public.
5. Opportunities or benefits including special interestrates/ percentage or commercial discounts received byJasa Marga individuals due to personal relationshipsor positions and does not apply to the general public.
6. Food, drinks, and entertainment given specifically,due to the position or authority of the respective JasaMarga individuals, which is done outside and notrelated to official duties.
7. Provision of transportation facilities, accommodation, money or equivalent money in connection with the performance of duties and obligations of the respective Jasa Marga individuals at the Company of another party, which is carried out based on direct appointment or invitation from the other party.
8. Provision of entertainment, tour packages, vouchers,related to the performance of duties and obligations of Jasa Marga individuals in another company, whichis irrelevant or unrelated to the assignment of the respective Jasa Marga individuals.
9. Hospitality, accommodation, and other facilities provided to Jasa Marga individuals by another party when conducting a check on the spot for the inspection process of the domicile of the other party's workplace by a team assigned by Jasa Marga.
10. Accommodation, facilities, equipment, and/orvouchers including but not limited to airline tickets,hotel vouchers, sports, entertainment vouchers related to the performance of duties and obligations of Jasa Marga individuals in another company that are irrelevant/not related to the intended assignment of the respective Jasa Marga individuals.
11. Provision of free medical treatment facilities whenthe respective Jasa Marga individuals are treated at one of the hospitals by the other party during the performance of duties and obligations of the assignment.
12. Provision to Jasa Marga individuals, in connectionwith a celebration, including but not limited to birthdays, weddings, graduations, circumcisions, and others, given by another party, with its material valuein Rupiah currency exceeding Rp1,000,000 (onemillion 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.

13. Provision of catering services from another partywhen the respective Jasa Marga individuals hold acelebration, including but not limited to weddings,birthdays, graduations, circumcisions, and others.
14. Gifts/parcels in any form given to Jasa Margaindividuals from another party in connection withreligious holiday celebrations.

Situations that are not possible to reject include:
1. If the Jasa Marga individual is unaware of the execution, time, and location of the provision of the Gratification, as well as the identity and address of the Giver.
2. If, in the consideration of reasonable logic in general, refusal could disrupt the good relationship between Jasa Marga and the Giver. The provision is not in the form of money and/or equivalent money 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; Meneruskan laporan penerimaan gratification kepada KPK;
3. Melaporkan rekapitulasi laporan penerimaan dan penolakan Gratifikasi secara periodik kepada KPK;
4. Menyampaikan hasil pengelolaan laporan penerimaan dan penolakan Gratifikasi dan usulan kebijakan Pengendalian Gratifikasi kepada pimpinan instansi;
5. Melakukan sosialisasi aturan Gratifikasi kepada pihak internal dan eksternal instansi;
6. Melakukan pemeliharaan barang Gratifikasi sampai dengan adanya penetapan status barang tersebut;
7. Melakukan pemantauan dan evaluasi penerapan Pengendalian Gratifikasi.

Gratification Report Management

Based on Board of Directors Decision 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 Legal and Compliance Group Head, within the Governance & Compliance Department.

Roles and Responsibilities of the UPG

1. Receive, analyze, and administer reports of Gratification received by Jasa Marga individuals;
2. Receive and administer reports of rejection of Gratification in cases where Jasa Marga individuals report the rejection of Gratification;
3. Forward reports of Gratification received to the Corruption Eradication Commission (KPK);
4. Present the results of managing reports of Gratification received and rejected and propose Gratification Control policies to the institution's management;
5. Conduct socialization of Gratification regulations to internal and external stakeholders;
6. Maintain Gratification items until their status is determined;
7. Monitor and evaluate the implementation of Gratification Control.



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:

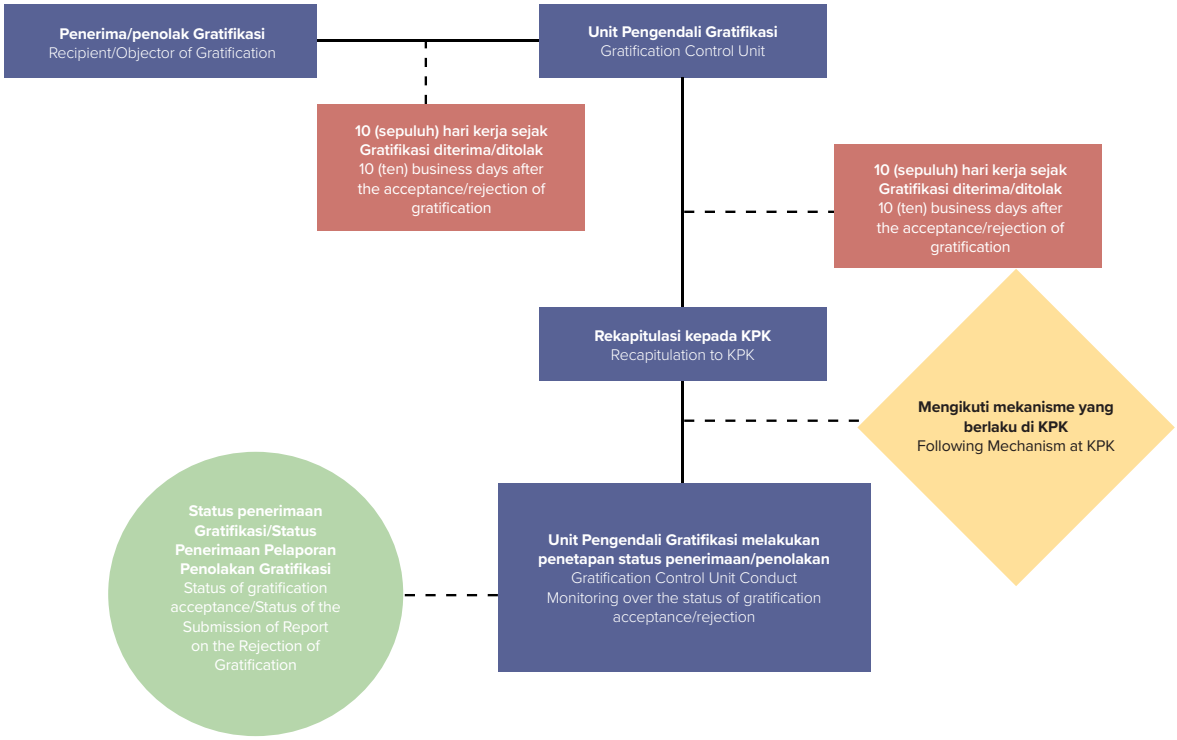
1. Pelaporan melalui Unit Pengendali Gratifikasi yang dilakukan oleh Insan Jasa Marga yang menerima Gratifikasi wajib disampaikan selambat-lambatnya 10 (sepuluh) hari kerja sejak tanggal penerimaan Gratifikasi oleh Insan Jasa Marga, dengan menggunakan form pelaporan.
2. Untuk penerimaan yang merupakan barang yang cepat kedaluwarsa (contoh: makanan dan minuman), maka dapat diserahkan kepada lembaga sosial dengan menyampaikan bukti tanda terima dari lembaga sosial tersebut kepada Unit Pengendali Gratifikasi.
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).

Gratification Reporting

If there is a receipt of Gratification beyond the limits, then Jasa Marga individuals are obliged to report it through the Gratification Control Unit, which will then be further processed. The mechanism for reporting Gratification receipt is as follows

1. Reporting through the Gratification Control Unit by Jasa Marga individuals who receive Gratification must be submitted no later than 10 (ten) working days from the date of receipt of Gratification by the Jasa Margaindividual, using the reporting form. 10 (ten) working days from the date of receipt of Gratification by Jasa Marga personnel, using the reporting form.
2. For receipts that are goods that expire quickly (for example: food and drinks), they can be handed over to social institutions by submitting proof of receipt from the social institution to the Gratification Control Unit.
3. For receipts that are non-perishable goods (e.g., money, gold, and others), they must be stored in the Finance Department within the working environment of the respective Jasa Marga individual until the ownership status of the receipt is determined by the Corruption Eradication Commission (KPK), by providing proof of storage to the Gratification Control Unit.
4. Once the report of Gratification receipt has been submitted by the Gratification Control Unit to the Corruption Eradication Commission (KPK), Jasa Marga will follow the mechanism/procedure determined by the Corruption Eradication Commission (KPK) for the determination of the ownership status of the Gratification receipt.
5. After the submission of the Gratification receipt report by the Gratification Control Unit to the Corruption Eradication Commission (KPK), then for the process of determining the ownership status of the Gratification receipt, the Company will follow the mechanism/procedure established by the Corruption Eradication Commission (KPK).

Bagan Mekanisme Pelaporan Penerimaan Gratifikasi
Scheme of Gratification Reporting Mechanism



Kegiatan Unit Pengendali Gratifikasi (UPG) Tahun 2024

Sepanjang tahun 2024, Unit Pengendali Gratifikasi (UPG) melaksanakan kegiatan sebagai upaya pengendalian gratifikasi. Adapun kegiatan tersebut, yaitu :

1. **Publikasi Komitmen dan Implementasi Pengendalian Gratifikasi**
   Jasa Marga menerbitkan publikasi Komitmen dan Impementasi Pengendalian Gratifikasi dan Sistem Manajemen Anti Penyuapan sebagai 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.
2. **Sosialisasi Terkait Pengendalian Gratifikasi**
   Pada tahun 2024, dilakukan berbagai kegiatan sosialisasi Pengendalian Gratifikasi, untuk memberikan pemahaman dan pembekalan pengetahuan terkait gratifikasi dan pelaporan gratifikasi.

Gratification Control Unit (UPG) Activities in 2024

Throughout the year 2024, the Gratification Control Unit (UPG) conducted activities as part of the gratification control efforts. These activities included:

1. **Publication of Commitment and Implementation of Gratification Control**
   Jasa Marga publishes the Commitment and Implementation of Gratification Control and Anti-Bribery Management System publication as a realization of the Company's commitment to the implementation and control of gratification which is socialized to external parties of the Company as the Company's Stakeholders. The publication is carried out in the form of Advertisements in mass media and social media, which are published ahead of Jasa Marga's Anniversary, Eid al-Fitr and Christmas and New Year.
2. **Socialization Regarding Gratification Control**
   In 2024, various socialization activities for Gratification Control will be carried out, to provide understanding and knowledge related to gratification and gratification reporting.

3. **Pelatihan Terkait Anti Korupsi/*Anti Fraud***
Selama tahun 2024, 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.

Penerimaan Laporan Gratifikasi

Selama tahun 2024, tidak terdapat Laporan Gratifikasi yang masuk ke UPG.

3. **Anti-Corruption/Anti-Fraud Related Training**
During 2024, the Company will hold training by presenting several speakers from credible institutions to provide presentations related to anti-corruption/anti-fraud, which will be held in conjunction with events organized by the Company and attended by Jasa Marga personnel both offline and online.

Receipt of Gratification Report

Selama tahun 2024, tidak terdapat Laporan Gratifikasi yang masuk ke UPG.

Kebijakan Pengadaan Barang dan Jasa
Goods and Services 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.

The Company's policy on procurement of goods and services is stipulated in Board of Directors Decision No. 110/KPTS/2023 dated September 25, 2023, regarding the Implementation Guidelines for Procurement of Goods and Services within PT Jasa Marga (Persero) Tbk, which refers to the Regulation of the Minister of State-Owned Enterprises No. PER-2/ MBU/03/2023 dated March 24, 2023, concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.

This policy regulates the process of procuring goods and services starting from the Planning Stage, Supplier Selection, Contract Implementation, and Handover of Work in accordance with the duties and authorities of the Parties involved in the procurement process.

In addition to the aforementioned Board of Directors Decision, the technical implementation of the procurement of goods and services within the Company is also guided by Procurement and Fixed Asset Group Head Decision No. 79/KPTS-GH/2022 dated May 17, 2022, concerning the Technical Guidelines for the Implementation of Procurement of Goods and Services within 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;
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.

General Policy on Procurement of Goods and Services

The General Policy on Procurement of Goods and Services, as per Board of Directors Decision No. 110/KPTS/2023 dated September 25, 2023, regarding the Implementation Guidelines for Procurement of Goods and Services within PT Jasa Marga (Persero) Tbk, includes:

1. Enhancing the quality of consolidated planning and procurement strategy to optimize value for money.
2. Aligning the objectives of procurement of goods and services with the Company's goals.
3. Conducting procurement of goods and services that are more transparent, competitive, and accountable.
4. Prioritizing domestic products in accordance withdomestic production utilization regulations.
5. Providing opportunities for national business actors, Micro and Small Enterprises.
6. Strengthening institutional capacity and Human Resources in the field of procurement of goods and services.
7. Utilizing information technology.
8. Providing opportunities for Subsidiaries and/or synergy among State-Owned Enterprises and/or Subsidiaries and/or Affiliated Companies of State- Owned Enterprises.
9. Implementing strategic, modern, innovative procurement of goods and services.
10. Strengthening performance measurement of procurement of goods and services and risk management.

Etika Perseroan dalam Penyediaan Barang dan Jasa

Perseroan melaksanakan pengadaan barang dan jasa berdasarkan prinsip-prinsip kompetitif, transparan, adil, wajar 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.

Corporate Ethics in Procurement of Goods and Services

The company conducts procurement of goods and services based on competitive, transparent, fair, reasonable, and accountable principles. The ethical behavior expected in dealing with suppliers of goods and services, according to Board of Directors Decision No. 110/KPTS/2023 dated September 25, 2023, regarding the Implementation Guidelines for Procurement of Goods and Services within PT Jasa Marga (Persero) Tbk, includes:

1. Executing duties in an orderly manner with a sense of responsibility to achieve the objectives, smoothness, and accuracy of the procurement of goods and services.
2. Working professionally, independently, and maintaining confidentiality of information that must be kept secret to prevent deviations in the procurement of goods and services.
3. Avoiding direct or indirect influence that results in unfair competition.
4. Accepting and taking responsibility for all decisions made in accordance with written agreements of the parties involved.
5. Avoiding and preventing conflicts of interest among related parties, directly or indirectly, resulting in unfair competition in the procurement of goods and services.
6. Avoiding and preventing wastage and financial leakage of state/company funds.
7. Avoiding and preventing abuse of authority and/or collusion.
8. Not accepting, offering, and/or promising to give or receive gifts, rewards, commissions, discounts, andanything else from or to anyone known or suspected to be related to the procurement of goods and services.

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.*

Transformation of Procurement of Goods and Services

The transformation of procurement of goods and services within the company is carried out as follows

1. Increasing the function and role of Procurement and Fixed Asset Group as 1 (one) working unit under the Corporate Secretary. By increasing the role and function of the Procurement and Fixed Asset Group, Procurement of Goods and Services can be carried out more effectively and efficiently.
2. Enhancement of the function and role of the Procurement and Fixed Asset Group as 1 (one) work unit under the Corporate Secretary. With the increased role and function of the Procurement and Fixed Asset Group, procurement of goods and services can be carried out more effectively and efficiently.

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 364 penyedia yang tergabung dalam Pengampu PT Jasa Marga untuk jumlah transaksi Per 31 Desember 2024 terdapat 1.921 transaksi dengan nilai transaksi sebesar Rp103,5 Miliar .
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.
11. *Enhancement* sistem *e-procurement* dengan fitur P3DN untuk mendorong implementasi P3DN pada proses perencanaan Pengadaan Barang dan Jasa.

3. Changes in the procurement policy of goods and services according to the company's business processes and needs while prioritizing compliance with applicable regulations and principles of Good Corporate Governance.
4. Development of an e-Procurement Application system in the Company that is tailored to the business processes and needs of Procurement of Goods and Services in the Company.
5. Implementation of the Digital Market (PaDi) for MSMEs under State-Owned Enterprises to the Head Office, Regional Divisions, and Service Provider Subsidiaries. The company's contribution to the PaDi for MSMEs under State-Owned Enterprises now includes 364 suppliers who are part of PT Jasa Marga's framework, with a total of 1,921 transactions as of December 31, 2024, valued at Rp103.5 billion.
6. Socialization of regulations on Procurement Guidelines to Internal Parties (Head Office and regional offices) and Subsidiaries periodically.
7. Socialization of the P3DN implementation policy to key resources within the Jasa Marga Group including Subsidiaries, as well as external parties such as goods and service providers.
8. Implementation of Planning, Monitoring, and Evaluation of P3DN within the Jasa Marga Group
9. Utilization of Digital Procurement Application features including
    a. List of Jasa Marga Contractors (DRJM);
    b. General Procurement Plan (RUP);
    c. e-Catalogue;
    d. e-Tender;
    e. e-Invoice;
    f. e-Dashboard.
10. Adjustment of the Implementation Guidelines for Procurement of Goods and Services within PT Jasa Marga (Persero) Tbk in accordance with the Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023 dated March 24, 2023, concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.
11. Enhancement of the e-procurement system with P3DN features to encourage the implementation of P3DN in the procurement planning process for goods and services.

Implementasi Kebijakan Penggunaan Tingkat Komponen Dalam Negeri (P3DN)

Berdasarkan INPRES Nomor 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.

Implementation of Domestic Component Level (P3DN) Usage Policy

Based on Presidential Instruction Number 2 of 2022 Regarding Acceleration of Increasing the Use of Domestic Products and Micro, Small, and Medium Enterprises Products in order to succeed the National Movement Proud of Indonesian Made in the Implementation of Government Procurement of Goods/Services, the Establishment of P3DN Team is carried out through Board of Directors Decision No. 147/KPTS/2023 dated November 14, 2023 concerning the Establishment of Domestic Product Utilization Improvement Team (P3DN) in the Environment of Jasa Marga Group and Board of Directors Decision No. 71/KPTS/2022 dated June 2, 2022 concerning the Roadmap for the Use of Domestic Products and Domestic Component Levels (TKDN) in the Environment of 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 Jasa Marga 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.

Implementation of e-Procurement

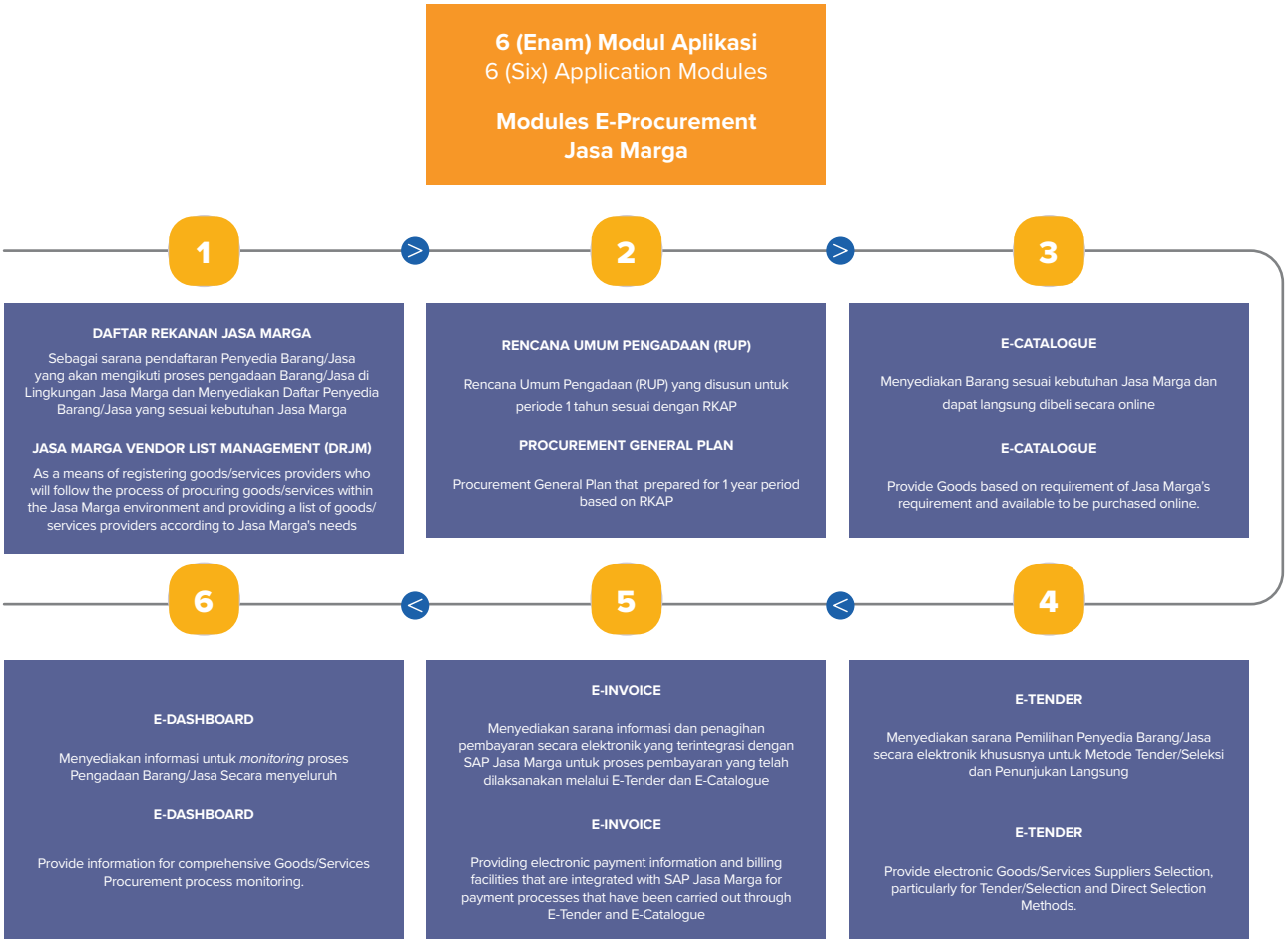
e-Procurement is a Procurement System for the process of Selecting Suppliers of Goods and Services in the Central Office and Regional Division Working Unit Environments, developed in accordance with the Procurement Process and the provisions of Goods and Services Procurement Implementation applicable in the Company's environment.

The implementation of e-Procurement in the Company is based on Board of Directors Decree Number 110/ KPTS/2023 dated September 25, 2023 concerning Guidelines for the Implementation of Goods and Services Procurement in the Environment of PT Jasa Marga (Persero) Tbk which refers to the Regulation of the Minister of SOEs Number PER-2/ MBU/03/2023 dated March 24, 2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.

Jasa Marga continuously develops the implementation of e-Procurement and since 2020, Jasa Marga has implemented e-Procurement, so that the Supplier Selection process by the Procurement Committee becomes more transparent and can be monitored comprehensively.

For the Company, e-Procurement not only improves transparency but also increases efficiency with competitive prices and a more effective procurement cycle. The implementation of Goods and Services Procurement with e-Procurement is also carried out using the ISO: 37001 Anti-Bribery Management System (ABMS) standard to avoid Conflict of Interest in the field of Goods and Services Procurement.

Bagan Sistem Aplikasi *e-Procurement* Barang dan Jasa
Chart of Goods and Services e-Procurement Application 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 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:

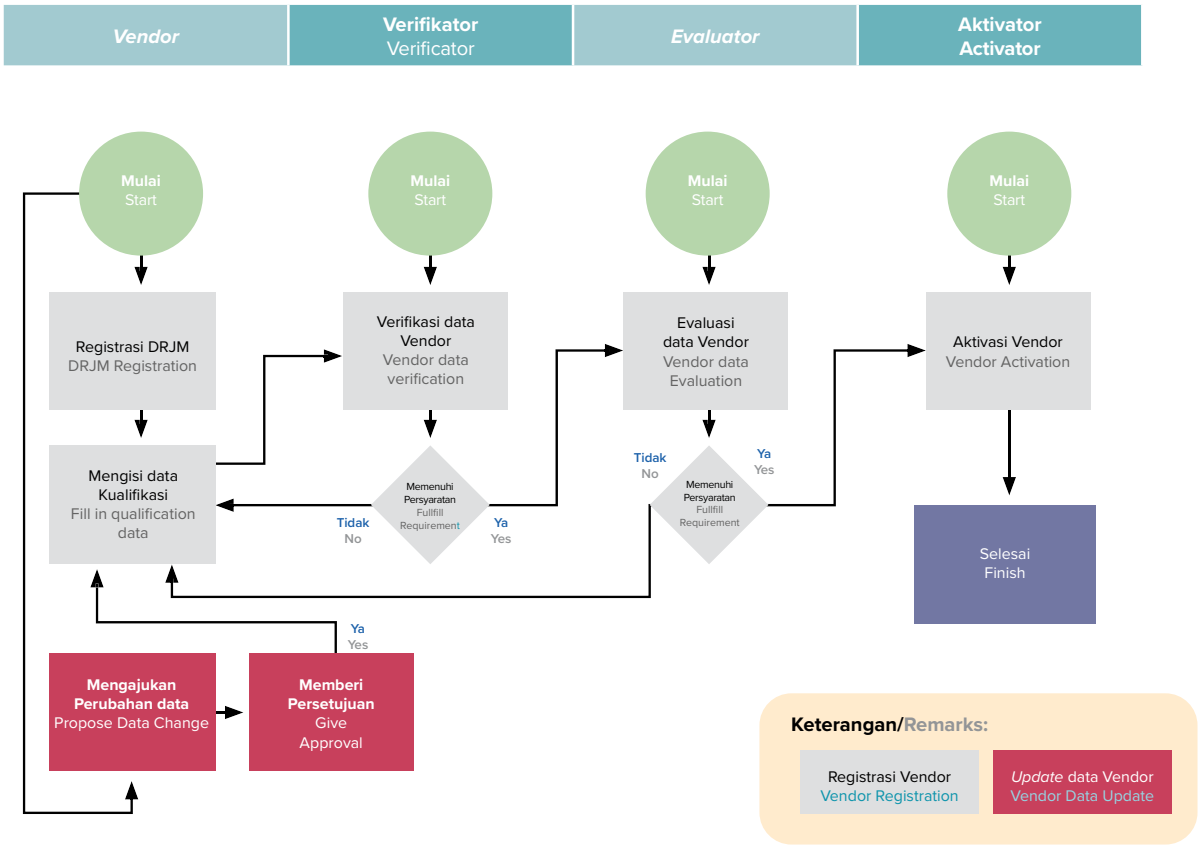
1. Akta Pendirian dan Perubahan Terakhir Perusahaan;
2. Laporan keuangan Perusahaan yang telah Audit KAP;
3. Kepemilikan Ijin Perusahaan;
4. Laporan Pajak Tahunan Perusahaan;
5. Pengalaman Pekerjaan Perusahaan;
6. Kepemilikan Sertifikat Keahlian dari Personal Perusahaan.

The module of the e-Procurement system application that has been integrated with SAP is related to the e-Invoice used for online billing by Goods and Services Providers.

The management of the Jasa Marga Vendor List (DRJM) since 2020 is carried out based on the general administrative data of Goods and Services Provider companies as a prerequisite for Supplier Pre-Qualification, which includes the following:

1. Company Establishment Deed and Latest Amendments;
2. Company Financial Statements audited by KAP;
3. Company License Ownership;
4. Company's Annual Tax Report;
5. Company Work Experience;
6. Ownership of Expertise Certificates from Company Personnel.

Bagan Pengelolaan Daftar Rekanan Jasa Marga
Chart of Jasa Marga Vendor List Management



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.

Since October 2020, Jasa Marga has also added the evaluation of Bribery Risk Assessment for Goods and Services Providers and Integrity Declaration Form as part of the implementation of ISO: 37001 Anti-Bribery Management System (ABMS) in the procurement process within the Company

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.

Integrity Pact for Goods and Services Providers

As a commitment to implementing Good Corporate Governance (GCG) and in accordance with the implementation of ISO: 37001 Anti-Bribery Management System (ABMS), Goods and Services Providers are required to sign the Integrity Pact and Integrity Declaration Form for Goods and Services Providers.

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

Integrity Pact for Jasa Marga Personnel

In every procurement process, the Company also requires Jasa Marga personnel to sign an Integrity Pact as a form of avoiding conflicts of interest and ensuring transparency in the procurement process.

Laporan Harta Kekayaan Penyelenggara Negara (LHKPN)

State Officials' Assets 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.

In order to comply with Law No. 28 of 1999 concerning the Clean and Free from Corruption, Collusion, and Nepotism State Administration, through Board of Directors Decision No. 135/KPTS/2018 dated November 27, 2018 regarding the State Officials Wealth Report Management Unit within the Company's environment, Jasa Marga has essentially implemented the obligation to submit Wealth Reports of State Officials (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 Association Management Companies, including:
    a. Commissioners/Supervisory Board and Directors.
    b. Structural positions up to 2 (two) levels below the Board of Directors.
    c. Functional positions 1 (one) level below the Board of Directors.

Furthermore, Jasa Marga has also appointed the LHKPN Management Unit, a task force that will be a working partner of the KPK in managing LHKPN within PT Jasa Marga (Persero) Tbk, which consists of:

1. Responsible Person, namely the Corporate Secretary who is tasked with:
    a. Coordinating with the KPK in the following matters:
        i. Monitoring and evaluating compliance with the Mandatory LHKPN in the submission and announcement of LHKPN;
        ii. Facilitating and coordinating the socialization of LHKPN obligations and technical guidance on the procedure for filling out and submitting LHKPN via the e-LHKPN application (e-Filing Module);
        iii. Other matters that support the smooth management of LHKPN.
    b. Coordinating all LHKPN management activities within the Company together with the Human Resources and Supervision Coordinator.

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*);
   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 2024

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 2024 (untuk periode pelaporan 2023) Jasa Marga telah terealisasi yaitu sebanyak 444 Orang. Wajib Lapor telah menyampaikan LHKPN dan sebanyak 100% Wajib Lapor telah menyampaikan LHKPN dengan tepat waktu.

2. Human Resources Coordinator, namely the Human Capital Services Group, tasked with:
   a. Coordinating with the KPK regarding Mandatory LHKPN data within the Company every year;
   b. Monitoring the State-Owned Enterprises Administrator and Working Unit Administrator in terms of updating personnel data (including: entry, update, validation) of Mandatory LHKPN through the e-LHKPN application (e-Registration Module);
   c. Distribution of e-Filing activation request forms and other correspondence documents to Mandatory LHKPN;
   d. Assisting the Responsible Person, Human Resources Coordinator, and Supervision Coordinator in monitoring compliance with Mandatory LHKPN within State-Owned Enterprises.
3. Supervision Coordinator, namely the Internal Audit Group, tasked with:
   a. Ensuring compliance with Mandatory LHKPN;
   b. Coordinating with the KPK regarding compliance with Mandatory LHKPN within the Company;
   c. Making recommendations to the Board of Directors for sanctions against Mandatory LHKPN who are not compliant in submitting LHKPN according to applicable provisions.

Realization of LHKPN 2024

Jasa Marga has submitted the LHKPN Policy, including the distribution of the forms and instructions for completing the LHKPN forms via the company's Intranet/Internal Portal at www.jasamarga.co.id, which is accessible to all Jasa Marga employees.

The realization of LHKPN submission by LHKPN Reporters in 2024 (for the 2023 reporting period) has been achieved at 444 people. The Reporters have submitted their LHKPN, with 100% of them having submitted it on time.

Whistleblowing System
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.

The Whistleblowing System (WBS) is a system that manages complaints/disclosures regarding illegal behavior or unethical/unacceptable actions confidentially, anonymously, and independently. It is designed to optimize the participation of Jasa Marga employees and other parties in exposing violations within the Company.

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.

The Company has provided the WBS facility, managed by an independent and professional third party, which has been available to all Jasa Marga employees and external parties since January 16, 2013. The management of the WBS is guided by the Joint Decree of the Board of Directors and the Board of Commissioners of PT Jasa Marga (Persero) Tbk, as amended by the latest Joint Decree No. 191/KPTS/2024 and No. KEP 149/IX/2024 concerning the Whistleblowing System Guidelines of 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.
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.

Types of Violations

The types of violations that can be reported are actions that can harm the Company, including the following:

1. Deviation from applicable regulations and laws.
2. Misuse of position for interests outside of the Company.
3. Extortion.
4. Cheating.
5. Conflict of Interest.
6. Gratification
7. Bribery.
8. Acts that violate ethics, morality, and decency norms.

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.

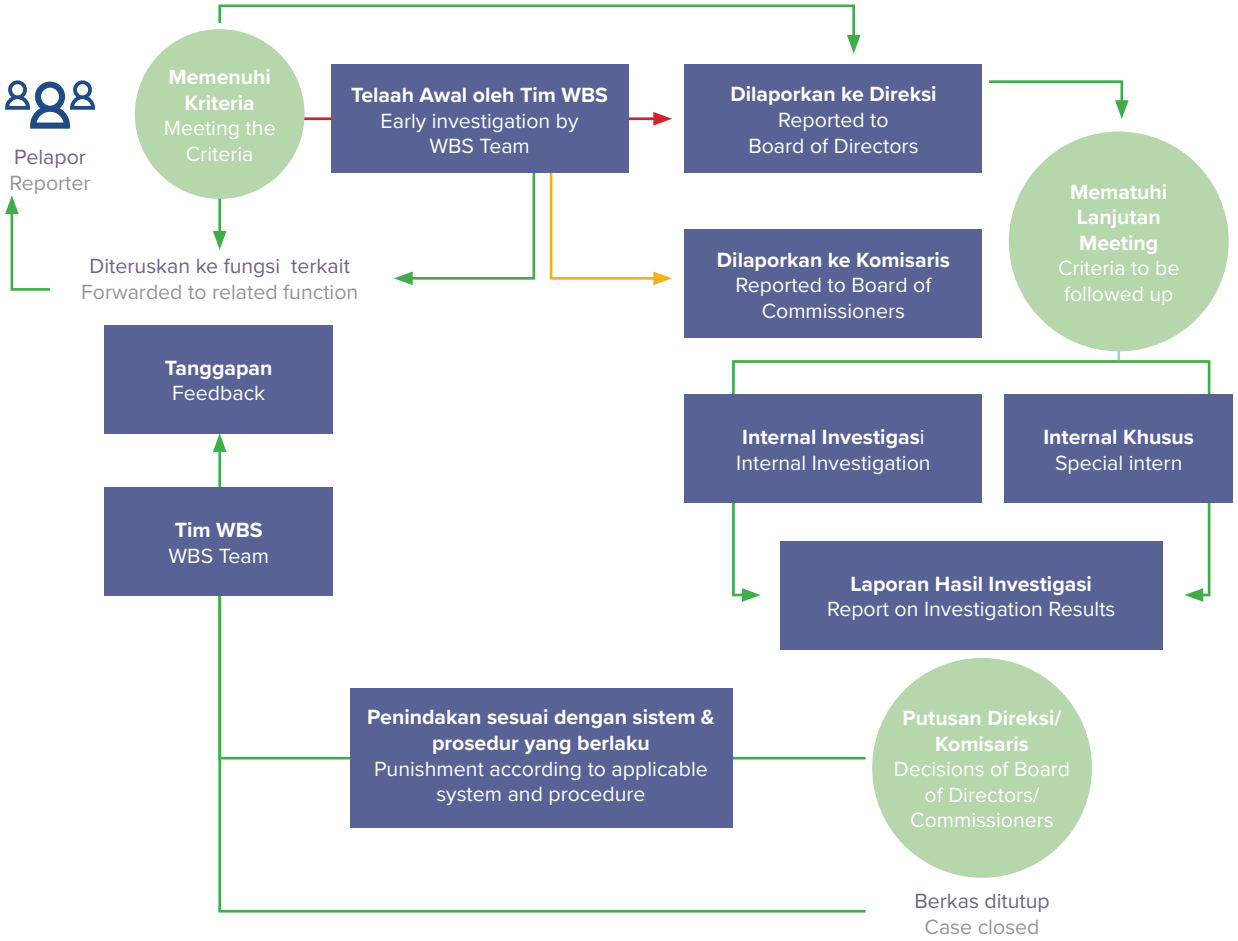
Sanksi yang dijatuhkan dapat berupa teguran lisan, surat peringatan (I, II, III), hingga pemutusan hubungan kerja (PHK). Perseroan tidak akan menoleransi setiap pelanggaran terkait dengan integritas.

Types of Sanctions

Each report received will be studied, classified, and followed up through in-depth investigations based on the facts obtained. Decisions regarding the proven or unproven nature of the report will be made and taken based on considerations of the consequences of the actions, the degree of intentionality, and the motives behind the actions.

Sanctions imposed may include oral warnings, warning letters (I, II, III), and even termination of employment (dismissal). The Company will not tolerate any violations related to integrity.

Bagan Alur Proses Sistem Pelaporan Pelanggaran
Flowchart of Whistleblowing System Process



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.

Socialization of Whistleblowing System

The socialization of the Whistleblowing System (WBS) within the Company is delivered through various media such as internal bulletins, roll banners, and electronic mail to all employees, ethics socialization and direct presentations to related work units. For external, socialization is carried out through the Company's website, the Company's social media, and sending circulars/memos.

Mekanisme Penyampaian Laporan Pelanggaran

Penyampaian pengaduan/penyingkapan oleh Pelapor harus memperhatikan hal-hal sebagai berikut:

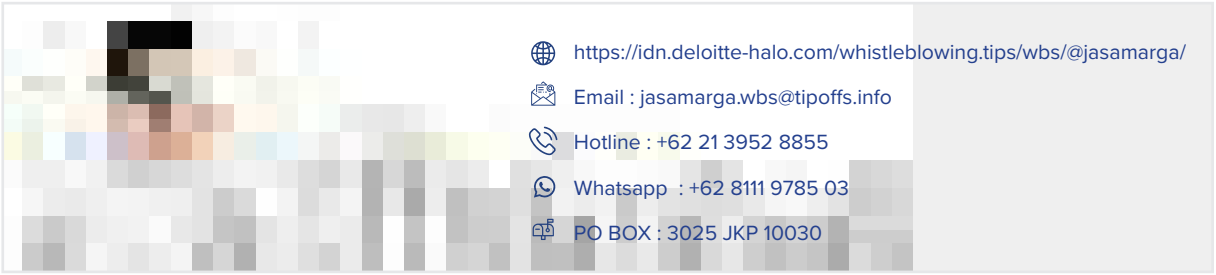
1. Pelapor wajib memberikan indikasi awal yang dapat dipertanggungjawabkan, meliputi:
   a. Pelanggaran yang diadukan, meliputi jumlah kerugian (apabila dapat ditentukan). 1 (satu) Pengaduan/Penyingkapan sebaiknya hanya untuk 1 (satu) pelanggaran agar penanganannya dapat lebih fokus.
   b. Pihak yang terlibat, yaitu siapa yang seharusnya bertanggungjawab 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 anonim 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.

Mechanism for Submitting Violation Reports

Submission of complaints/disclosures by the Reporter must pay attention to the following matters:

1. The reporter is required to provide initial, accountable indications, including:
   a. The reported violations, including the amount of loss (if it can be determined). 1 (one) Complaint/Disclosure should only be for 1 (one) violation so that handling can be more focused.
   b. The parties involved, namely who should be responsible for the violation, including witnesses and parties who benefit or are harmed by the violation.
   c. Location of the violation, including the name, place or location of the work unit where the violation occurred.
   d. Time of violation, namely the period of violation, whether in the form of a day, week, month, year or a specific date when the violation occurred.
   e. How/chronology of the violation occurred.
   f. Supporting evidence that a violation has occurred.
   g. Whether the violation has been reported to another party or reported previously.
   h. Whether the violation has been occurred before.
2. To speed up and simplify the process of following up on Complaints/Disclosures, the Reporter is advised to provide information regarding their identity, which at least includes their address/telephone number/mobile phone/facsimile/email.
3. If the Reporter chooses to use anonymity in submitting a Complaint/Disclosure, the Administration Manager is obliged to maintain the confidentiality of the Reporter's personal data, unless the Complaint/Disclosure process has been handled by an External Investigator and/or legally required the Reporter's identity in handling the Complaint/Disclosure.
4. Jasa Marga personnel are required to contact and ask for advice from the Anti-Bribery Compliance Function regarding what actions to take if faced with an attempt or situation that may involve bribery.

Sarana/Media Pelaporan *Whistleblowing System* Jasa Marga
Sarana/Media Pelaporan Whistleblowing System Jasa Marga



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.

Protection for Whistleblowers

The Company provides facilities for reporting channels (telephone, mail, email) that are independent, free, and confidential for the Reporter, to ensure a safe reporting process. In addition, the Company provides protection to the Reporter in the following ways:

1. The Reporter's identity is guaranteed to be kept confidential.
2. The Company ensures protection for the Reporter from any form of threats, intimidation, or unpleasant actions from any party as long as the Reporter maintains the confidentiality of the reported violation from any party.
3. Protection for the Reporter applies to parties conducting investigations as well as other parties providing information related to the complaint/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.

Handling of Complaints

The Reporter submits reports in the form of letters accompanied by the necessary supporting documents. These reports are submitted through Jasa Marga's Whistleblowing System reporting channels/media.

If the documents and evidence provided are complete, the WBS Management Team sorts the data and decides whether the case can proceed to the investigation level. If the decision 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 their findings to the Board of Directors. Reports related to management levels below the Board of Directors are submitted in the form of letters 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 profesional dan independen bekerja sama dengan PT Deloitte Advis Indonesia sehingga memberikan kesempatan untuk melaporkan berbagai pelanggaran yang terjadi di Jasa Marga dan termasuk dalam ruang lingkup pelanggaran yang dapat merugikan 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:

Parties Managing Complaints

Jasa Marga's Whistleblowing System is professionally and independently managed in collaboration with PT Deloitte Advis Indonesia, providing opportunities to report various violations occurring within Jasa Marga and falling within the scope of violations that may harm Jasa Marga.

Based on Board of Directors Decision No. 53/KPTS/2022 dated April 13, 2022, regarding the Whistleblowing System Management Team of PT Jasa Marga (Persero) Tbk, the composition of the WBS Management Team in 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 2024

Pada tahun 2024, terdapat 13 laporan dugaan pelanggaran yang disampaikan melalui mekanisme WBS dan 1 laporan yang diterima pada akhir tahun 2023 yang ditindaklanjuti pada tahun 2024. Dari jumlah tersebut, sebanyak 9 laporan masuk dalam kategori jenis pelanggaran di luar lingkup yang dapat ditangani melalui mekanisme WBS Jasa Marga, dan sebanyak 5 laporan masuk dalam ruang lingkup WBS dan diproses sesuai dengan mekanisme pelaporan WBS.

Number of Complaints Received and Processed in 2024

In 2024, there were 13 reports of alleged violations submitted through the WBS mechanism, along with 1 report received at the end of 2023 that was followed up in 2024. Of these, 9 reports were categorized as violations outside the scope that could be handled through Jasa Marga's WBS mechanism, while 5 reports fell within the scope of the WBS and were processed according to the WBS reporting mechanism.

Tabel Jumlah Pengaduan melalui *Whistleblowing System* di Tahun 2024
Table of Number of Complaints through Whistleblowing System in 2024

No.	Media Pelaporan Reporting Media	Jumlah Pelaporan Total Report	Status 31 Desember 2024 Status December 31, 2024	
			Closed (Jumlah/Total)	*Open* (Jumlah/Total)
1.	Situs *Web* Website	1	1	0
2.	Surel Email	3	3	0
3.	SMS	0	0	0
4.	*Whatsapp*	9	9	0
		1	1	0
5.	PO BOX	0	0	0
Jumlah Total		**14**	**14**	**0**

Sanksi/Tindak Lanjut atas Pengaduan yang Telah Selesai Diproses pada Tahun Buku

Dari seluruh laporan yang masuk melalui sarana WBS dan diproses pada tahun 2024, sebanyak 5 laporan masuk dalam kategori jenis pelanggaran dalam lingkup yang dapat ditangani melalui mekanisme WBS Jasa Marga, dan seluruhnya telah selesai ditindaklanjuti.

Sehingga sampai dengan akhir tahun 2024, dari seluruh laporan yang masuk dengan jumlah total 14 laporan, seluruhnya telah selesai ditindaklanjuti (status laporan *closed*).

Sanctions/Follow-Up on Complaints Processed in the Financial Year

Of all the reports submitted through the WBS system and processed in 2024, 5 reports were categorized as violations within the scope that can be handled through Jasa Marga's WBS mechanism, and all of them have been fully followed up.

Therefore, by the end of 2024, out of the total 14 reports received, all have been successfully addressed (status: closed).

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 a number of policies to prevent insider trading practices aimed at gaining personal profit. Prohibitions on insider trading practices for Jasa Marga personnel are outlined in the company's policies including:

1. Board Manual, which serves as guidelines for the Board of Commissioners and Directors.
2. Board of Directors Decision No. 84/KPTS/2020 regarding the Code of Conduct of PT Jasa Marga (Persero) Tbk.
3. Board of Directors Decision No. 78/KPTS/2020 regarding the Conflict of Interest Policy at PT Jasa Marga (Persero) Tbk.

In addition to these 3 (three) policies, the company has also issued Circular Letter No. 19/SE-DIR/2008 regarding the Prohibition on Trading PT Jasa Marga (Persero) Tbk Shares by Company Insiders During the Share Repurchase Period of PT Jasa Marga (Persero) Tbk, and Circular Letter No. 04/SE-DIR/2020 regarding the Prohibition on Trading PT Jasa Marga (Persero) Tbk Shares by Company Insiders During the Share Repurchase Period of the Company.

In the Circular Letter, Company Insiders are prohibited from trading the Company's shares during the Share Repurchase Period. Parties classified as Company Insiders include:

1. Members of the Board of Commissioners, Directors, Employees, and the Secretary of the Company's Board of Commissioners.
2. Major Shareholders of the Company.
3. Individuals whose positions, professions, or business relationships with the Company allow them to access insider information.
4. Parties who are no longer classified as such within the last 6 (six) months.

The Circular Letter also emphasizes that Company Insiders found to violate insider trading rules may be subject to sanctions by regulators in accordance with applicable laws and regulations.

In the last 3 (three) years, there have been no insider trading transactions involving the Board of Commissioners and its supporting organs, the Directors and their management team, and the Company's employees.

Informasi tentang Pembelian Kembali Saham dan Obligasi
Information About Shares and Bonds Buyback

Sepanjang tahun 2024 Jasa Marga tidak melakukan pembelian kembali saham dan obligasi.

During the year 2024, Jasa Marga did not engage in any share buybacks or bond repurchases.

Penyediaan Dana untuk Kegiatan Politik
Funds Provision for Political Activities

Selama tahun 2024, 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.

During the year 2024, the Company did not allocate any funds for political activities or to political parties. This aligns with the Company's policy that prohibits supporting or making donations for political purposes.

Transparansi Praktik *Bad Governance*
Transparency of Bad Governance Practices

Sepanjang tahun 2024, 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 the year 2024, the Company remained committed to upholding good corporate governance by complying with all relevant regulations pertaining to its activities and fulfilling its obligations diligently. Both the Company and its organs, as well as supporting organs, in carrying out their operational activities, never engaged in practices of bad corporate governance.

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 company's activities that pollute the environment	Nihil None
2	Ketidakpatuhan dalam pemenuhan kewajiban perpajakan Non-compliance in tax obligations fulfilment	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.

Jasa Marga is committed to consistently implementing good Corporate Governance practices with high quality and standards. To support the implementation of Good Corporate Governance (GCG) in relation to Information Technology, Jasa Marga has implemented Information Technology and Data Governance into its business processes to ensure that the development and management of Information Technology can provide optimal benefits for the Company. This governance is outlined in the Board of Directors' Decision on Information Technology and Data Governance Policy No. 201/KPTS/2024.

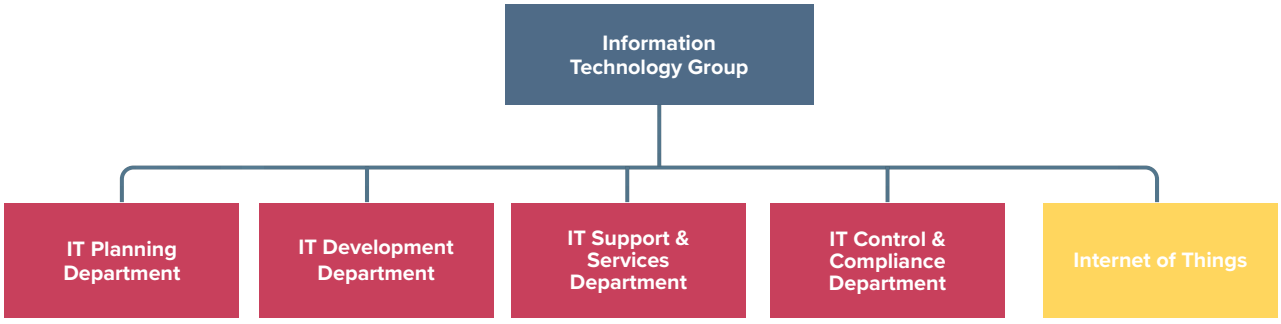
Tujuan dari penerapan Kebijakan Tata Kelola Teknologi Informasi dan Data adalah untuk memberikan panduan proses pengelolaan TI dan data yang standar secara menyeluruh, sesuai lingkup kebutuhan bisnis Perseroan dan memenuhi kepatuhan terhadap peraturan yang berlaku. Sedangkan, sasaran dari penerapan Kebijakan Tata Kelola Teknologi Informasi dan Data adalah peningkatan nilai tingkat kematangan proses pengelolaan Teknologi Informasi Perseroan yang berkesinambungan.

The purpose of implementing the Information Technology and Data Governance Policy is to provide comprehensive guidance on IT and data management processes that are standard, in accordance with the Company's business needs, and compliant with applicable regulations. Meanwhile, the objective of implementing the Information Technology and Data Governance Policy is to continuously enhance the maturity level of the Company's Information Technology management processes.

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:

Referring to Board of Directors Decision No. 11/KPTS/2022, the position of Information Technology at Jasa Marga has undergone transformation, not only as a supporter to achieve efficiency and effectiveness in business processes but also as an innovation to maintain business resilience and increase the Company's revenue. The organization managing the Information Technology processes at Jasa Marga is the Information Technology Group, whose structure can be seen in the diagram below:

Bagan Struktur Unit Kerja Information Technology Group
Chart of Information Technology Group Work Unit Structure



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, Kebijakan Tata Kelola TI dan Data mengacu pada standar internasional COBIT (*Control Objectives for Information and Related Technologies*), ITIL (*Information Technology Infrastructure Library*), ISO:27001, dan DMBOK, yang sudah disesuaikan dengan kebutuhan Perseroan.

Information Technology Governance Policy

Based on the Minister of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023 concerning Governance Guidelines 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. This policy aims to optimize the contribution of IT in achieving the Company's Long-Term Objectives. In addition to the Ministerial Regulation, the IT and Data Governance Policy refers to international standards such as COBIT (Control Objectives for Information and Related Technologies), ITIL (Information Technology Infrastructure Library), ISO:27001, and DMBOK, which have been tailored to meet 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 Information Technology Governance Policies, the Board of Directors has fulfilled the mandate of Minister of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023 Article 31 paragraph (1), which states that "the Board of Directors may implement good State-Owned Enterprise Information Technology 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.

Principles of Information Technology Governance

The principles of the Company's Information Technology (IT) governance are as follows:

1. Directed and systematic IT planning to ensure alignment between IT development and implementation with the Company's Business Objectives.
2. IT investments aligned with and supportive of the Company's strategy, considering IT capabilities to provide optimal benefits.

3. Implementasi TI yang obyektif 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.

3. Objective and accountable IT implementation, considering quality and risk in accordance with Company regulations.
4. Effective and efficient IT operational management.
5. Consistent control over IT operational performance and compliance with applicable regulations and legislation.
6. Continuous improvement across all dimensions of IT management.

These principles will be further applied to IT management activities and the implementation of the IT development roadmap according to 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 Company's target for implementing Information Technology Governance is continuous improvement in IT management across the four main IT process cycles: Planning, Development or Acquisition, Operations, and Monitoring, and Evaluation. The success indicator ofimplementing IT Governance is the IT Maturity Score

Bagan *Road Map* Tata Kelola Teknologi Informasi
Information Technology Governance Road Map Chart

2022	2023	2024	2025
1. Implementasi Organisasi dan Tata Kelola Data. 2. Standarisasi skema backup. 3. Adopsi *Agile* & Devops. 4. Peningkatan kapabilitas dan kapasitas SDM TI. 5. Sertifikasi dan *Maintenance* ISO: 27001. 1. *Review* Masterplan TI (MPTI). 2. Implementation of Organization and Data Governance. 3. Standardize backup schemes. 4. Agile & Devops Adoption. 5. Increasing IT HR capability and capacity. 6. Certification and Maintenance ISO: 27001. 7. IT Masterplan Review (MPTI).	1. Implementasi Organisasi dan Tata Kelola Data (Lanjutan). 2. Standarisasi skema *backup* (Lanjutan). 3. Pembentukan IT *Shared Service Center.* 4. Adopsi *Agile & Devops.* 5. Peningkatan kapabilitas dan kapasitas SDM TI (Lanjutan). 6. Pelaksanaan kontrol tata kelola. 7. Sertifikasi dan *Maintenance* ISO: 27001 (Lanjutan). 8. *Review* MPTI (Lanjutan). 1. Organizational Implementation and Data Governance (Continued). 2. Standardize backup schemes (Continued). 3. Establishment of an IT Shared Service Center. 4. Agile & Devops Adoption. 5. Increasing IT HR capability and capacity (Continued). 6. Implementation of governance controls. 7. Certification and Maintenance ISO: 27001 (Continued). 8. MPTI Review (Continued).	1. Pembentukan IT *Shared Service Center.* 2. Peningkatan kapabilitas dan kapasitas SDM TI (Lanjutan). 3. Pelaksanaan kontrol tata kelola (Lanjutan). 4. Sertifikasi dan *Maintenance* ISO : 27001 (Lanjutan). 5. *Review* MPTI (Lanjutan). 1. Establishment of an IT Shared Service Center. 2. Increasing IT HR capability and capacity (Continued). 3. Implementation of governance controls (Continued). 4. ISO Certification and Maintenance: 27001 (Continued). 5. MPTI Review (Continued).	1. Peningkatan kapabilitas dan kapasitas SDM TI (Lanjutan). 2. Pelaksanaan kontrol tata kelola (Lanjutan). 3. Sertifikasi dan *Maintenance* 4. ISO : 27001 (Lanjutan). 5. *Review* MPTI (Lanjutan). 1. Increasing IT HR capability and capacity (Continued). 2. Implementation of governance controls (Continued). 3. ISO Certification and Maintenance: 27001 (Continued). 4. MPTI Review (Continued).

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 di dalam organisasi Perseroan.

Pada tahun 2024, Perseroan telah melakukan pengukuran IT Maturity Level menggunakan COBIT 2019 dan nilai yang didapatkan dari proses tersebut adalah 3,46. Berdasarkan hasil tersebut, Perseroan telah memenuhi persyaratan yang ditetapkan oleh Kementerian BUMN bahwa nilai IT Maturity Level BUMN harus minimal 3.

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 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.

Assessment of Information Technology Governance Maturity Level

The assessment of IT Governance Maturity Level is a mechanism to measure the level of implementation of IT Governance, resulting in an IT Maturity Score ranging from 0 (non-existent) to 5 (optimal), indicating the quality of implementation of each control within the Company's organization.

In 2024, the Company conducted an assessment of the IT Maturity Level using COBIT 2019, and the obtained value from this process was 3.46. Based on this result, the Company has met the requirements set by the Ministry of State-Owned Enterprises that the minimum IT Maturity Level for State-Owned Enterprises must be 3.

Additionally, the Company has implemented the Information Security Management System (ISMS) following the direction of the National Cyber and Cryptography Agency (BSSN), which requires providers of electronic transaction services to implement ISMS. The implementation result is evidenced by the issuance of an ISO 27001:2022 certificate for the physical security of the data center after undergoing an external audit by a certification body.

Furthermore, the Company has completed the Indonesia Industry 4.0 Readiness Index (INDI 4.0) assessment as directed by the Ministry of State-Owned Enterprises, which requires every State-Owned Enterprise to undergo the INDI 4.0 assessment. The assessment process was completed in 2022, yielding a score of 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 *phising, 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.*

Information Technology Governance Process

The Company's Information Technology Governance encompasses the handling of disruptions, cybersecurity, and disaster recovery to ensure that all major risks are identified, managed, and reported to the Board of Directors. The realization of these aspects is as follows:

1. Handling Disruptions
   To prevent and address emerging disruptions such as phishing, malware, denial of service, and ransomware, the Company is establishing a Computer Security Incident Response Team (CSIRT). The purpose of CSIRT is to provide rapid and comprehensive responses to information security incidents, minimizing their impact and preventing further spread. CSIRT comprises representatives from the Information Technology Group and 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.

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* sistem 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.

2. Cybersecurity
To prevent attacks and threats entering the Company through cyberspace, the Company has taken various measures, including:
   a. Implementing an Information Security Management System in accordance with ISO 27001:2013 standards.
   b. Establishing a Security Operation Center to monitor the security status of information systems within the Company.
   c. Implementing layered protection for information systems and communication channels within the Company through the Defense in Depth concept. This concept aims to strengthen information security by implementing layered controls on data and systems to minimize security risks. Examples of implemented protections include Next Generation Firewall, Web Application Firewall, Vulnerability Management, Email Security, Endpoint Protection, Network Trace Analysis, and SD-WAN.

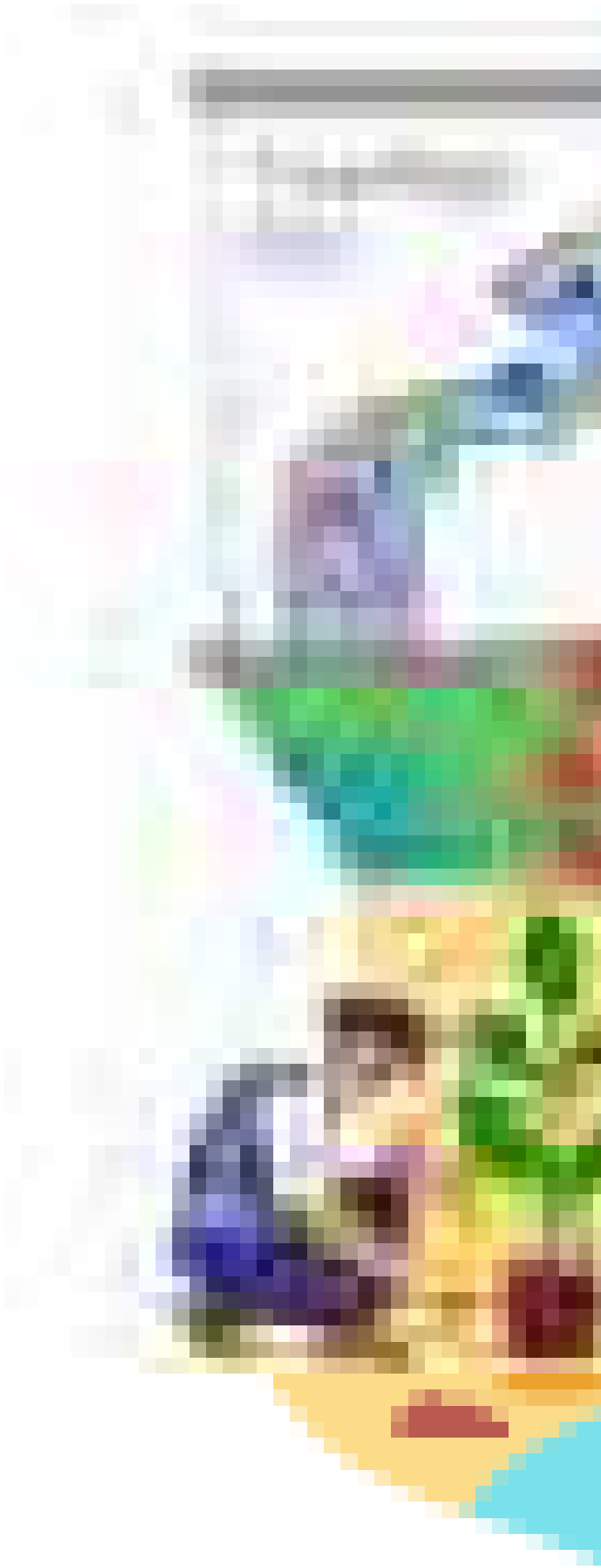
3. Disaster Recovery
As a step in handling disasters that may impact the Company's data, the Company has prepared a disaster recovery management concept.

   Activities conducted in this management process include:
   a. *Service Impact Analysis: determining the criticality* level of applications considering certain factors. The results of this activity will affect the frequency of backup and the disaster recovery treatment to be applied.
   b. Backup & Restore Management: creating data backup plans for information systems running in the Company according to the results of the Service Impact Analysis.
   c. Disaster Recovery Plan: creating recovery plans for information systems in the Company according to the results of the Service Impact Analysis. Recovery can be achieved through various methods, including restoring information system backups and transferring active site information systems from the data center to the disaster recovery center.
   d. Conduct periodic security assessment testing using independent parties to evaluate the security of the information systems owned by the Company.

07

Tanggung Jawab Sosial dan Lingkungan

Social and Environmental Responsibility





Tanggung Jawab Sosial dan Lingkungan 2024

Social and Environmental Responsibility 2024

Jasa Marga telah menyusun Laporan Keberlanjutan Tahun 2024 secara terpisah namun tetap menjadi bagian dari Laporan Tahunan Tahun 2024. Di dalam laporan tersebut, Perseroan menjabarkan pencapaian kinerja keberlanjutan dan pelaksanaan Tanggung Jawab Sosial dan Lingkungan Perseroan untuk periode pelaporan dari 1 Januari 2024 hingga 31 Desember 2024. 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 2024 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.

Pada tahun 2024, Perseroan telah memiliki komitmen keberlanjutan dan juga membentuk Komite Tanggung Jawab Sosial dan Lingkungan sesuai dengan arahan Kementerian BUMN melalui Peraturan Menteri Nomor: PER-1/MBU/03/2023 tentang Penugasan Khusus dan TJSL. Pembentukan Komite TJSL telah tertuang dalam 169/KPTS/2022 Surat Keputusan Direksi Nomor: 169/KPTS/2022 tentang Pembentukan Komite Tanggung Jawab Sosial dan Lingkungan di Lingkungan PT Jasa Marga (Persero) Tbk. Keanggotaan Komite TJSL telah tertuang dalam Surat Keputusan Direksi Nomor: 170/KPTS/2022 tentang Penetapan Daftar Nama Anggota Komite Tanggung Jawab Sosial dan Lingkungan (TJSL) PT Jasa Marga (Persero) Tbk dan perubahannya Nomor: 154/KPTS/2024 perihal Penetapan Komite TJSL Periode 2024-2025. Adapun penjelasan lebih lengkap mengenai Tanggung Jawab Sosial dan Lingkungan Perseroan telah tertuang dalam Laporan Keberlanjutan.

Jasa Marga has prepared the 2024 Sustainability Report separately while still being a part of the 2024 Annual Report. In this report, the company outlinesthe achievements of sustainability performance and the implementation of the company's social and environmental responsibilities for the reporting period from January 1, 2024, to December 31, 2024. The preparation of this report refers to the provisions in the Financial Services Authority Regulation (OJK) No. 51/POJK.03/2017 regarding the Implementation of Sustainable Finance for Financial Institutions, Issuers, and Public Companies (attachment II), and Financial Services Authority Circular Letter No. 16/SEOJK.04/2021 regarding the Form and Contents of the Annual Report of Issuers or Public Companies (attachment II). In addition to these provisions, the 2024 Sustainability Report is also prepared using international standards issued by the Global Sustainability Standards Board (GSSB), namely the Global Reporting Initiative (GRI) Standard with GRI 1 used as GRI 1: Foundation 2021.

In 2024, the Company has committed to sustainability and also formed a Social and Environmental Responsibility Committee in accordance with the Ministry of State-Owned Enterprises' directive through Ministerial Regulation Number: PER-1/MBU/03/2023 regarding Special Assignments and Social and Environmental Responsibility (TJSL). The establishment of the TJSL Committee is outlined in the Board of Directors' Decree Number: 169/KPTS/2022 concerning the Formation of the Social and Environmental Responsibility Committee within PT Jasa Marga (Persero) Tbk. The membership of the TJSL Committee is outlined in the Board of Directors' Decree Number: 170/KPTS/2022 concerning the Establishment of the List of Members of the Social and Environmental Responsibility Committee (TJSL) of PT Jasa Marga (Persero) Tbk and its amendment Number: 154/KPTS/2024 regarding the Appointment of the TJSL Committee for the 2024-2025 period. A more detailed explanation of the Company's Social and Environmental Responsibility is outlined in the Sustainability Report.

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 TJSL 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.

The Company is committed to integrating Environmental, Social, and Governance (ESG) principles into all operational aspects to create a sustainable positive impact on the environment, society, and corporate governance. This commitment is realized through the implementation of the Corporate Social and Environmental Responsibility (TJSL) program, which not only focuses on business growth but also aims to make a solid contribution to social improvement and environmental preservation. TJSL is implemented in accordance with ISO 26000 standards, leading to the establishment of the TJSL Committee as a manifestation of the active involvement of all units in ensuring the program's sustainability. Furthermore, this program aligns with the Sustainable Development Goals (SDGs) to enhance economic well-being, uphold social and environmental sustainability, and promote inclusive development for future generations.

ROADMAP ESG

2025 *(Prepare)*
Memperkuat ESG Tata Kelola
Strengthening ESG Governance

2026 *(Move)*
Memulai inisiatif keberlanjutan
Starting a sustainability initiative

2027 *(Accelerate)*
Mempercepat pencapaian tujuan keberlanjutan
Accelerating the achievement of sustainability goals

2028 *(Grow)*
Menerapkan prinsip-prinsip ESG secara konsisten, mendorong pertumbuhan berkelanjutan
Consistently implementing ESG principles, driving sustainable growth

2029 *(Resilience)*
Menjadi Perusahaan yang tahan dengan perubahan iklim
Becoming a company resilient to climate change



Pilar Pembangunan Sosial
Social Development Pillar

Jasa Marga Tanggap Bencana
Jasa Marga Disaster Response

Sebagai bentuk kepedulian kepada masyarakat terdampak bencana, Jasa Marga aktif menyalurkan bantuan berupa kebutuhan pokok, obat-obatan, logistik dan kebutuhan lainnya diberbagai daerah bencana, seperti korban banjir Kab. Bandung dan Demak, korban angin puting beliung Sumedang dan Bandung, korban longsor Sumatera Barat dan Cianjur, serta korban kebakaran Manggarai Jakarta Selatan dan Kemayoran Jakarta Pusat.
As an act of solidarity for disaster-affected communities, Jasa Marga actively provides aid in the form of basic necessities, medicines, logistics, and other essential supplies in various disaster-affected areas, such as flood victims in Bandung Regency and Demak, tornado victims in Sumedang and Bandung, landslide victims in West Sumatra and Cianjur, as well as fire victims in Manggarai, South Jakarta, and Kemayoran, Central Jakarta.

Jasa Marga Peduli Pendidikan
Development and Marketing of MSMEs

Jasa Marga berkontribusi dalam dunia pendidikan melalui bantuan alat sekolah, perangkat pembelajaran seperti laptop dan proyektor, serta alat peraga bagi sekolah-sekolah di DKI Jakarta, Jawa Barat, dan Jawa Timur. Selain itu, program ini mencakup perbaikan sekolah di Sumatera Utara, Jawa Barat, dan Jawa Tengah, serta pembangunan Taman Lalu Lintas di Rest Area Jasa Marga guna meningkatkan edukasi keselamatan berlalu lintas bagi anak-anak.
Jasa Marga contributes to the field of education by providing school supplies, learning equipment such as laptops and projectors, and teaching aids for schools in DKI Jakarta, West Java, and East Java. This program also includes school renovations in North Sumatra, West Java, and Central Java, as well as the development of a Traffic Park at Jasa Marga Rest Areas to enhance traffic safety education for children.

Budaya Kita Berbagi (BUKBER)
Our Culture of Sharing (BUKBER)

Melalui program Budaya Kita Berbagi, Jasa Marga menyalurkan bantuan sembako ke berbagai yayasan dan lembaga sosial di Banten, DKI Jakarta, Jawa Barat, Jawa Tengah, Jawa Timur, Sumatera Utara, Sulawesi Utara, Maluku, dan NTT. Program ini juga mencakup pemberian hewan kurban serta pembagian takjil dan sembako dalam kegiatan BUKBER (Budaya Kita Berbagi).
Through the Budaya Kita Berbagi program, Jasa Marga distributes staple food aid to various foundations and social institutions in Banten, DKI Jakarta, West Java, Central Java, East Java, North Sumatra, North Sulawesi, Maluku, and NTT. This program also includes sacrificial animal donations and the distribution of takjil and staple food packages during the BUKBER (Budaya Kita Berbagi) event.

Jasa Marga Medical Keliling
Jasa Marga Mobile Medical

Dalam upaya meningkatkan kesehatan masyarakat, Jasa Marga menghadirkan layanan *Medical* Keliling, yang menyediakan pemeriksaan kesehatan, bantuan obat-obatan, dan dukungan nutrisi bagi masyarakat sekitar proyek Jalan Tol Jogja-Bawen. Dalam mendukung peningkatan kesehatan masyarakat, Jasa Marga juga turut memberikan bantuan berupa perbaikan sarana dan bantuan perlengkapan olahraga untuk meningkatkan kesejahteraan masyarakat.
In an effort to improve public health, Jasa Marga provides Mobile Medical Services, offering health check-ups, medical assistance, and nutritional support for communities around the Jogja-Bawen Toll Road project. Furthermore, Jasa Marga also provides support through facility upgrades and sports equipment donations to enhance community well-being

Pilar Pembangunan Ekonomi
Economy Development Pillar

Pengembangan dan Pemasaran UMK
Development and Marketing of MSMEs

Jasa Marga mendukung pertumbuhan UMKM melalui partisipasi dalam berbagai pameran dan bazar, termasuk INACRAFT, *Trade Expo* Indonesia, PaDi UMKM EXPO, Pameran Kriyanusa, dan Solo *Great Sale*. Selain itu, Perseroan juga mendukung pengembangan usaha Kampoeng UMKM 88B dan 519A serta mendukung sertifikasi halal dan pelatihan digital marketing bagi UMKM Binaan Jasa Marga agar lebih kompetitif di pasaran.
Jasa Marga promotes the growth of MSMEs by participating in exhibitions and bazaars such as INACRAFT, PaDi UMKM EXPO, Pameran Kriyanusa, and Solo Great Sale. Additionally, the company has developed Branding Kampoeng UMKM 519A and supports halal certification for MSMEs to enhance their market competitiveness.

Mengurangi Ketimpangan dengan Pemberdayaan Masyarakat
Reducing Inequality through Community Empowerment

Komitmen Jasa Marga terhadap inklusivitas ekonomi diwujudkan melalui program Disabilitypreneur Berdaya Bersama Jasa Marga, yang memberikan pelatihan kewirausahaan bagi penyandang disabilitas. Perseroan juga mendukung pendidikan bagi siswa di SLB Cicendo Bandung sebagai bagian dari upaya meningkatkan akses dan kualitas pendidikan inklusif.
Jasa Marga's commitment to economic inclusivity is shown in the Disabilitypreneur Berdaya Bersama Jasa Marga program, which offers entrepreneurship training to people with impairments. The company also supports education for students at SLB Cicendo Bandung as part of its efforts to improve access to and quality of inclusive education.

Pilar Pembangunan Lingkungan
Environmental Development Pillar

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* 519A, pembuatan sumur bor, serta pembangunan *septic tank* 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 Rest Area 519A, drilling bore wells, and installing septic tanks to promote sanitation in various operational locations.

Penanaman Pohon dan Pelestarian Lingkungan
Tree Planting and Environmental Conservation

Jasa Marga berkontribusi dalam penghijauan dengan melakukan penanaman pohon di *rest area* dan sekitar jalan tol. Perseroan juga mendukung upaya pelestarian lingkungan melalui penyediaan mesin pemotong rumput, motor viar, dan bak sampah, serta pembangunan biopori di Akses Patimban untuk meningkatkan daya serap air dan mengurangi risiko banjir.
Jasa Marga contributes to environmental sustainability by conducting tree planting in rest areas and along toll roads. The company also supports conservation initiatives by giving lawn mowers, Viar motorcycles, and rubbish bins, as well as building biopores in the Patimban Access region to improve water absorption and reduce flood risk.

Peningkatan Sarana dan Prasarana (Umum dan Ibadah)
Improvement of Facilities and Infrastructure (Public and Religious)

Sebagai bentuk kepedulian terhadap fasilitas publik, Jasa Marga memberikan bantuan material untuk pembangunan sarana ibadah, infrastruktur umum, dan penerangan jalan umum (PJU). Selain itu, program ini juga mencakup kegiatan lomba taman di ruas jalan tol Jasa Marga untuk memperindah lingkungan.
As part of its pledge to improve public facilities, Jasa Marga provides material aid for the development of places of worship, public infrastructure, and street lighting (PJU). Additionally, this program includes a garden competition along Jasa Marga's toll roads to enhance the environment's aesthetics.



08

Referensi POJK, SEOJK, dan Kriteria ARA

Reference of POJK, SEOJK and ARA

750 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

770 Kriteria *Annual Report Award* (ARA)
Annual Report Award (ARA) Criteria References





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

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	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	✓
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	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

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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;	30
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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.	30
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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;	128-134
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;	126-127
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.	165-167

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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.	208-210
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; The shares' indirect ownership percentage of the Issuer or Public Company by members of the Board of Directors and members of the Board of Commissioners at the beginning and end of the fiscal year, including information on shareholders registered in the shareholder register for the benefit of indirect ownership 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.	212-213
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;	210
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;	213
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.	214-216

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	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 financial 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);	250
	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);	251-261
	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.	262-263
	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.	262-263
F.	**Analisis dan Pembahasan Manajemen** **Management Discussion and Analysis**	268-375
	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;	275-306

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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;	307-341
3.	Kemampuan membayar utang atau kewajiban dengan menyajikan perhitungan rasio yang relevan; Ability to pay the debt by presenting the relevant ratios;	342-344
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;	344
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;	344-345
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;	346
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;	346
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);	349
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;	350

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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;	347-348
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;	347-348
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;	351-353
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.	354-355
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;	357-358

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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 dimaksuddalam 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;	359-367
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	369-371
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);	372-373

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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:	
	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	463-468, 477, 478-482
	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;	463-468, 477, 478-482
	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;	460 474
	2. Direksi, paling sedikit memuat: The Board of Directors, at the minimum, contains:	
	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.	516-517
	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;	512
	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.	538-543 543-544 543 544 459, 473
	d. Pelatihan dan/atau peningkatan kompetensi anggota Direksi: Training and/or competency improvement of the Board of Directors members:	
	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	523
	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);	172-177 523
	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	528-529

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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:	
	a. Tugas dan tanggung jawab Dewan Komisaris; Duties and responsibilities of the Board of Commissioners;	488-489
	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;	483
	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.	459, 473 536-538 543-544
	d. Pelatihan dan/atau peningkatan kompetensi anggota Dewan Komisaris: Training and/or competency improvement of members of the Board of Commissioners:	
	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	502
	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);	168-171 502
	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:	
	i. Prosedur pelaksanaan penilaian kinerja; Procedures for implementing performance appraisals;	532 534
	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	533 534
	iii. Pihak yang melakukan penilaian; dan The party conducting the assessment; and	532 534
	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:	
	i. Prosedur penilaian kinerja; dan performance appraisal procedures; and	507
	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;	507

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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:	
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	545
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:	
i.	Prosedur penetapan remunerasi Direksi dan Dewan Komisaris; Procedures for determining remuneration for the Board of Directors and the Board of Commissioners;	545-546
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	546-547
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.	549
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 Islamic 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 Shariah 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:	
a.	Nama dan jabatannya dalam keanggotaan komite; Names and positions of the committee members;	131-132 141-142
b.	Usia; Age;	131-132 141-142
c.	Kewarganegaraan; Nationality;	131-132 141-142
d.	Riwayat pendidikan; Education history;	131-132 141-142
e.	Riwayat jabatan, meliputi informasi: Position history, including:	
i.	Dasar hukum penunjukan sebagai anggota komite; Legal basis for appointment as a committee member;	131-132 141-142 559
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	131-132 141-142
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;	131-132 141-142
f.	Periode dan masa jabatan anggota komite audit; Period and tenure of Audit Committee members;	559

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	g. Pernyataan independensi komite audit; Statement of Audit Committee independence;	560
	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);	178 564
	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;	563-564
	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;	564-570
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:	
	a. Nama dan jabatannya dalam keanggotaan komite; Names and positions of the committee members;	130,133 143-145
	b. Usia; Age;	130,133 143-145
	c. Kewarganegaraan; Nationality;	130,133 143-145
	d. Riwayat pendidikan; Education history;	130,133 143-145
	e. Riwayat jabatan, meliputi informasi: Position history, including:	
	i. Dasar hukum penunjukan sebagai anggota komite; Legal basis for appointment as a committee member;	130,133 143-145 579
	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	130,133 143-145
	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;	130,133 143-145
	f. Periode dan masa jabatan anggota komite; Period and tenure of committee members;	579
	g. pernyataan independensi komite; Statement of committee independence;	580
	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 financial year (if any);	178 585
	i. Uraian tugas dan tanggung jawab; Description of duties and responsibilities;	580-582
	j. Pernyataan bahwa telah memiliki pedoman atau piagam (*charter*); Statement that it has established committee guidelines or charter;	577-578
	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;	582-584
	l. Uraian singkat pelaksanaan kegiatan pada tahun buku; dan A brief description of the committee's activities in the fiscal year;	585-586
	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;	-

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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:	
a.	Nama dan jabatannya dalam keanggotaan komite; Name and position in committee membership;	129,134 146-148
b.	Usia; Age;	129,134 146-148
c.	Kewarganegaraan; Nationality;	129,134 146-148
d.	Riwayat pendidikan; Educational history;	129,134 146-148
e.	Riwayat jabatan, meliputi informasi: Position history, including information on:	
i.	Dasar hukum penunjukan sebagai anggota komite; Legal basis for appointment as a committee member;	129,134 146-148 592
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	129,134 146-148
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;	129,134 146-148
f.	Periode dan masa jabatan anggota komite; The period and term of office of the committee members;	592
g.	Pernyataan independensi komite; Statement of committee independence;	592-593
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	179 598
i.	Uraian tugas dan tanggung jawab; Description of duties and responsibilities;	593-596
j.	Pernyataan bahwa telah memiliki pedoman atau piagam *(charter)* komite; A statement that the committee has had guidelines or charters;	591
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	596-597
l.	Uraian singkat pelaksanaan kegiatan komite pada tahun buku; A brief description of the committee's activities for the fiscal year;	598-600
9.	Sekretaris perusahaan, paling sedikit memuat: Corporate Secretary, including, at the minimum:	
a.	Nama; Name;	150
b.	Domisili; Domicile;	150
c.	Riwayat jabatan, meliputi: Position history, including:	
i.	Dasar hukum penunjukan sebagai sekretaris perusahaan; dan Legal basis for appointment as Corporate Secretary; and	634-635
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;	150
d.	Riwayat pendidikan; Education history;	150
e.	Pelatihan dan/atau peningkatan kompetensi yang diikuti dalam tahun buku; dan Training and/or competence improvement followed during the fiscal year; and	180 641
f.	Uraian singkat pelaksanaan tugas sekretaris perusahaan pada tahun buku; A brief description of the Corporate Secretary activities in the fiscal year;	639-641

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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;	150
b.	Riwayat jabatan, meliputi: Position history, including:	
i.	Dasar hukum penunjukan sebagai kepala unit audit internal; dan The legal basis for the appointment as Internal Audit Unit head; and	150
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;	150
c.	Kualifikasi atau sertifikasi sebagai profesi audit internal (jika ada); Professional internal audit qualifications or certifications (if any);	649
d.	Pelatihan dan/atau peningkatan kompetensi yang diikuti dalam tahun buku; Training and/or competency improvement to be followed during the fiscal year;	193-204 650
e.	Struktur dan kedudukan unit audit internal; Structure and positions within the Internal Audit Unit;	648
f.	Uraian tugas dan tanggung jawab; Duties and responsibilities description;	645-647
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	644-645
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;	650-654
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:	
a.	Pengendalian keuangan dan operasional, serta kepatuhan terhadap peraturan perundang-undangan lainnya; Financial and operational control and compliance with other laws and regulations; and	699
b.	Tinjauan atas efektivitas sistem pengendalian internal; dan Review of the internal control system effectiveness;	701
c.	Pernyataan Direksi dan/atau Dewan Komisaris atas kecukupan sistem pengendalian internal; Statement of the Board of Directors and/or Board of Commissioners on the adequacy of the internal control system;	702
12.	Sistem manajemen risiko yang diterapkan oleh Emiten atau Perusahaan Publik, paling sedikit memuat: Description of the risk management system applied by the Issuer or Public Company, at the minimum, including:	
a.	Gambaran umum mengenai sistem manajemen risiko Emiten atau Perusahaan Publik; A general description of the Issuer or Public Company risk management system;	659-660
b.	Jenis risiko dan cara pengelolaannya; Risks types and their management; and	679-691
c.	Tinjauan atas efektivitas sistem manajemen risiko Emiten atau Perusahaan Publik; dan Review of the Issuer or Public Company risk management system effectiveness;	692
d.	Pernyataan Direksi dan/atau Dewan Komisaris atau komite audit atas kecukupan sistem manajemen risiko; Statement of the Board of Directors and/or Board of Commissioners on the adequacy of the risk management system;	696-698

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13.	Perkara hukum yang berdampak material yang dihadapi oleh Emiten atau Perusahaan Publik, Entitas anak, anggota Direksi dan anggota Dewan Komisaris (jika ada), paling sedikit memuat: Legal cases that have a material impact faced by Issuers or Public Companies, subsidiaries, members of the Board of Directors, and members of the Board of Commissioners (if any), at the minimum, contain:	
a.	Pokok perkara/gugatan; Case / litigation description;	703-705
b.	Status penyelesaian perkara/gugatan; dan Case / litigation settlement status; and	703-705
c.	Pengaruhnya terhadap kondisi Emiten atau Perusahaan Publik; Impact on the Issuer or Public Company condition;	703-705
14.	Informasi tentang sanksi administratif/sanksi yang dikenakan kepada Emiten atau Perusahaan Publik, anggota Dewan Komisaris dan anggota Direksi, oleh Otoritas Jasa Keuangan dan otoritas lainnya pada tahun buku (jika ada); Information on administrative sanctions/sanctions imposed on Issuers or Public Companies, members of the Board of Commissioners and members of the Board of Directors, by the Financial Services Authority and other authorities for the fiscal year (if any)	706
15.	Informasi mengenai kode etik Emiten atau Perusahaan Publik meliputi: Information regarding the Issuer or Public Company code of ethics, including:	
a.	Pokok-pokok kode etik; Code of ethics content;	709-710
b.	Bentuk sosialisasi kode etik dan upaya penegakannya; dan Form of code of ethics socialization and enforcement efforts; and	711-712
c.	Pernyataan bahwa kode etik berlaku bagi anggota Direksi, anggota Dewan Komisaris, dan karyawan Emiten atau Perusahaan Publik; Statement that the code of ethics applies to members of the Board of Directors, Board of Commissioners, and employees of the Issuer or Public Company	711
16.	Uraian singkat mengenai kebijakan pemberian kompensasi jangka panjang berbasis kinerja kepada manajemen dan/atau karyawan yang dimiliki oleh Emiten atau Perusahaan Publik (jika ada), antara lain berupa program kepemilikan saham oleh manajemen (*management stock ownership program*/MSOP) dan/atau program kepemilikan saham oleh karyawan (*employee stock ownership program*/ESOP); A brief description of the policy of providing long-term performance-based compensation to management and/or employees owned by the Issuer or Public Company (if any), including the management stock ownership program (MSOP) and/or employee stock ownership program (ESOP);	355 702
	Dalam hal pemberian kompensasi berupa program kepemilikan saham oleh manajemen (*management stock ownership program*/MSOP) dan/atau program kepemilikan saham oleh karyawan (*employee stock ownership program*/ESOP), informasi yang diungkapkan paling sedikit memuat: In terms of providing compensation in the form of a management stock ownership program (MSOP) and/or an employee stock ownership program (ESOP), the information disclosed must at least contain:	
a.	Jumlah saham dan/atau opsi; Number of shares and/or options;	356
b.	Jangka waktu pelaksanaan; Implementation period;	356
c.	Persyaratan karyawan dan/atau manajemen yang berhak; dan Requirements for eligible employees and/or management; and	356
d.	Harga pelaksanaan atau penentuan harga pelaksanaan; Exercise price or determination of exercise price;	356
17.	Uraian singkat mengenai kebijakan pengungkapan informasi mengenai: A brief description of the information disclosure policy regarding:	
a.	Kepemilikan saham anggota Direksi dan anggota Dewan Komisaris paling lambat 3 (tiga) hari kerja setelah terjadinya kepemilikan atau setiap perubahan kepemilikan atas saham Perusahaan Terbuka; dan Share ownership of members of the Board of Directors and members of the Board of Commissioners no later than 3 (three) working days after the occurrence of ownership or any change in ownership of shares of a Public Company; and	212 506, 528
b.	Pelaksanaan atas kebijakan dimaksud; Implementation of the said policy;	212-213 707

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18.	Uraian mengenai sistem pelaporan pelanggaran (*whistleblowing system*) di Emiten atau Perusahaan Publik, paling sedikit memuat: Description of the whistleblowing system in the Issuer or a Public Company (if any), including:	
a.	Cara penyampaian laporan pelanggaran; Violation report submission;	733
b.	Perlindungan bagi pelapor; Protection for whistle-blowers;	734
c.	Penanganan pengaduan; Complaint handling;	734
d.	Pihak yang mengelola pengaduan; dan The party managing the complaint;	735
e.	Hasil dari penanganan pengaduan, paling sedikit: Complaint handling results, at the minimum:	
i.	Jumlah pengaduan yang masuk dan diproses dalam tahun buku; dan Number of complaints received and processed during the fiscal year; and	735
ii.	Tindak lanjut pengaduan; Complaint follow up;	736
	Dalam hal Emiten atau Perusahaan Publik tidak memiliki sistem pelaporan pelanggaran (*whistleblowing system*), maka diungkapkan mengenai hal tersebut. If the Issuer or Public Company does not have a whistleblowing system, this matter must be disclosed.	
19.	Uraian mengenai kebijakan anti korupsi Emiten atau Perusahaan Publik, paling sedikit memuat: A description of the anti-corruption policy of the Issuer or Public Company, at the minimum containing:	
a.	Program dan prosedur yang dilakukan dalam mengatasi praktik korupsi, balas jasa *(kickbacks), fraud*, suap dan/atau gratifikasi dalam Emiten atau Perusahaan Publik; dan Programs and procedures implemented in overcoming corrupt practices, kickbacks, fraud, bribery, and/or gratuities in Issuers or Public Companies; and	715-716
b.	Pelatihan/sosialisasi anti korupsi kepada karyawan Emiten atau Perusahaan Publik; Anti-corruption training/socialization to employees of Issuers or Public Companies;	714-715
	Dalam hal Emiten atau Perusahaan Publik tidak memiliki kebijakan anti korupsi, maka dijelaskan alasan tidak dimilikinya kebijakan dimaksud. If the Issuer or Public Company does not have an anti-corruption policy, the reasons for not having the said policy must be explained.	
20.	Penerapan atas pedoman tata kelola Perusahaan Terbuka bagi Emiten yang menerbitkan efek bersifat ekuitas atau Perusahaan Publik, meliputi: Implementation of Code of Corporate Governance guidelines by the Issuer that issues equity securities or the Public Company, including:	
a.	Pernyataan mengenai rekomendasi yang telah dilaksanakan; dan/atau statement regarding recommendations have been implemented; and/or	432-437
b.	Penjelasan atas rekomendasi yang belum dilaksanakan, disertai alasan dan alternatif pelaksanaannya (jika ada). Description of the recommendations that have not been implemented, the reasons, and the implementation alternatives (if any);	432-437
	Pengungkapan informasi dapat disajikan dalam bentuk tabel. Disclosure of information can be presented in tabular form.	

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H.	**Tanggung Jawab Sosial dan Lingkungan Emiten atau Perusahaan Publik (Lampiran SEOJK 16/2021)** **Social and Environmental Responsibility of the Issuer or Public Company (SEOJK 16/2021 Attachment)**	744-747
	Bagian Tanggung jawab Sosial dan Lingkungan Emiten atau Perusahaan Publik disajikan dalam bentuk Laporan Keberlanjutan (*Sustainability Report*) yang merupakan bagian tidak terpisahkan dalam Laporan Tahunan ini. The Social and Environmental Responsibility section of the Issuer or Public Company is presented in the form of a Sustainability Report, which is an integral part of this Annual Report.	
I.	**Laporan Keuangan Tahunan yang Telah Diaudit** **Audited Annual Financial Report**	792-1020
	Laporan keuangan tahunan yang dimuat dalam Laporan Tahunan disusun sesuai dengan standar akuntansi keuangan di Indonesia dan telah diaudit oleh akuntan publik yang terdaftar di Otoritas Jasa Keuangan. Laporan keuangan tahunan dimaksud memuat pernyataan mengenai pertanggungjawaban atas laporan keuangan sebagaimana diatur dalam Peraturan Otoritas Jasa Keuangan mengenai tanggung jawab Direksi atas laporan keuangan atau peraturan perundang-undangan di sektor pasar modal yang mengatur mengenai laporan berkala perusahaan efek dalam hal Emiten merupakan perusahaan efek. The annual financial statements contained in the Annual Report are prepared following financial accounting standards in Indonesia and have been audited by a public accountant registered with the Financial Services Authority. The said annual financial report contains a statement regarding the accountability for financial statements as regulated in the Financial Services Authority Regulation regarding the Board of Directors' responsibility for financial reports or the laws and regulations in the capital market sector which regulate the periodic reports of securities companies if the Issuer is a securities company.	
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Referensi Kriteria *Annual Report Award* (ARA)

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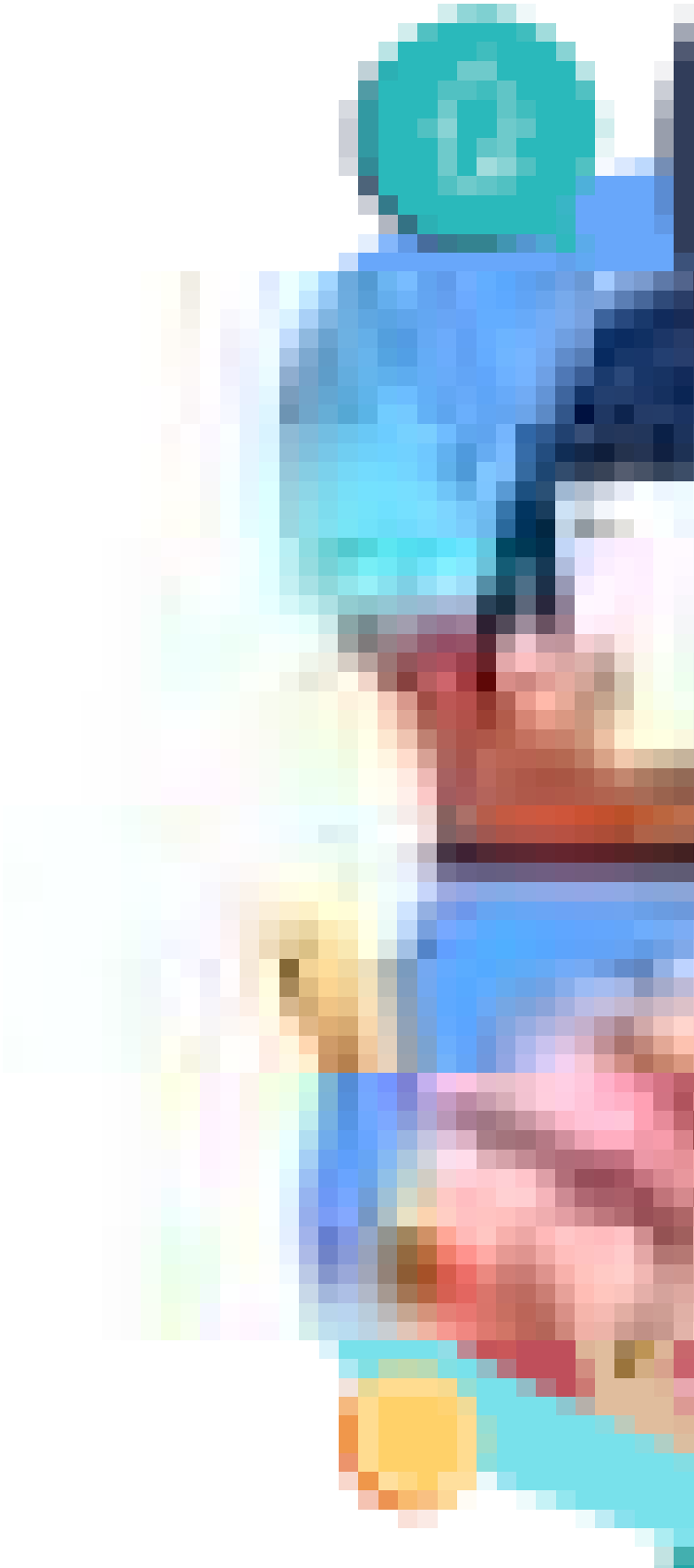
B.A.7	Kebijakan penghargaan/kompensasi yang memperhitungkan kinerja perusahaan jangka panjang (ASEAN CG *Score Card* C.3.3) Reward/compensation policy that takes into account long-term company performance (ASEAN CG Score Card C.3.3)	702
B.A.8	Kebijakan untuk melakukan penelaahan dan persetujuan transaksi dengan pihak berelasi yang material/signifikan (ASEAN CG *Score Card* D.3.1) Policy for reviewing and approving transactions with material/significant related parties (ASEAN CG Score Card D.3.1)	366-367
B.A.9	Kebijakan terkait perencanaan atas suksesi anggota Direksi dan manajemen kunci (ASEAN CG *Score Card* E.5.3) Policy related to planning for the succession of members of the Board of Directors and key management (ASEAN CG Score Card E.5.3)	588-589
B.A.10.a	Kerangka pelaporan berkelanjutan yang diakui secara internasional (contoh: GRI, *Integrated Reporting*, SASB) yang diadopsi oleh Perusahaan An internationally recognized sustainability reporting framework (e.g. GRI, Integrated Reporting, SASB) adopted by the Company	746
B.B.0	**Pertanyaan Tambahan** **Additional Questions**	
B.B.1	Apakah korporasi menerbitkan laporan tahunan secara terintegrasi yang menempatkan kinerja historis ke dalam konteks dan menggambarkan risiko, peluang, dan prospek korporasi di masa depan, sehingga membantu pemegang saham dan pemangku kepentingan memahami tujuan strategis korporasi dan kemajuannya dalam menciptakan nilai yang berkelanjutan? Uraikan dengan singkat (PUGKI 6.2.4) Does the corporation publish an integrated annual report that puts historical performance into context and describes the corporation's risks, opportunities and future prospects, thereby helping shareholders and stakeholders understand the corporation's strategic objectives and its progress in creating sustainable value? Describe briefly (PUKGI 6.2.4)	3, 268-375, 746
	Penjelasan: Perseroan menerbitkan laporan tahunan dan laporan keberlanjutan dalam buku terpisah namun masih menjadi satu kesatuan yang tidak terpisahkan (terintegrasi). Informasi tersebut telah dijabarkan dalam laporan tahunan pada Bab Analisa dan Pembahasan Manajemen halaman 294-416 dan Laporan Keberlanjutan. **Explanation**: The Company publishes the annual report and sustainability report in separate books but they are still an inseparable (integrated) whole. The information has been described in the annual report in the Management Discussion and Analysis Chapter pages 294-416 and the Sustainability Report.	
B.B.2	Pengungkapan kerangka governansi, pengelolaan dan pengendalian aspek perpajakan di perusahaan (GRI) Disclosure of governance framework, management and control of tax aspects in companies (GRI)	746
	Penjelasan: Berkaitan dengan kerangka governansi, pengelolaan, dan pengendalian aspek perpajakan di Perseroan, termuat dalam Laporan Keberlanjutan. **Explanation**: Relating to the governance framework, management, and control of taxation aspects in the Company, contained in the Sustainability Report.	

Nomor Number	Pertanyaan ARA ARA Question	Halaman Page
B.B	**Pertanyaan Penalti** **Penalty Question**	
B.C.1	Tanggal penerbitan Laporan Keuangan Tahunan (ASEAN CG *Score Card* B.D.1.1 & Peraturan OJK) Date of publication of Annual Financial Report (ASEAN CG Score Card B.D.1.1 & OJK Regulations)	794-1020
	Penjelasan: Laporan Keuangan dirilis tanggal 4 Maret 2024, sesuai dengan Penyampaian Perseroan ke Otoritas Jasa Keuangan dan Bursa Efek Indonesia **Explanation**: Financial Statements released on March 4, 2024, in accordance with the Company's Submission to the Financial Services Authority and the Indonesia Stock Exchange.	
B.C.2	Tanggal penerbitan Laporan Tahunan (ASEAN CG *Score Card* B.D.1.1 & Peraturan OJK) Annual Report publication date (ASEAN CG Score Card B.D.1.1 & OJK Regulations)	82-83
B.C.3	Opini auditor independen atas laporan keuangan perusahaan Independent auditor's opinion on the company's financial statements	797-803
B.C.4	Apakah terjadi perdagangan orang dalam yang melibatkan Direksi/Komisaris, manajemen dan karyawan dalam tiga tahun terakhir? (ASEAN CG *Score Card* P.B.1.1) Have there been insider trading involving Directors/Commissioners, management and employees in the last three years? (ASEAN CG Score Card P.B.1.1)	737
B.C.5	Apakah ada kasus ketidakpatuhan terhadap hukum, aturan dan peraturan yang berkaitan dengan transaksi pihak berelasi yang signifikan atau material dalam tiga tahun terakhir? (ASEAN CG *Score Card* P.B.2.1) Have there been any significant or material cases of non-compliance with laws, rules and regulations relating to related party transactions in the last three years? (ASEAN CG Score Card P.B.2.1)	703
B.C.6	Apakah telah terjadi pelanggaran hukum apa pun yang berkaitan dengan masalah perburuhan/ ketenagakerjaan/ konsumen/ kepailitan/ komersial/ persaingan atau lingkungan (P.C.1.1) Whether there has been a violation of any law relating to labor/employment/consumer/ insolvency/commercial/competition or environmental matters (P.C.1.1)	706
B.C.7	Apakah Perusahaan menghadapi sanksi dari regulator karena tidak membuat pengumuman dalam jangka waktu yang ditentukan untuk peristiwa penting (material event)? (ASEAN CG *Score Card* P.C.2.1) Does the Company face sanctions from regulators for not making an announcement within the specified time period for a material event? (ASEAN CG Score Card P.C.2.1)	706
B.C.8	Apakah Perusahaan memperoleh putusan bersalah dari pengadilan pajak tertinggi terkait masalah perpajakan apapun selama tiga tahun terakhir Whether the Company obtained a guilty verdict from the highest tax court regarding any tax matters during the last three years	706
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)	706

09

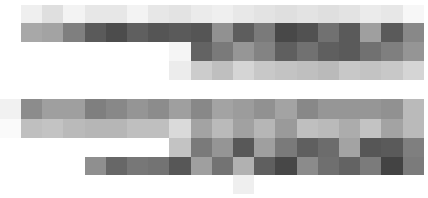
Laporan Keuangan Konsolidasian

Consolidated Financial Statement

















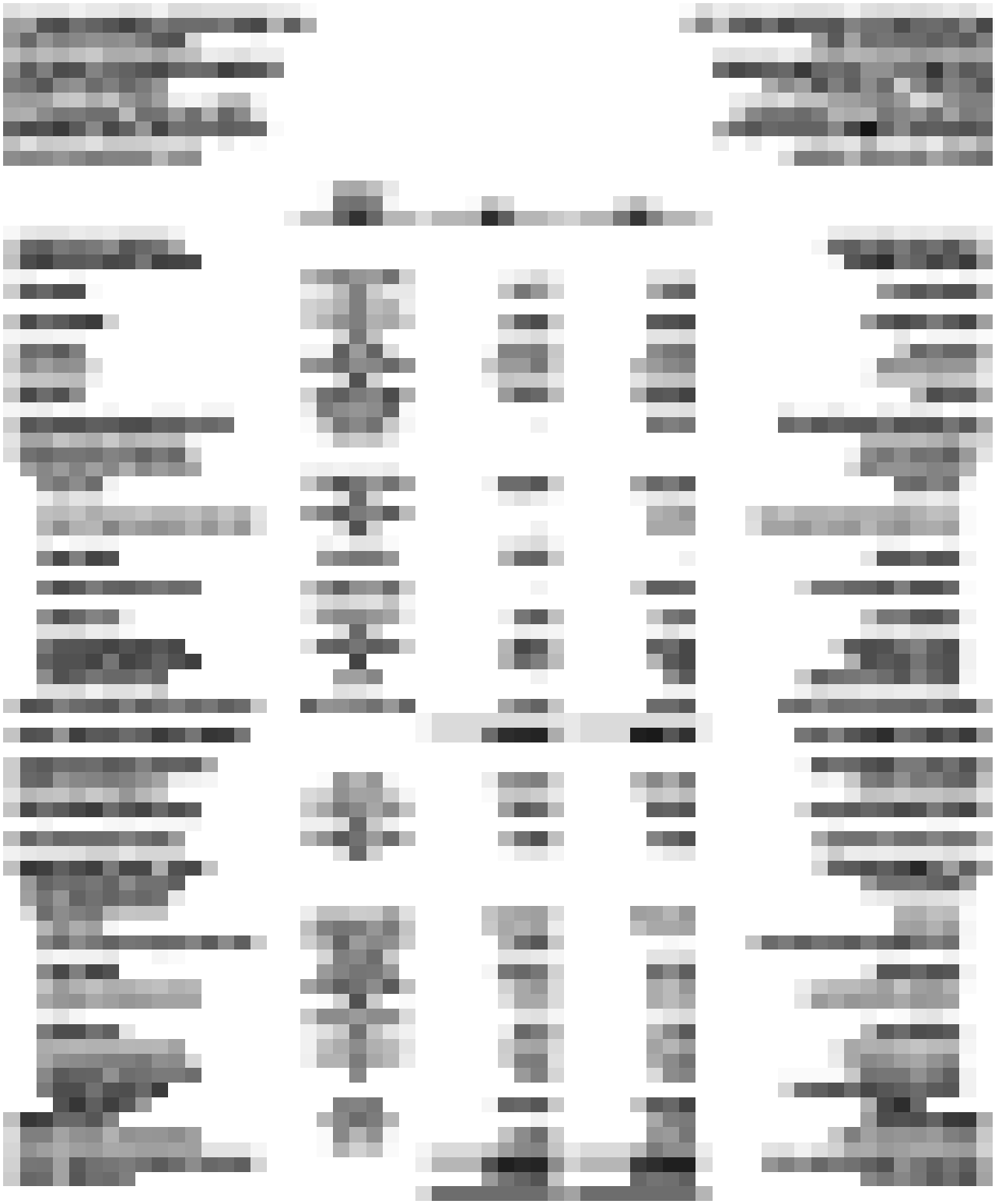




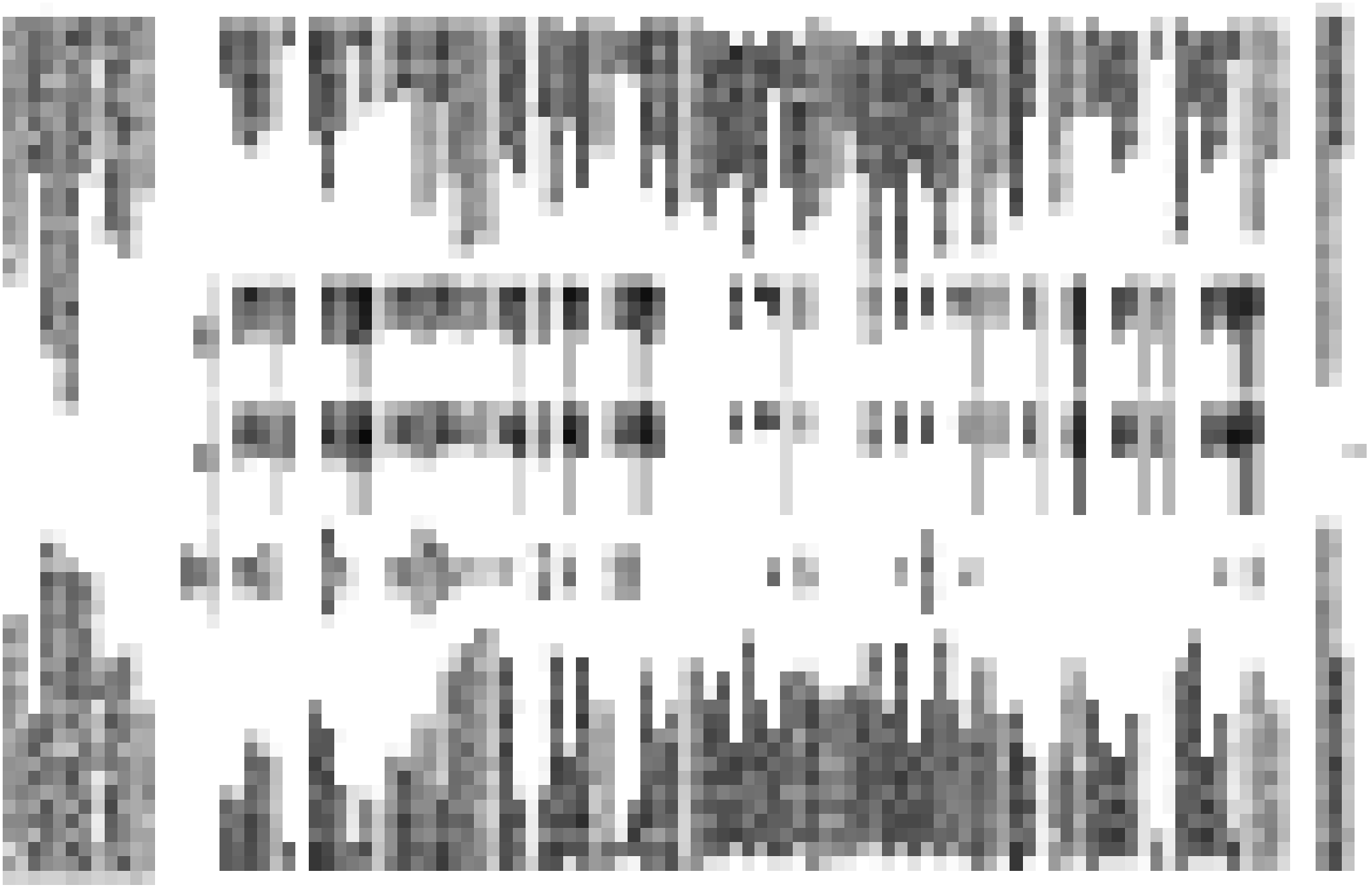


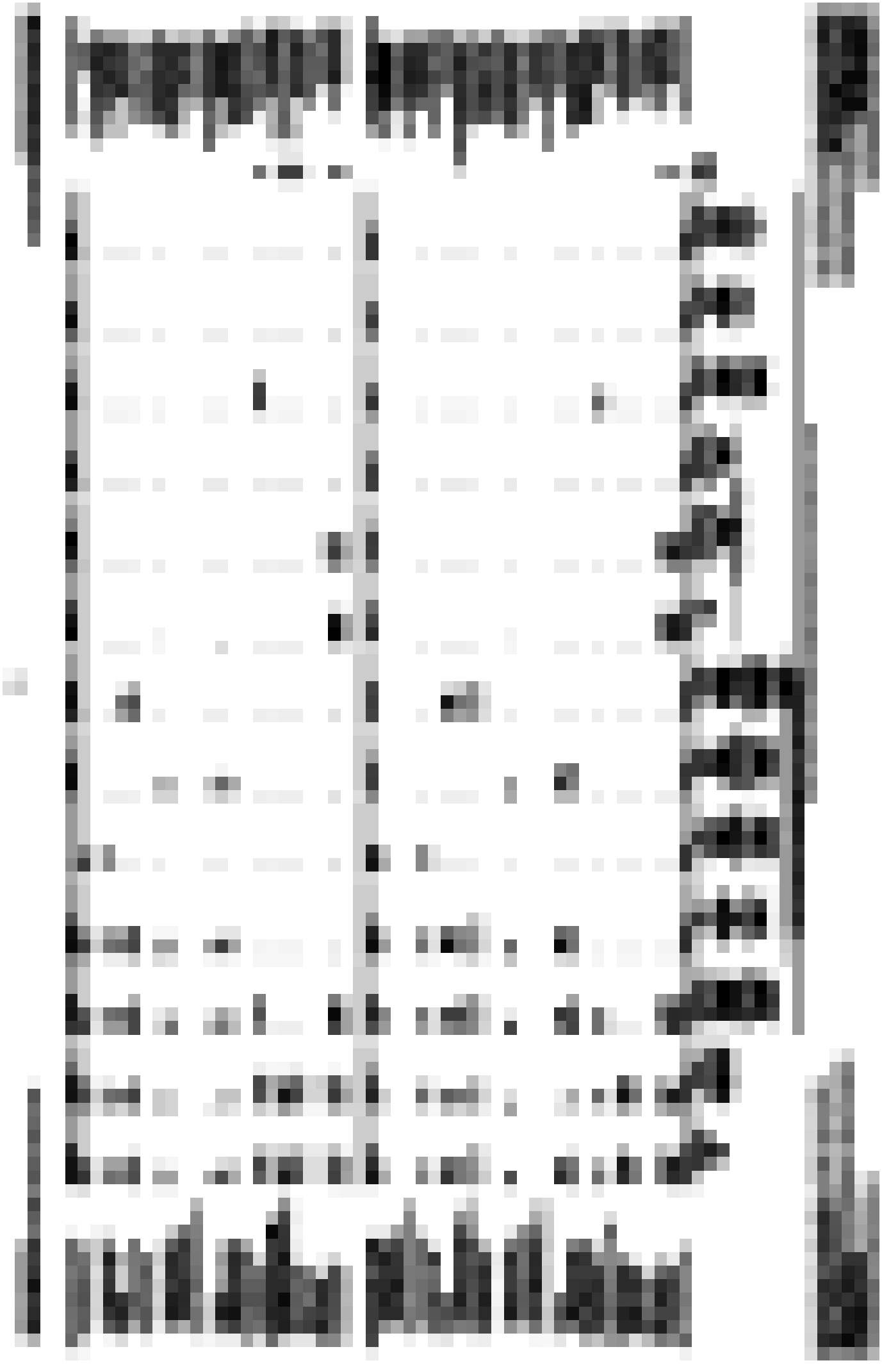


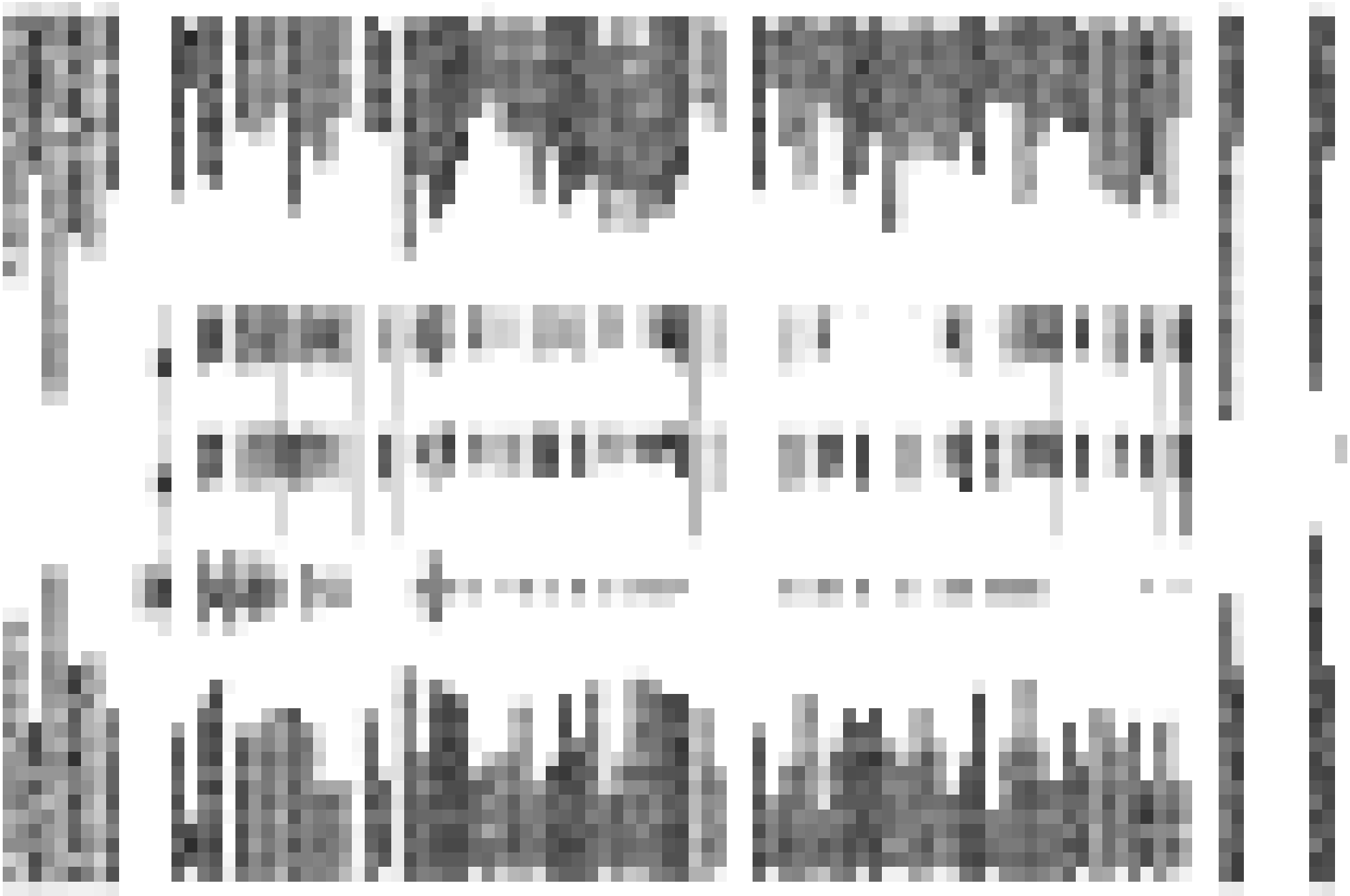


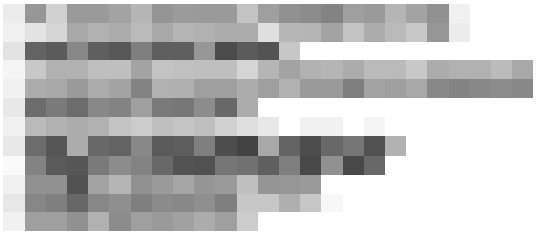


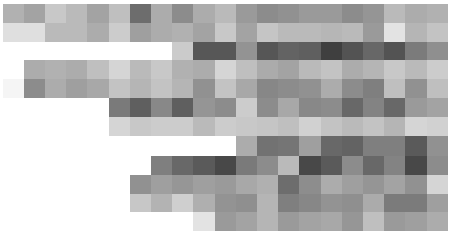




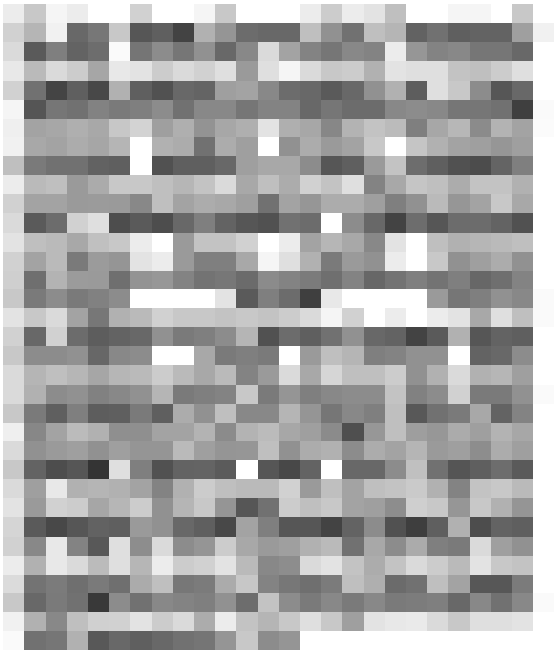


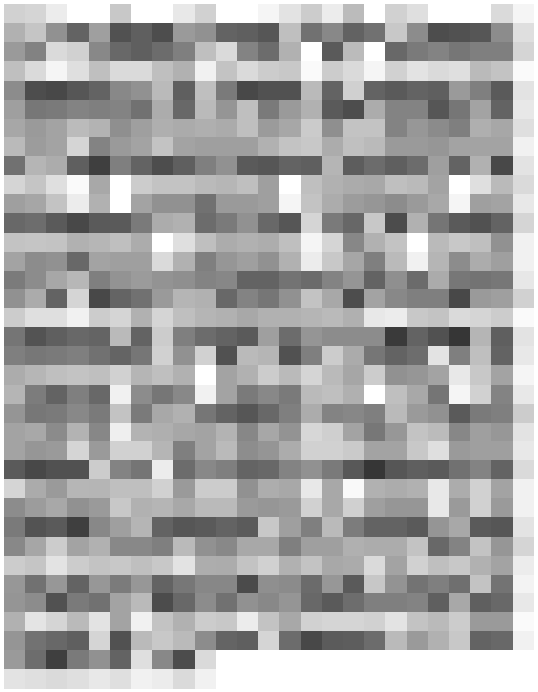


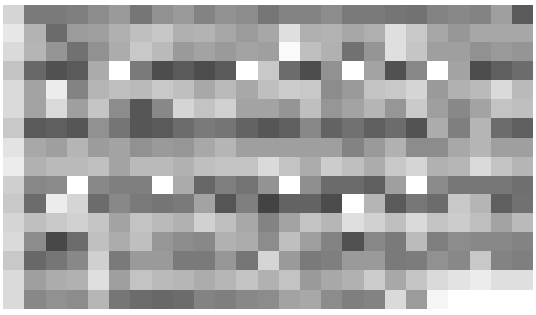




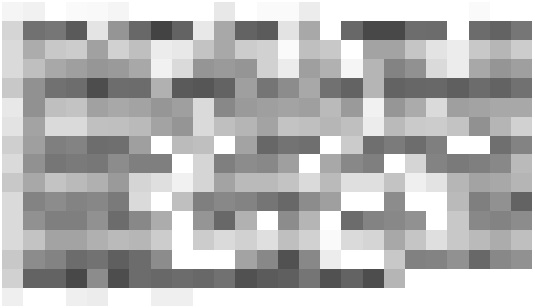


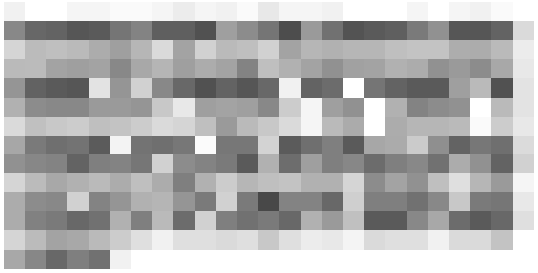




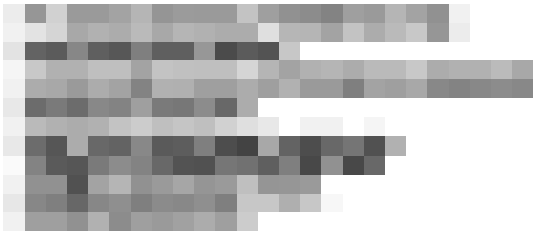


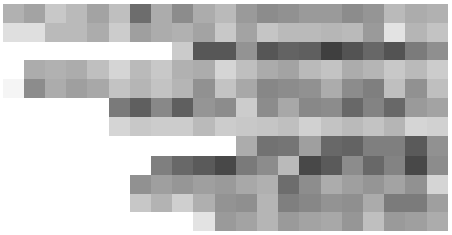




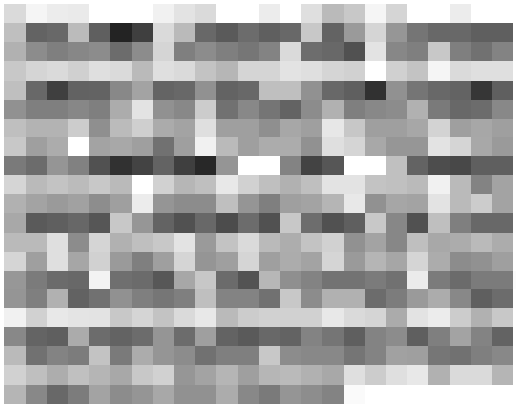


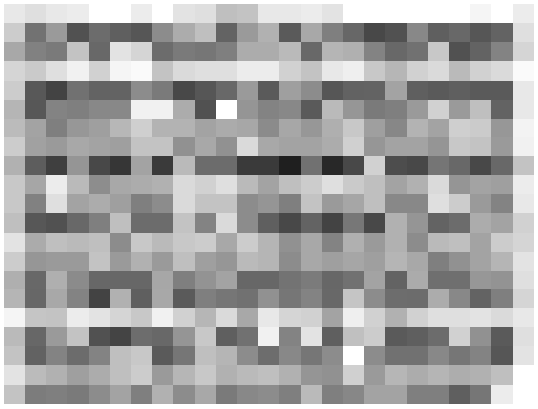


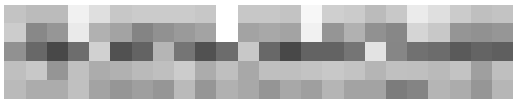




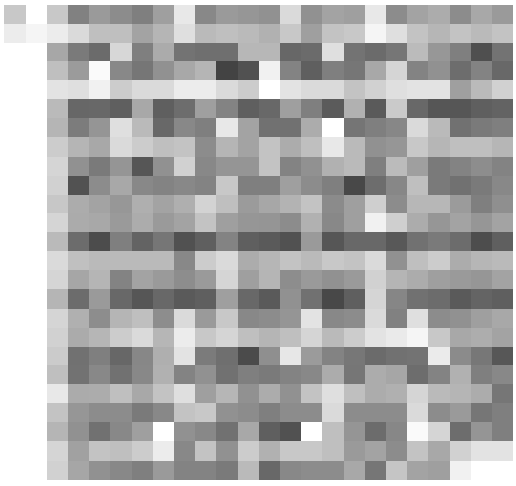


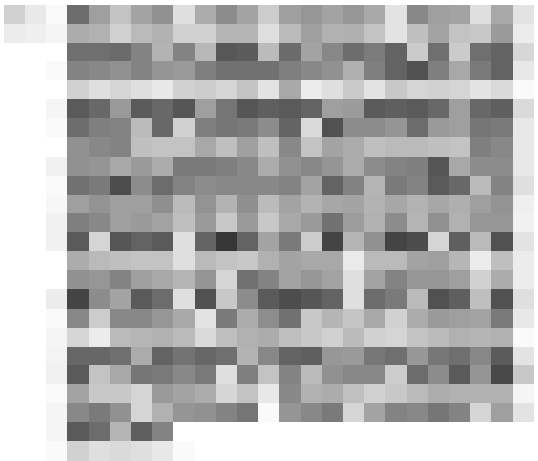


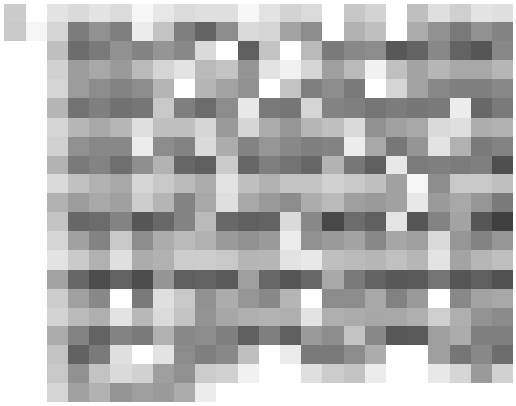


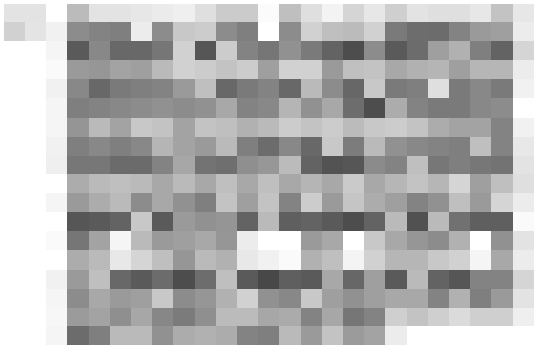


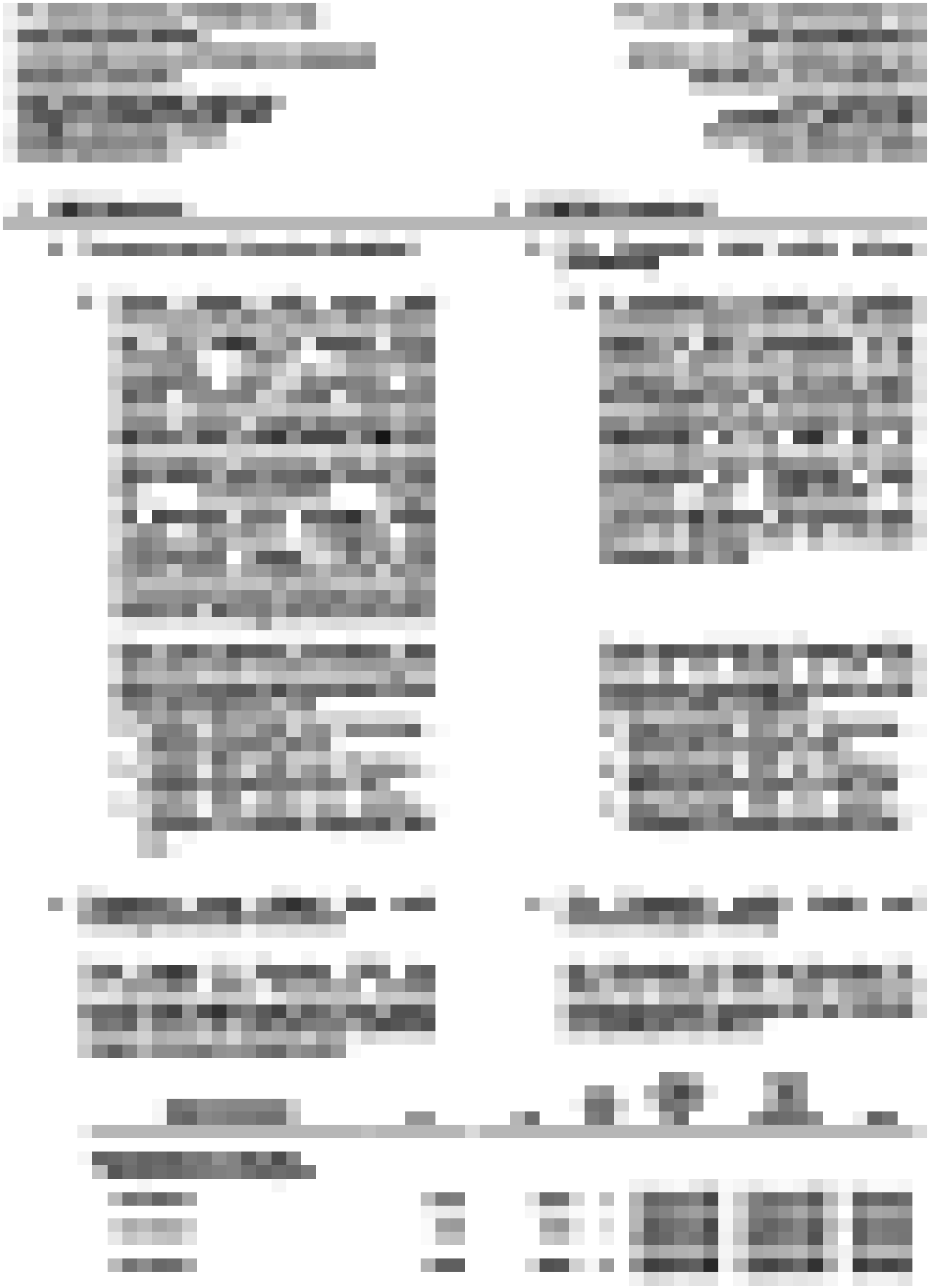










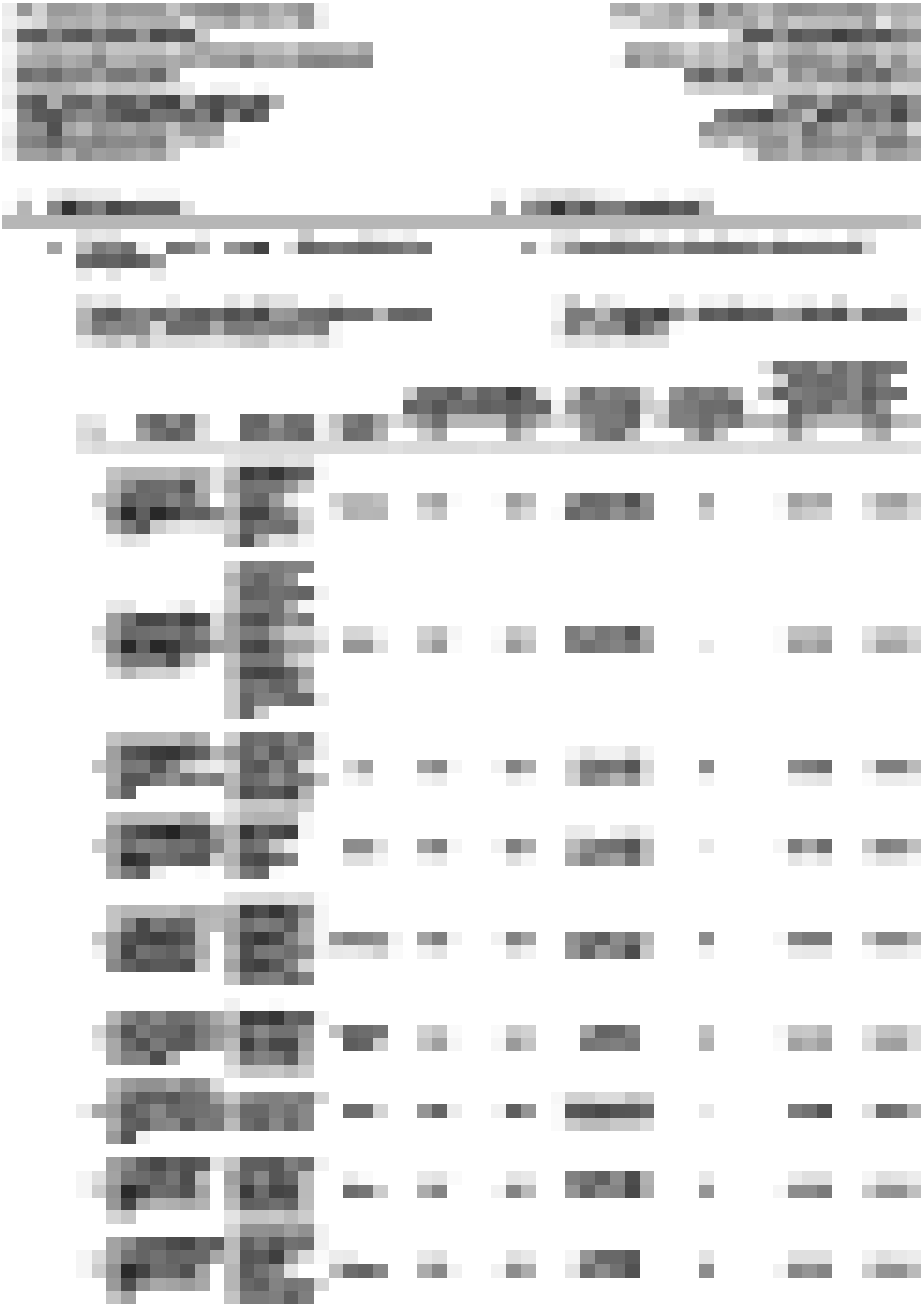






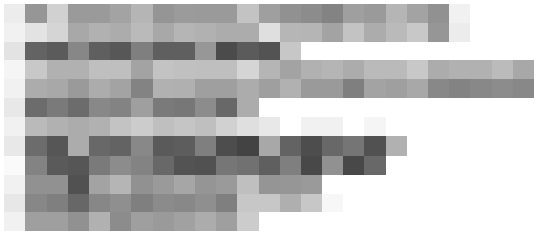


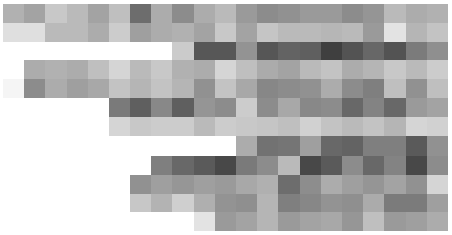


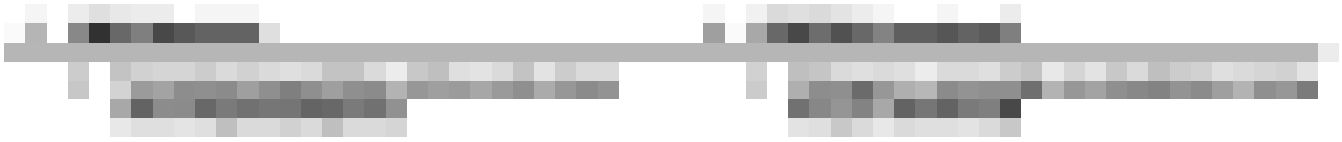


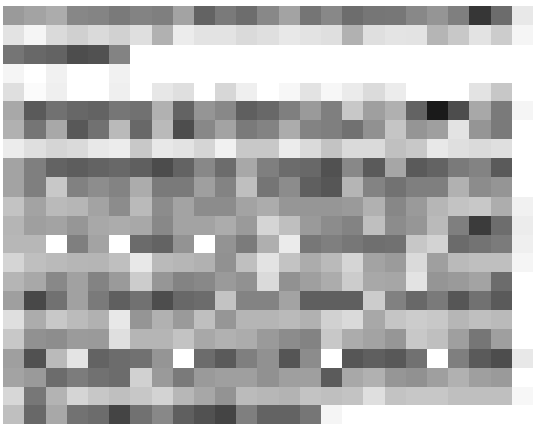


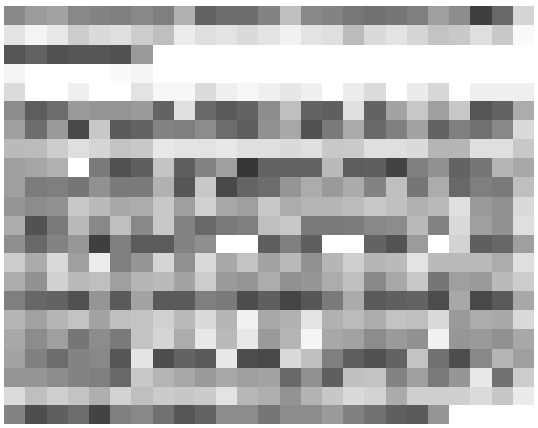


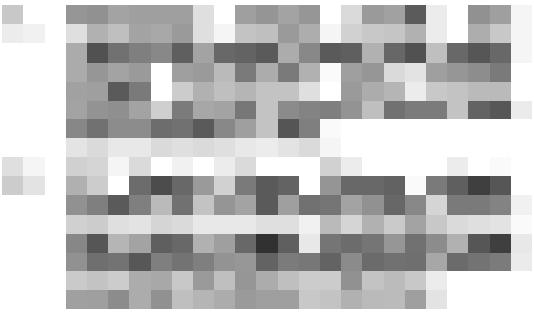




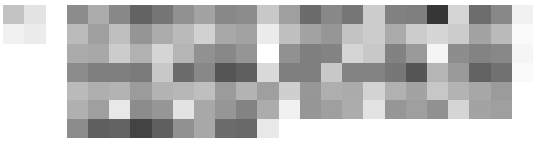








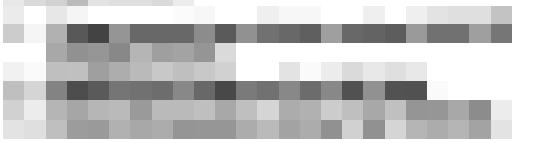


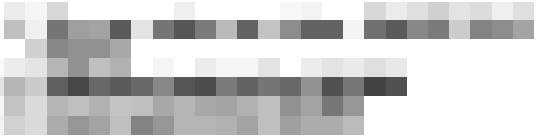


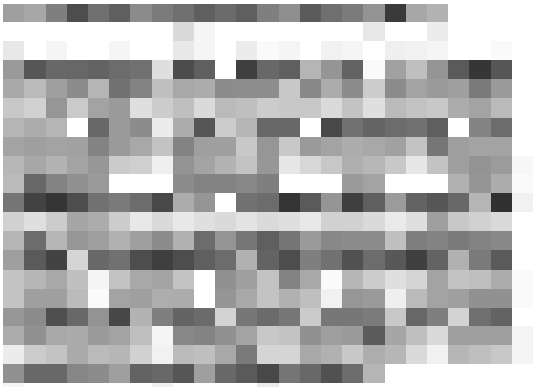








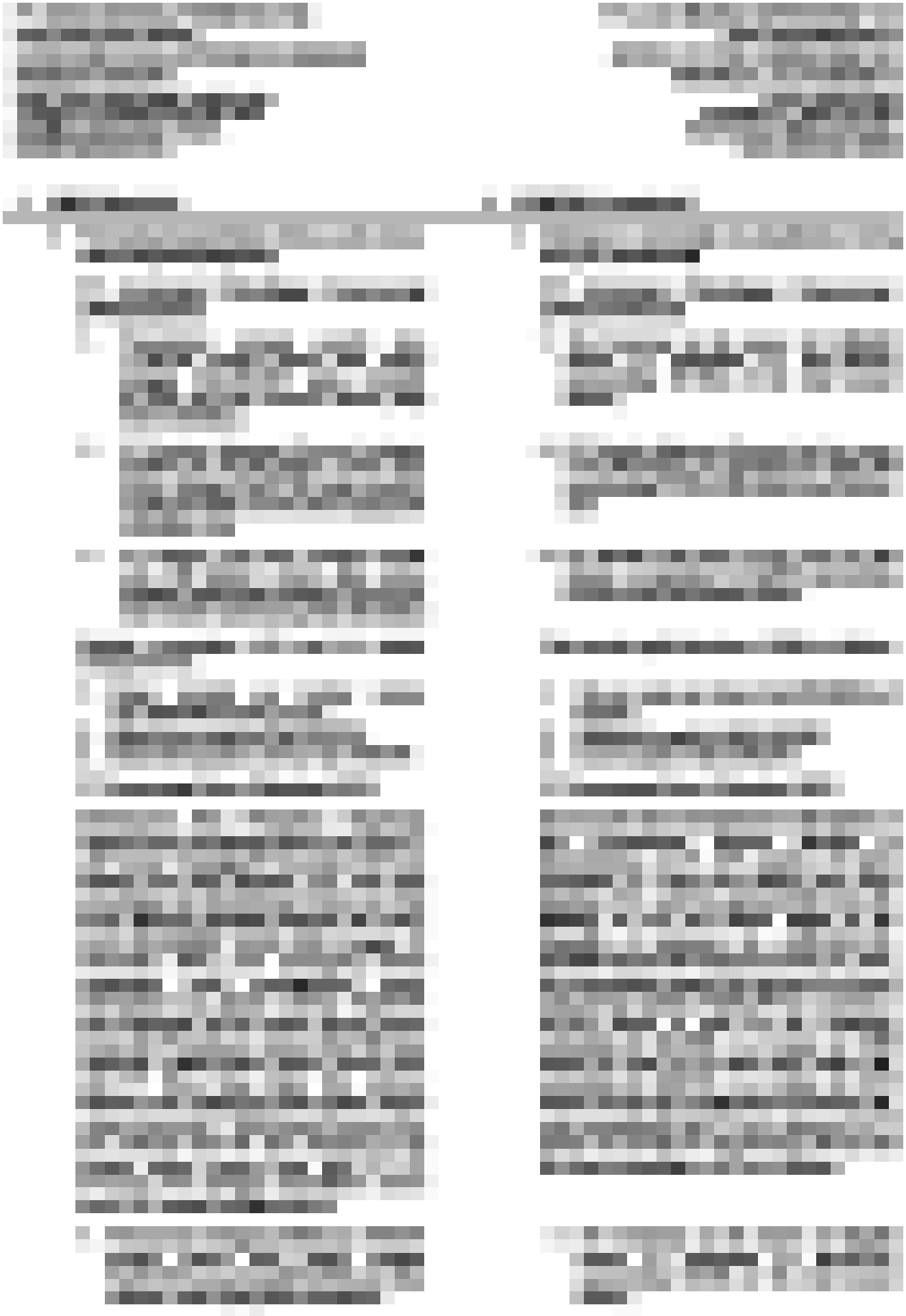


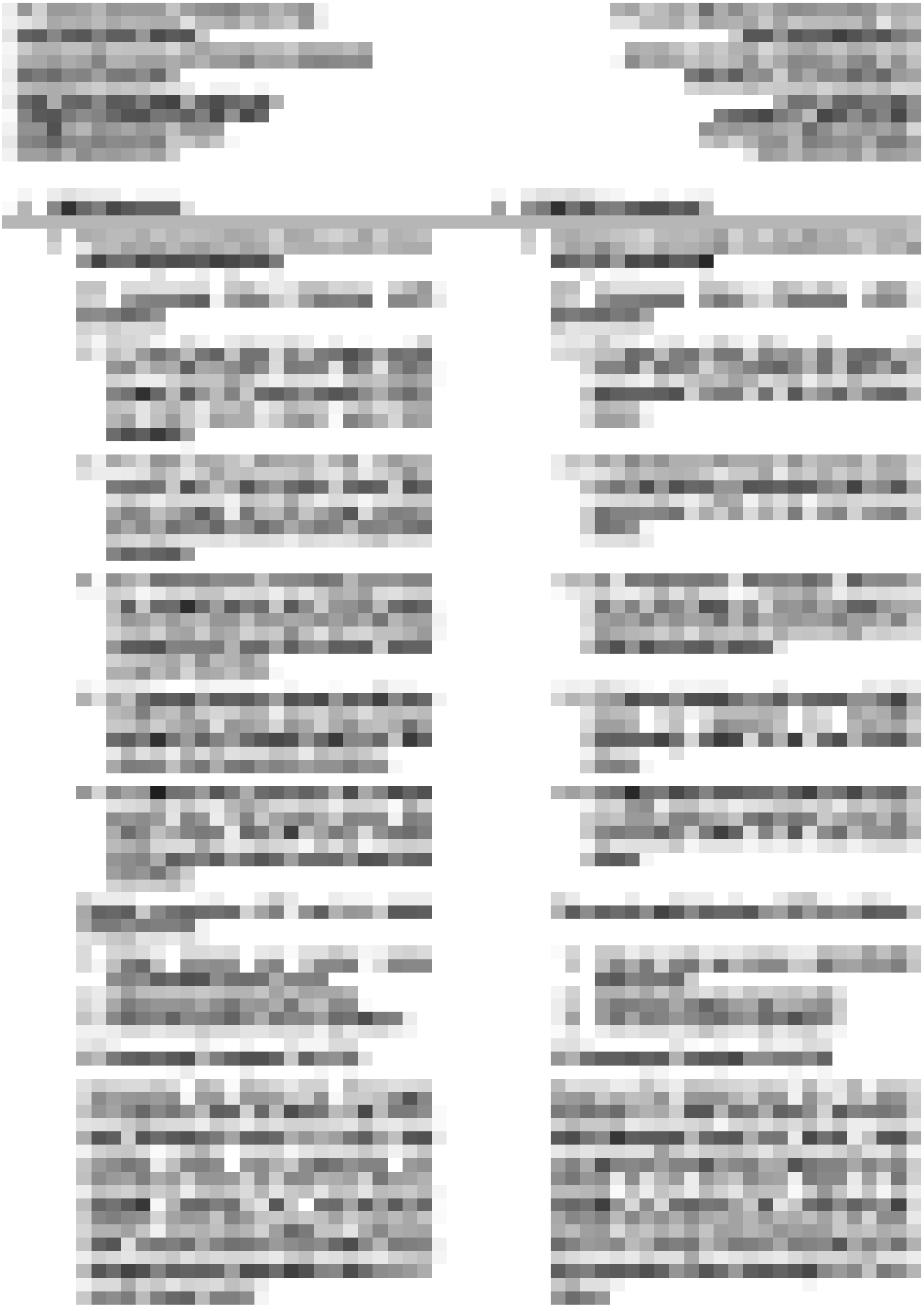


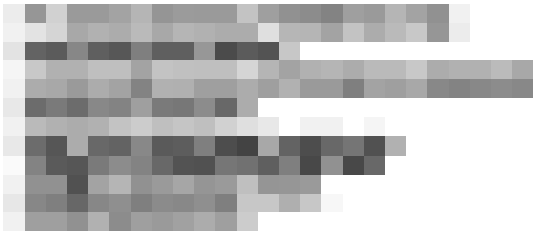


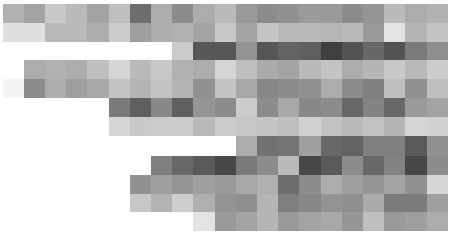






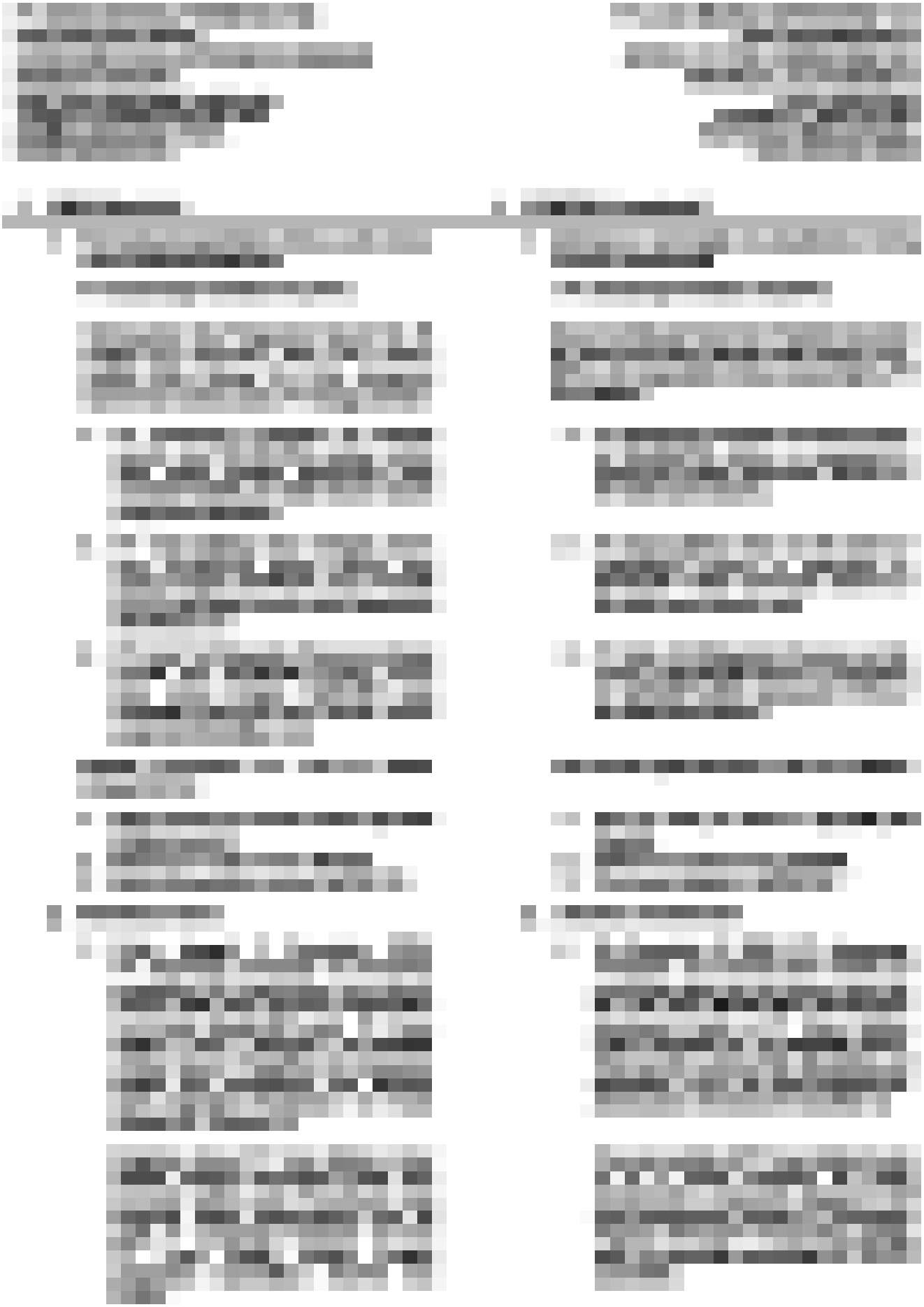


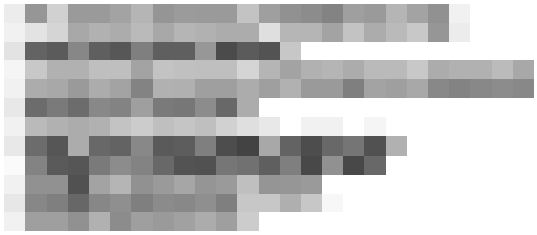


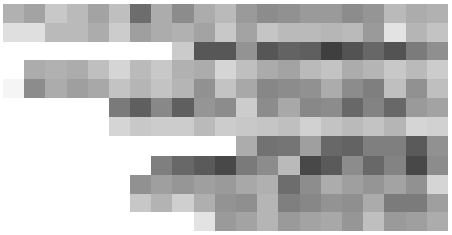








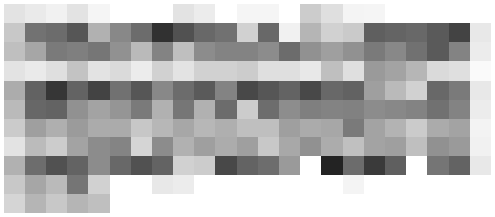




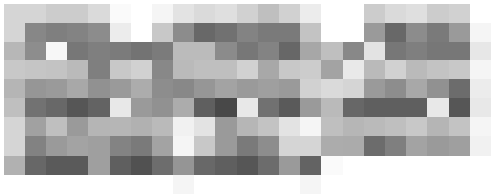




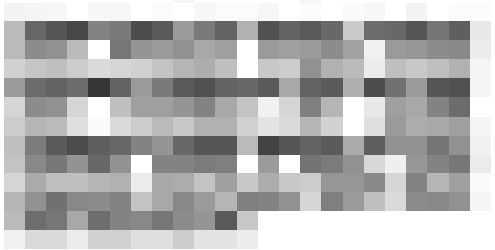


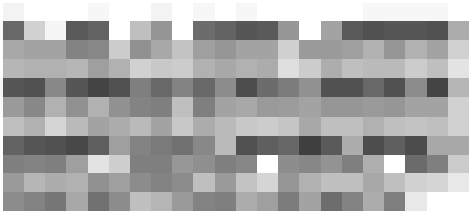










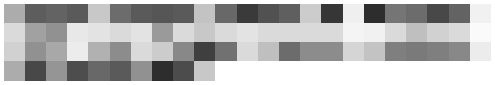




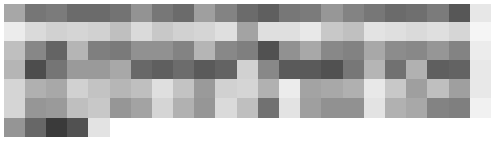














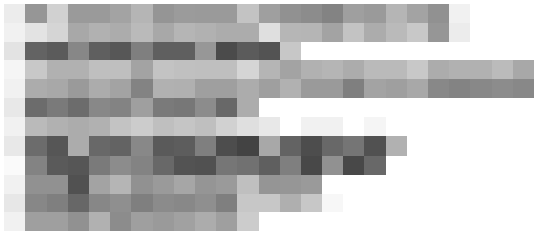


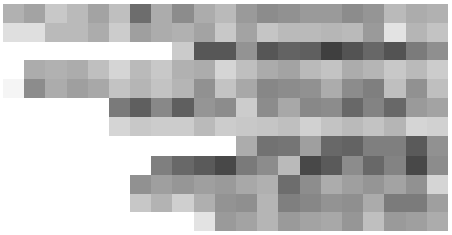




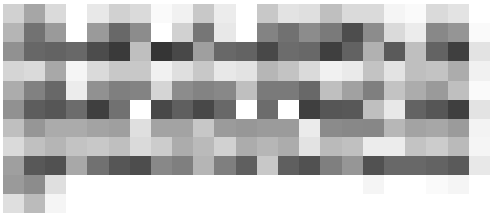












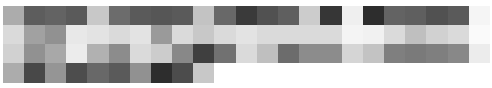




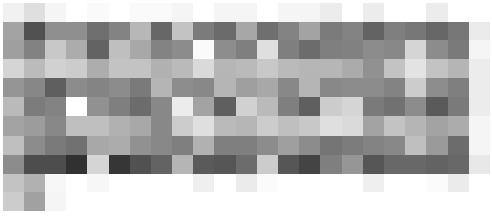






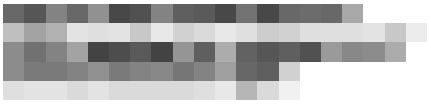


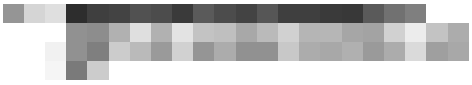


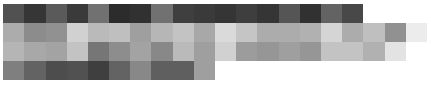






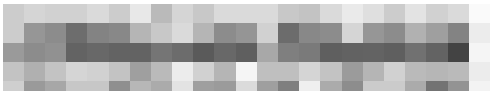


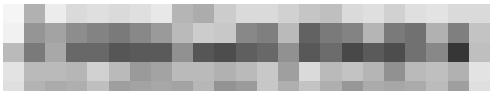












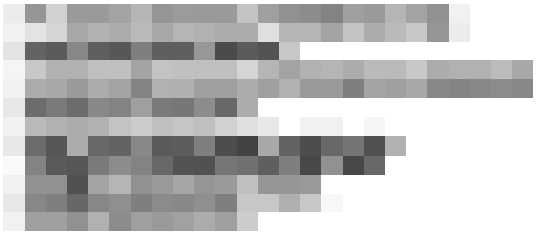


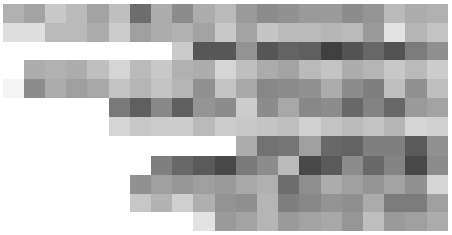








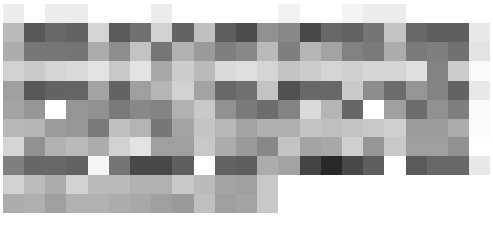




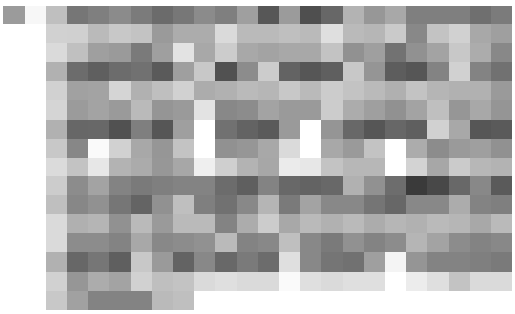


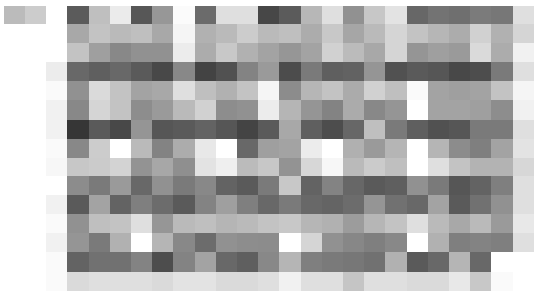


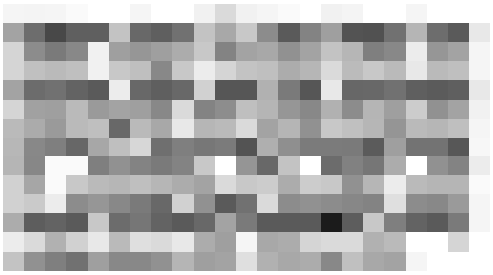




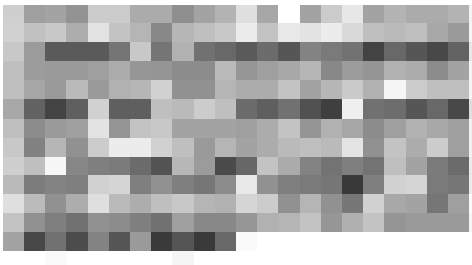


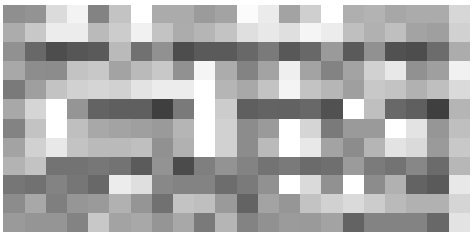


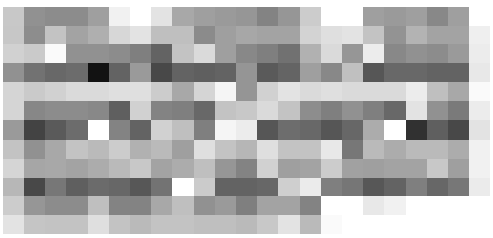


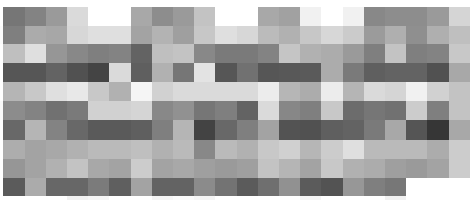




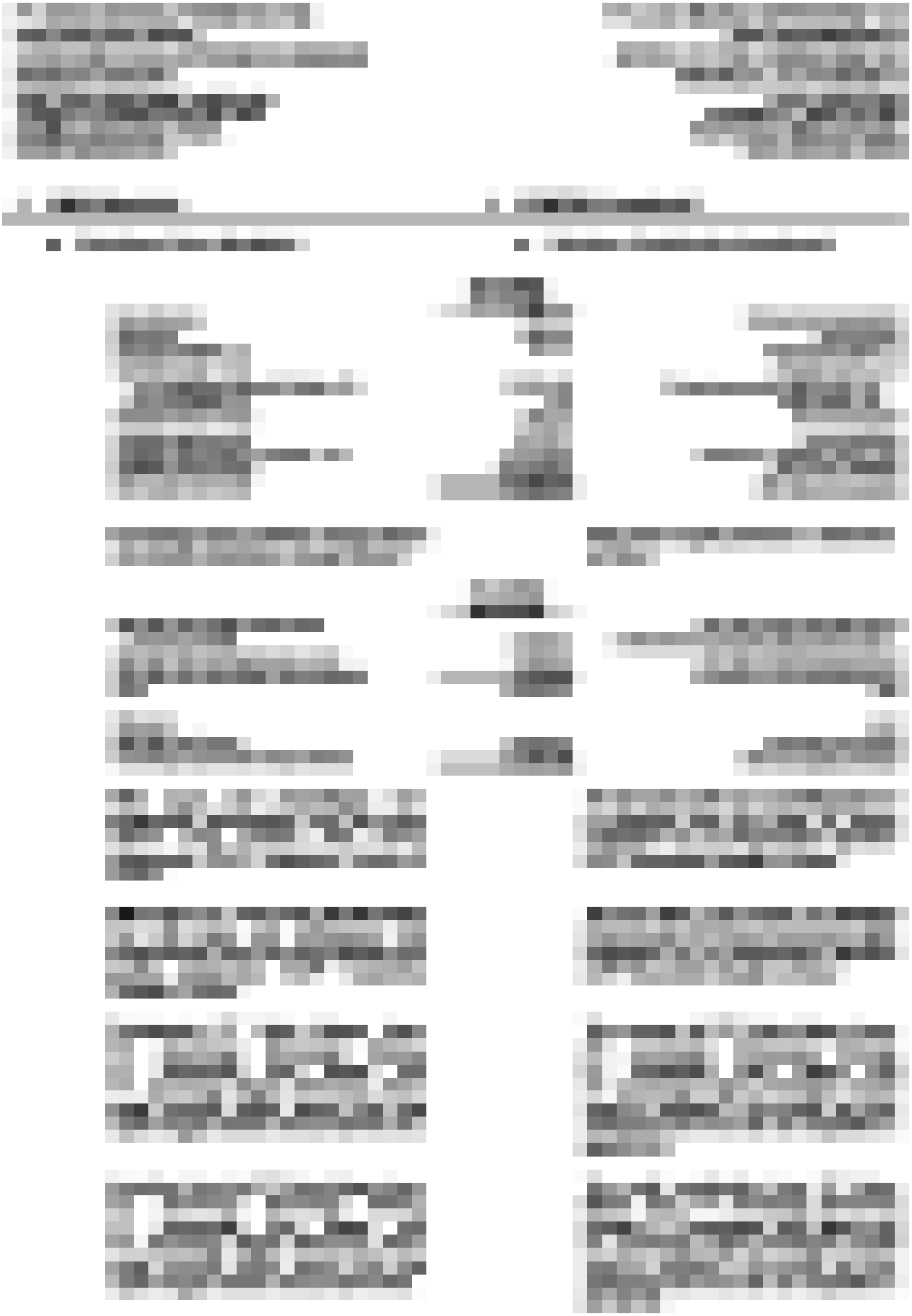




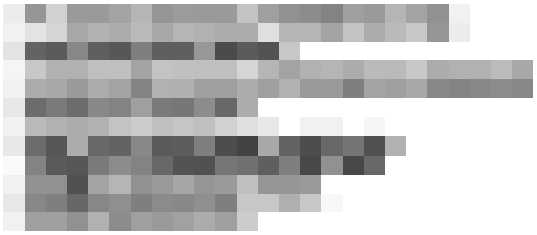


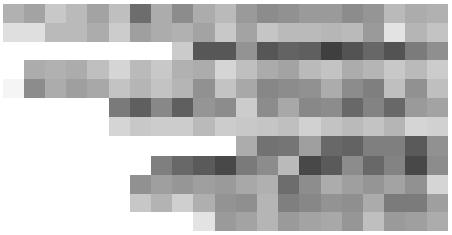




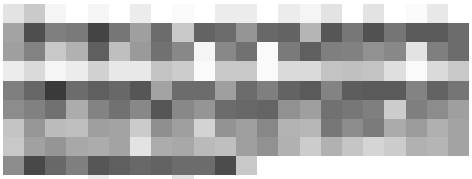


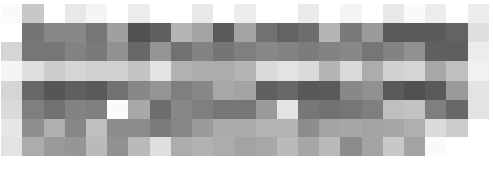


















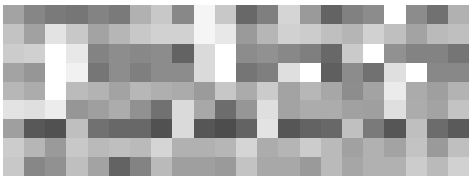


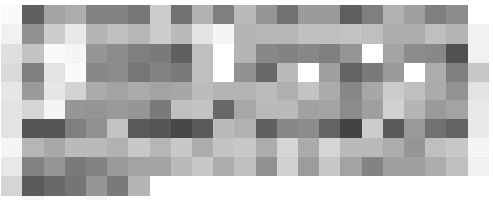


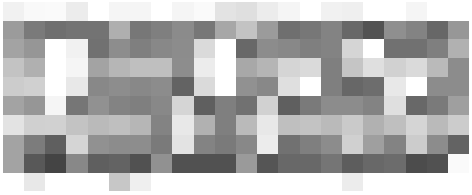


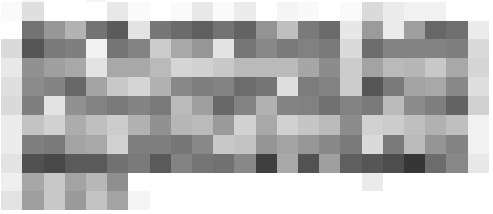


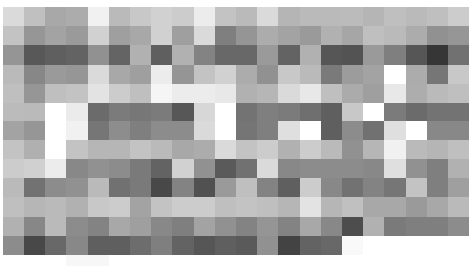


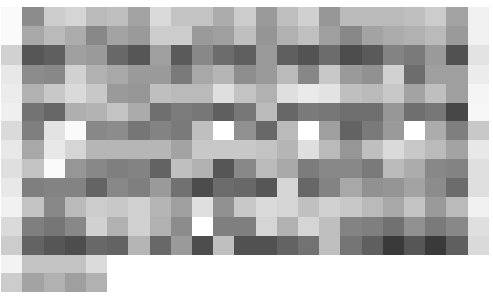


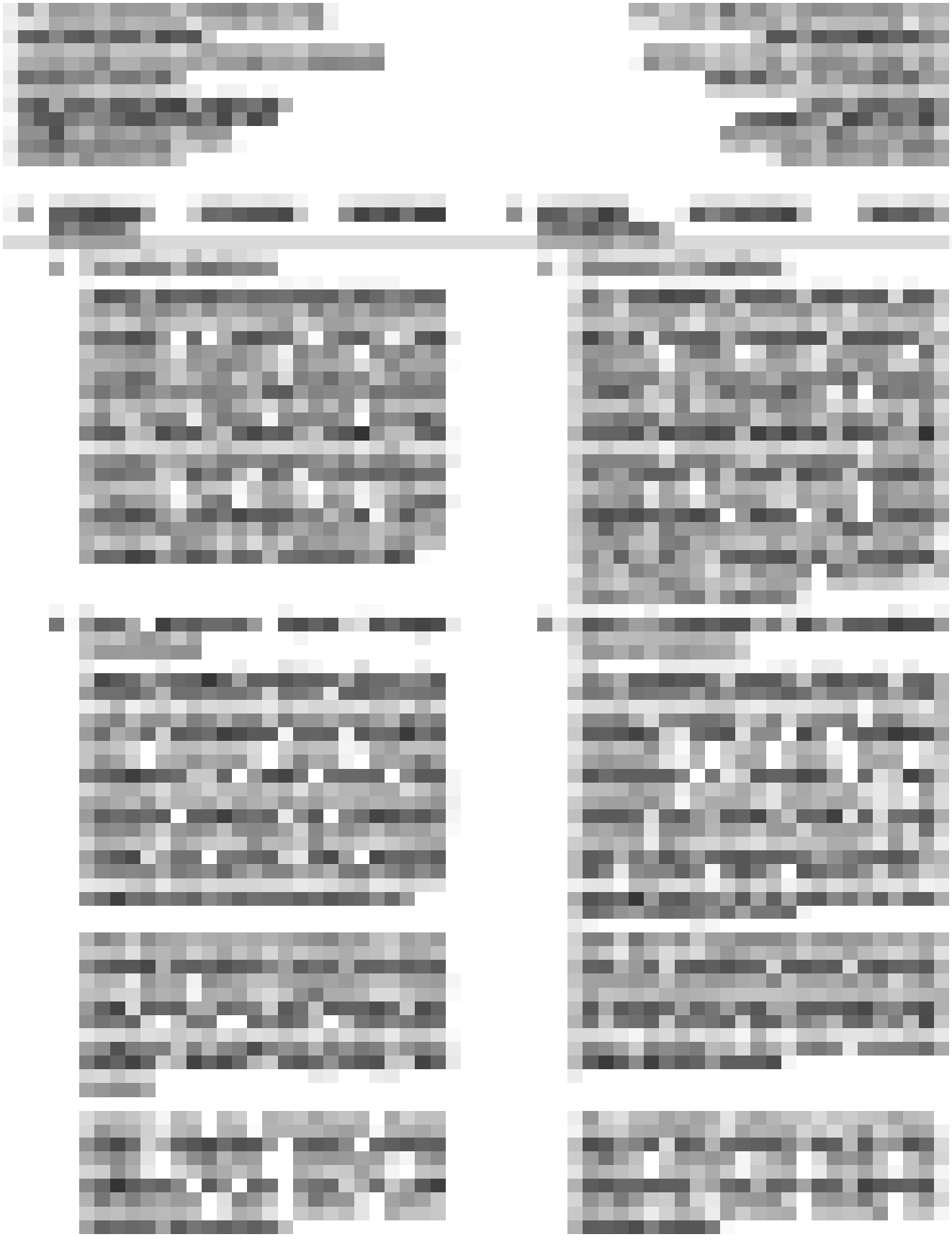








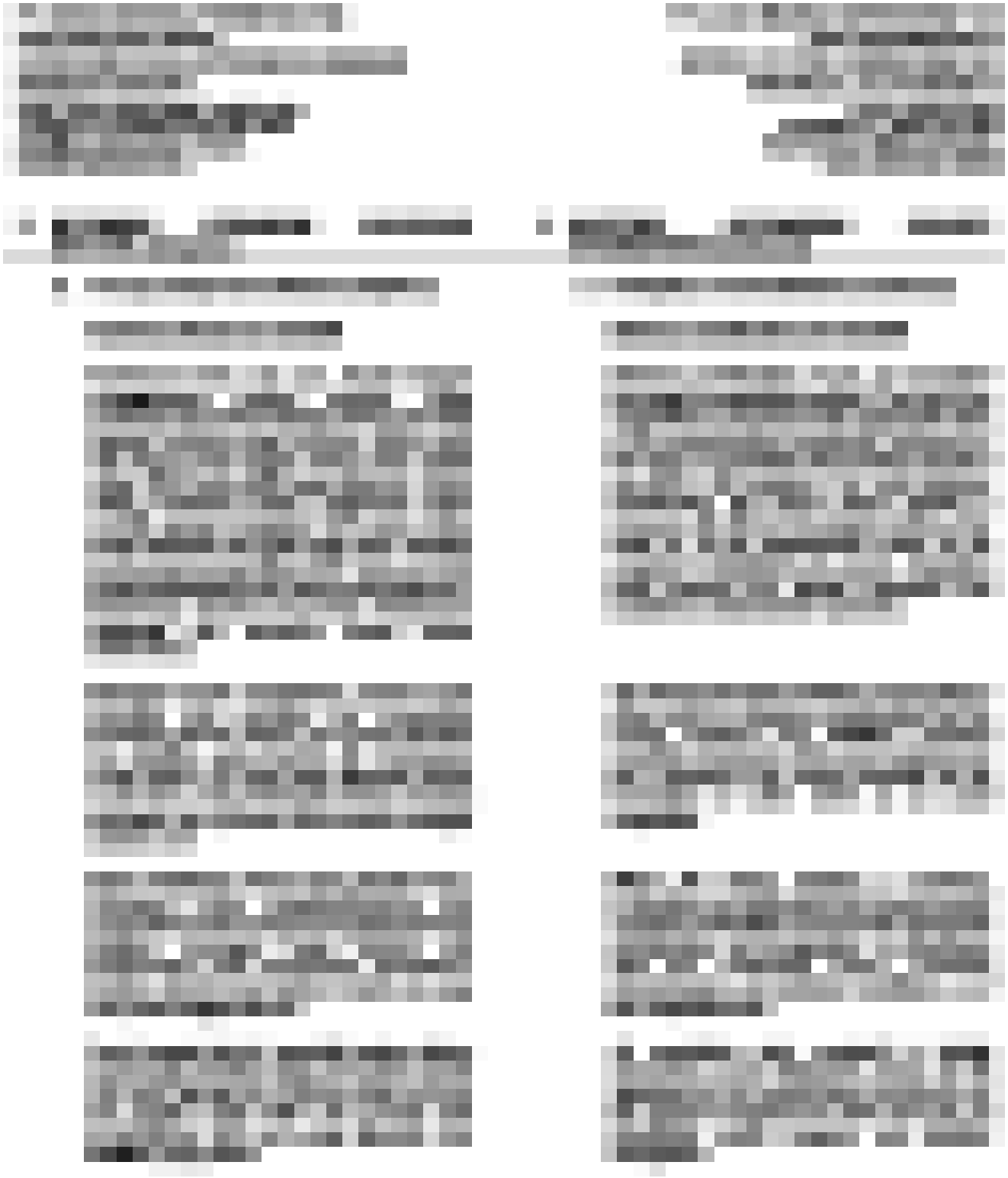




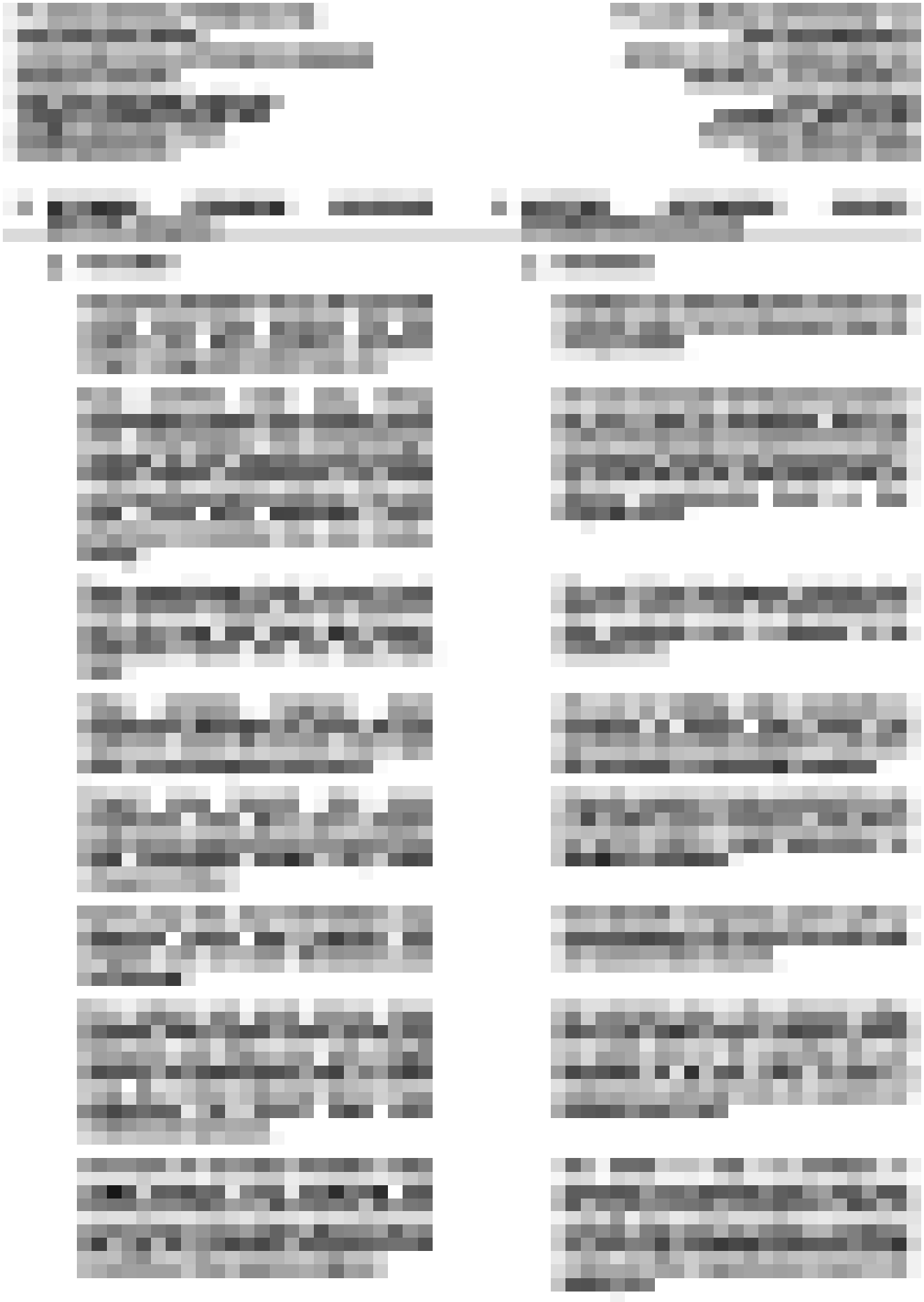


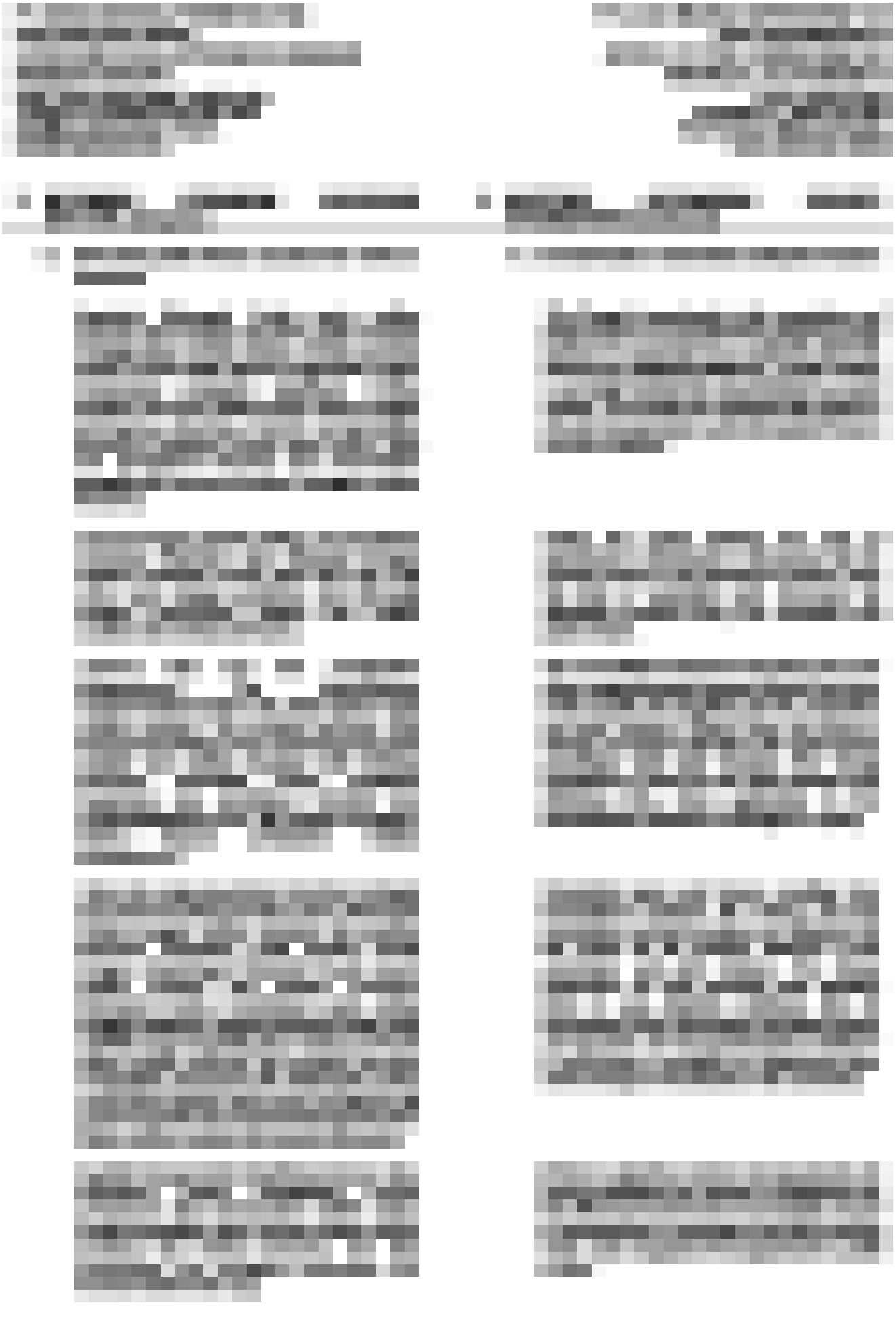


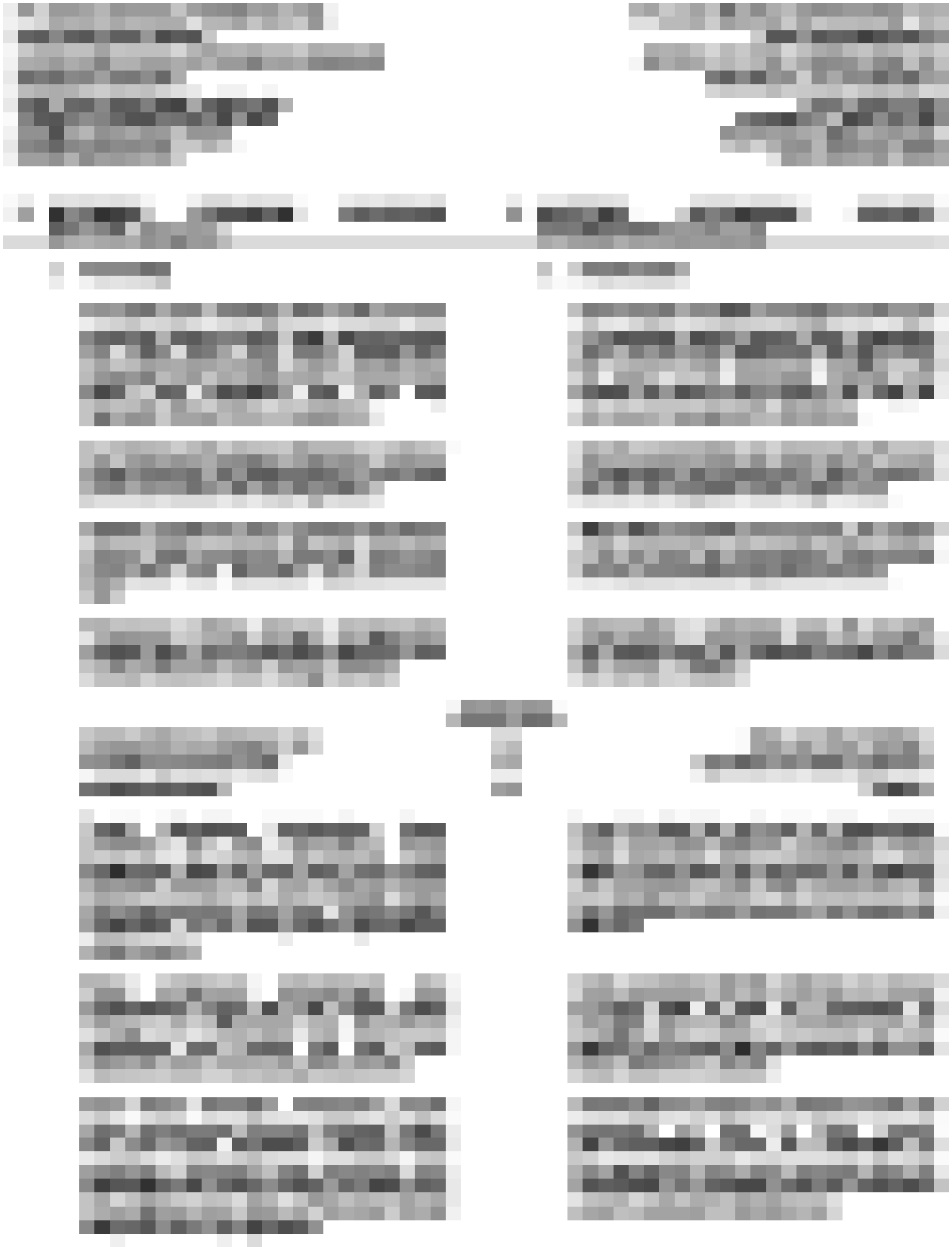




















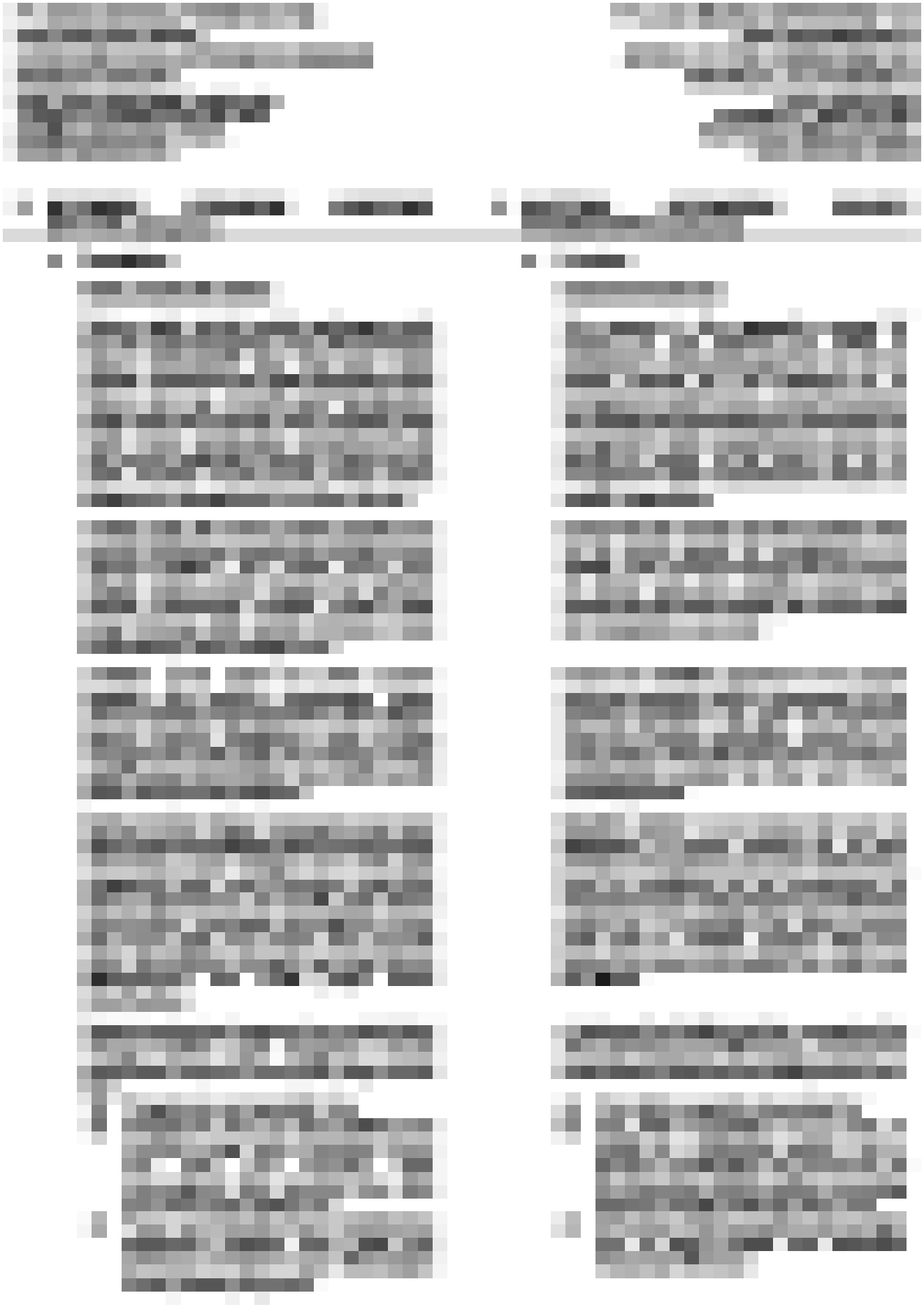






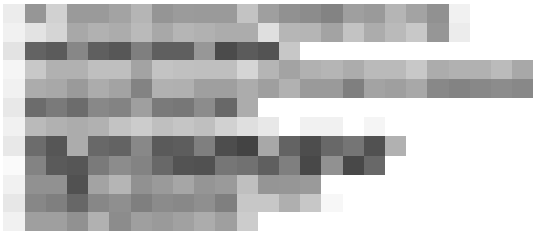


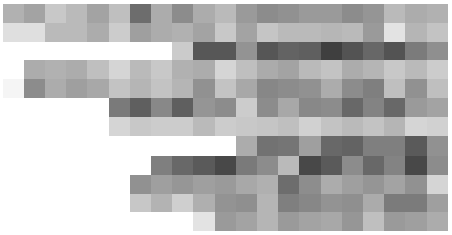






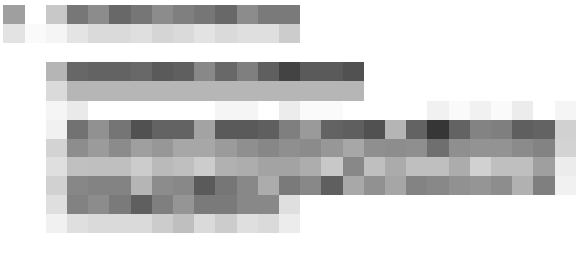


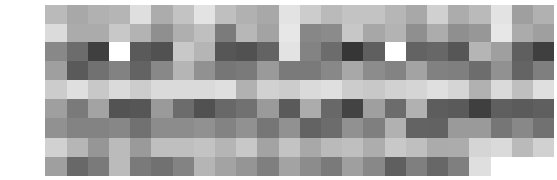










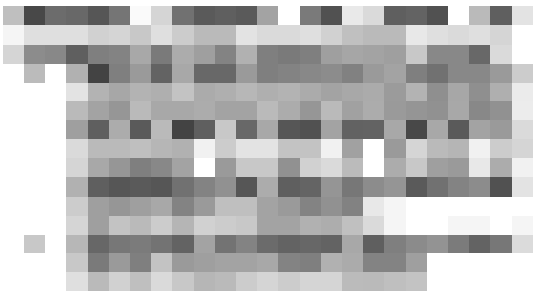










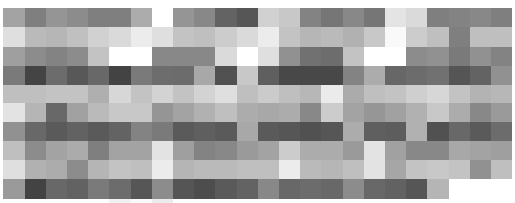


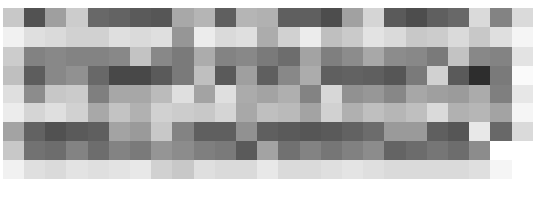




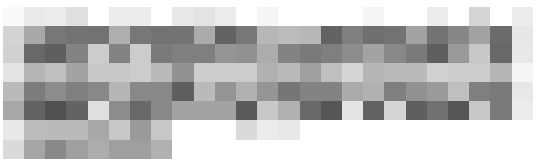










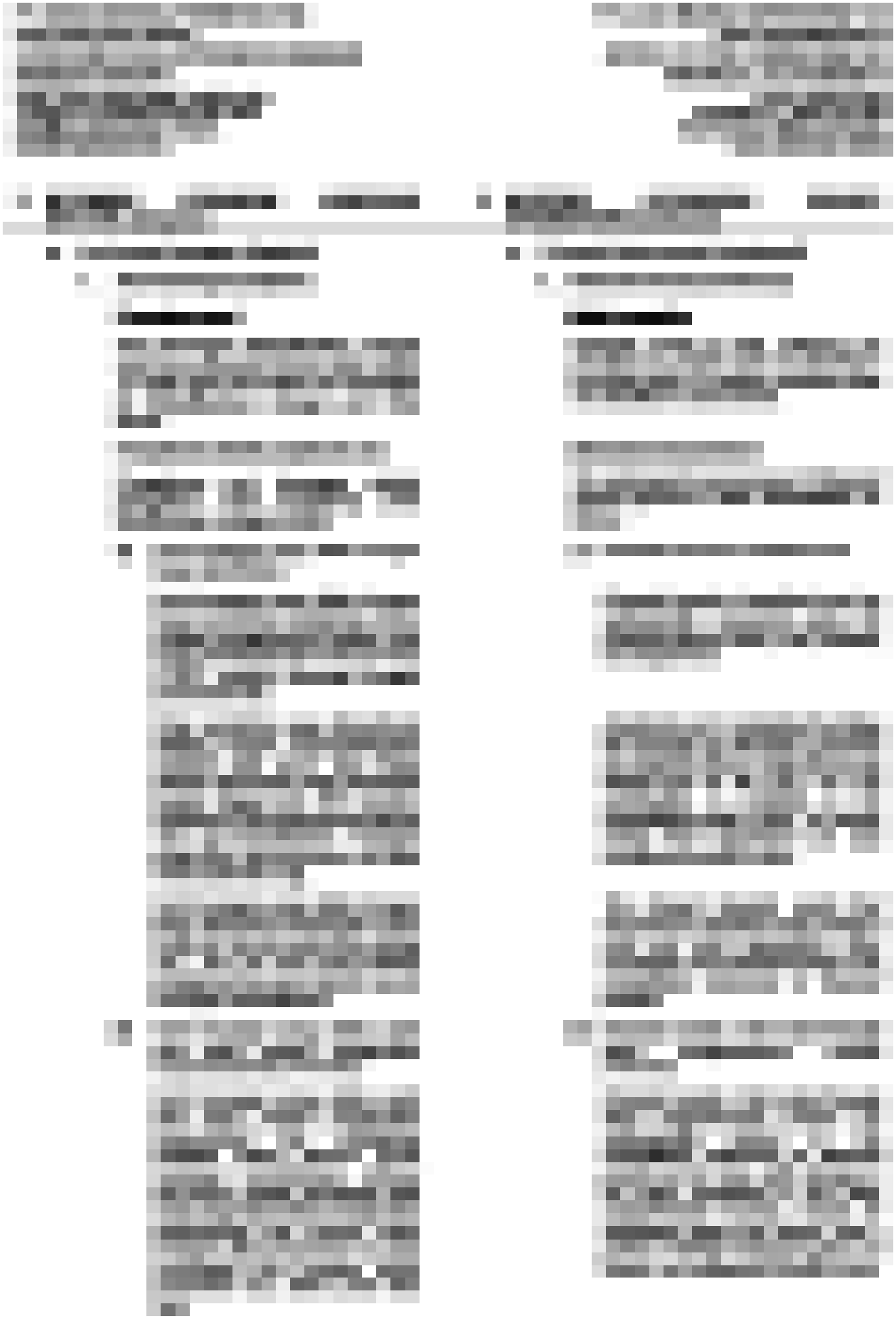






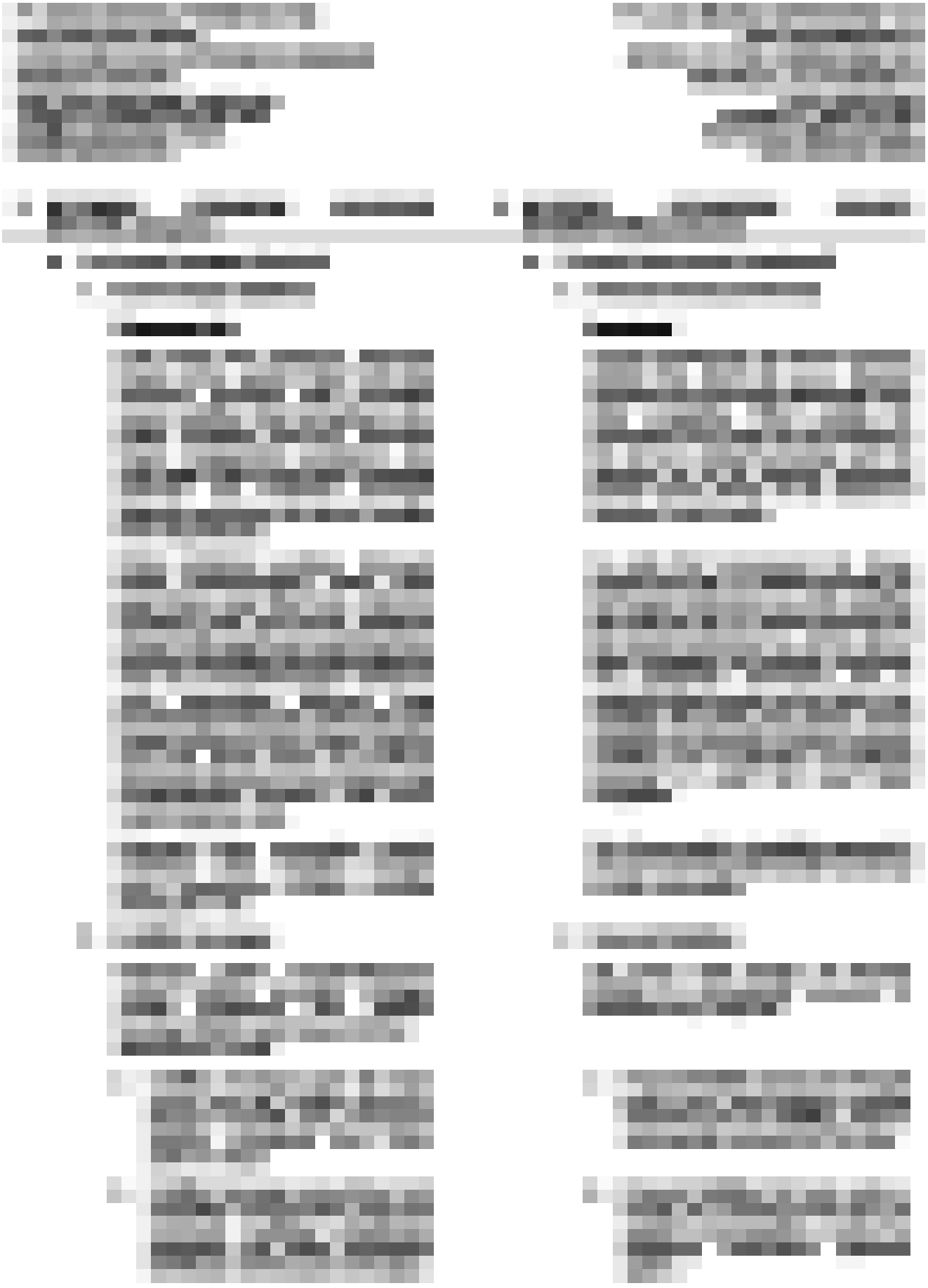




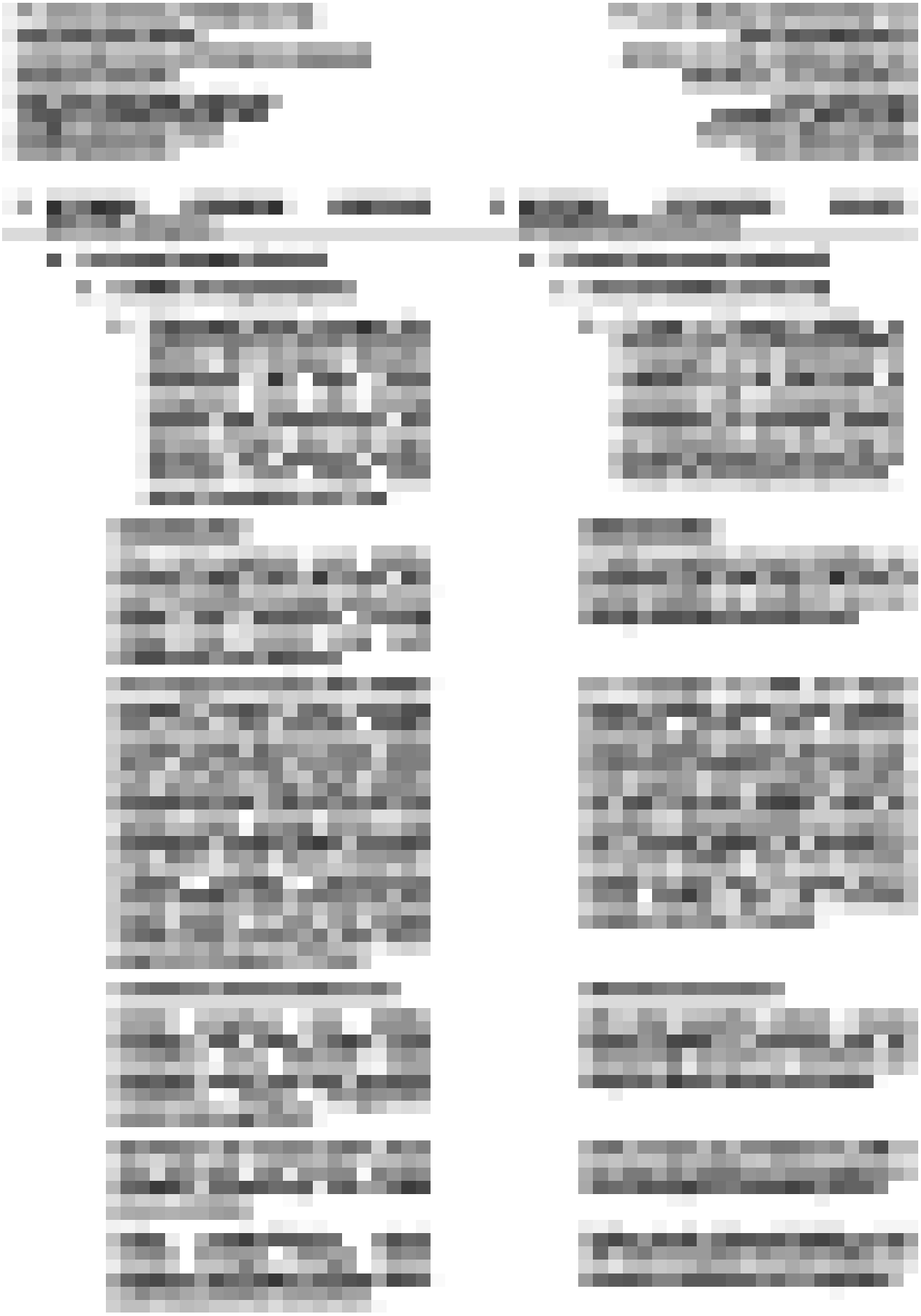


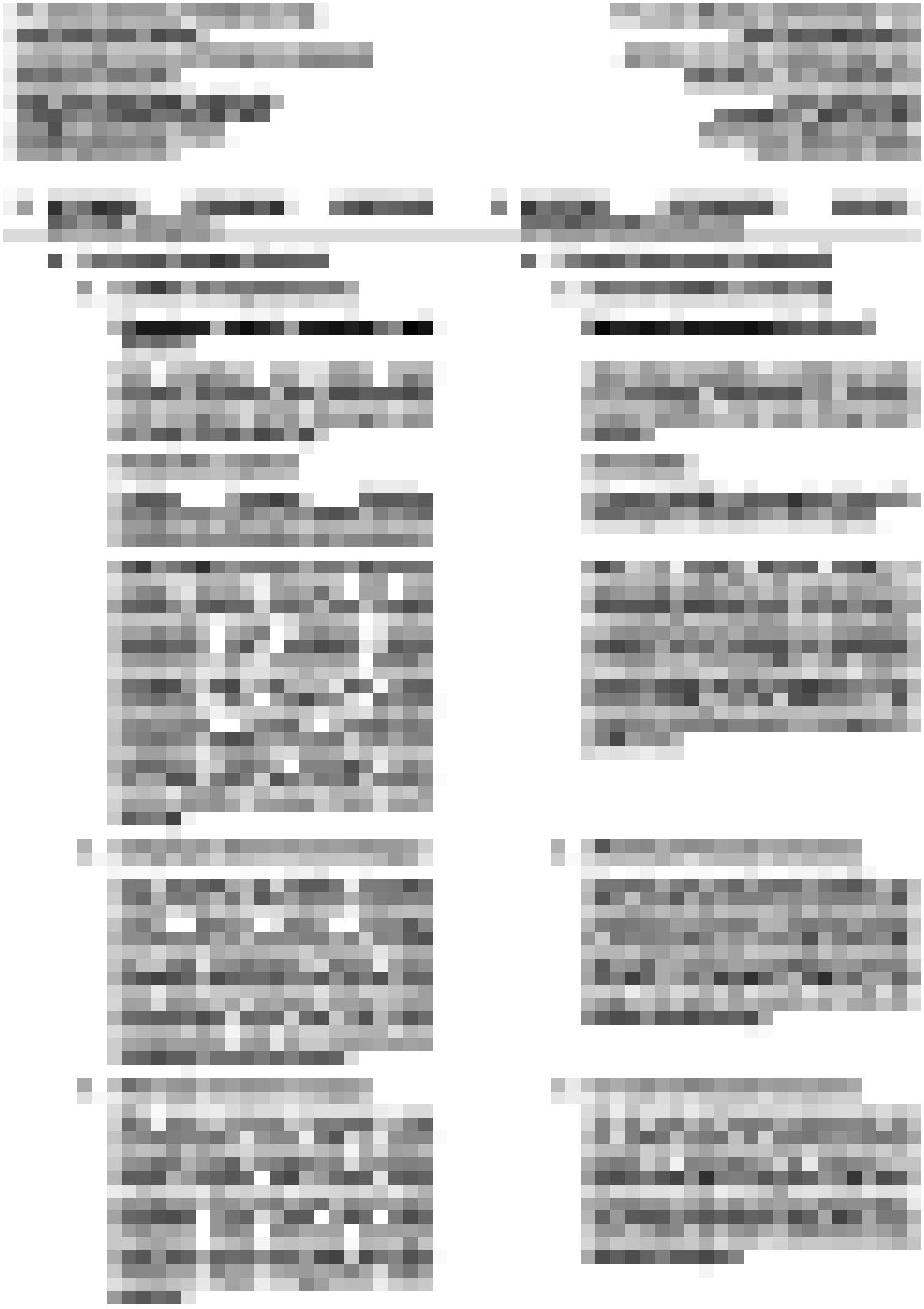


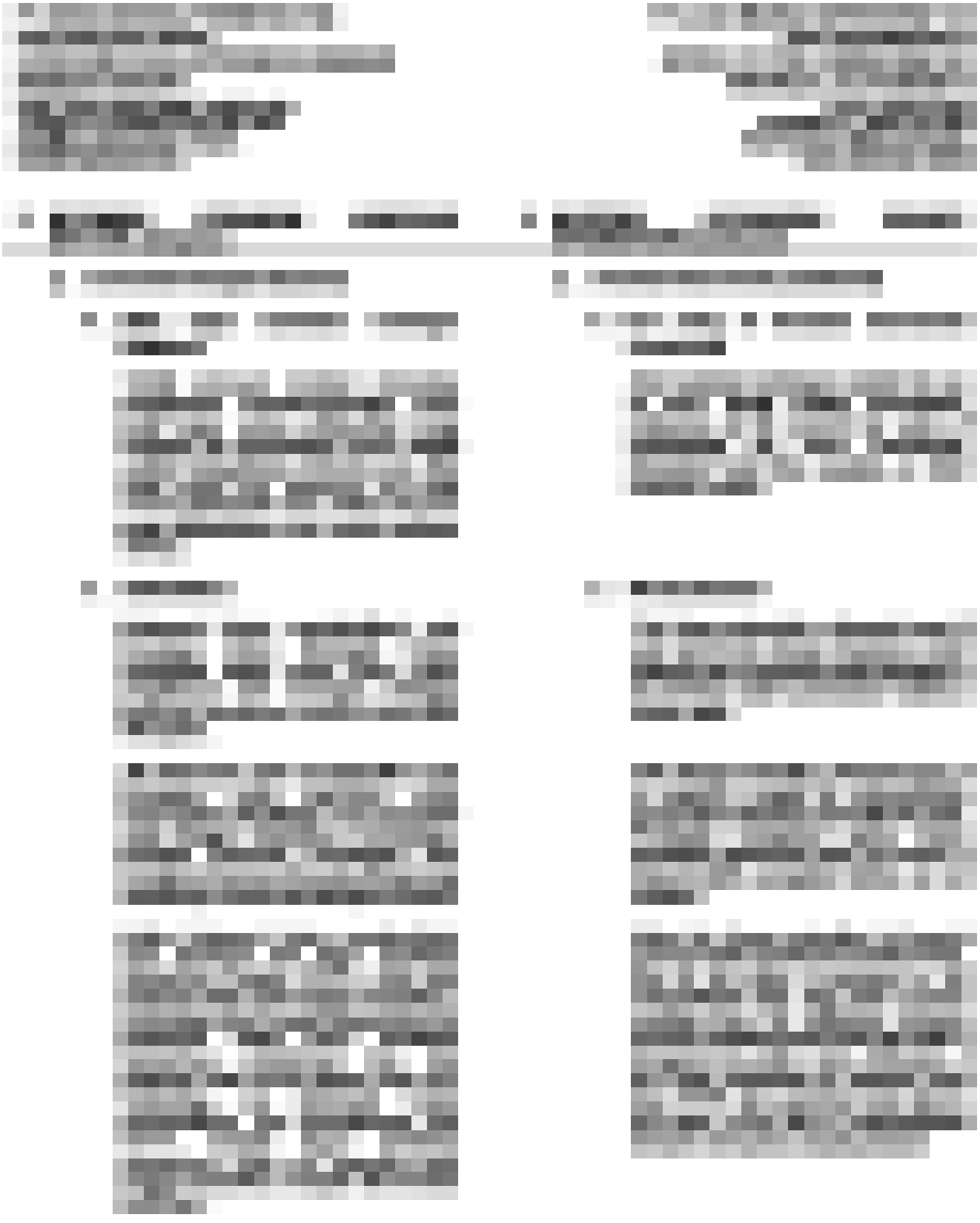


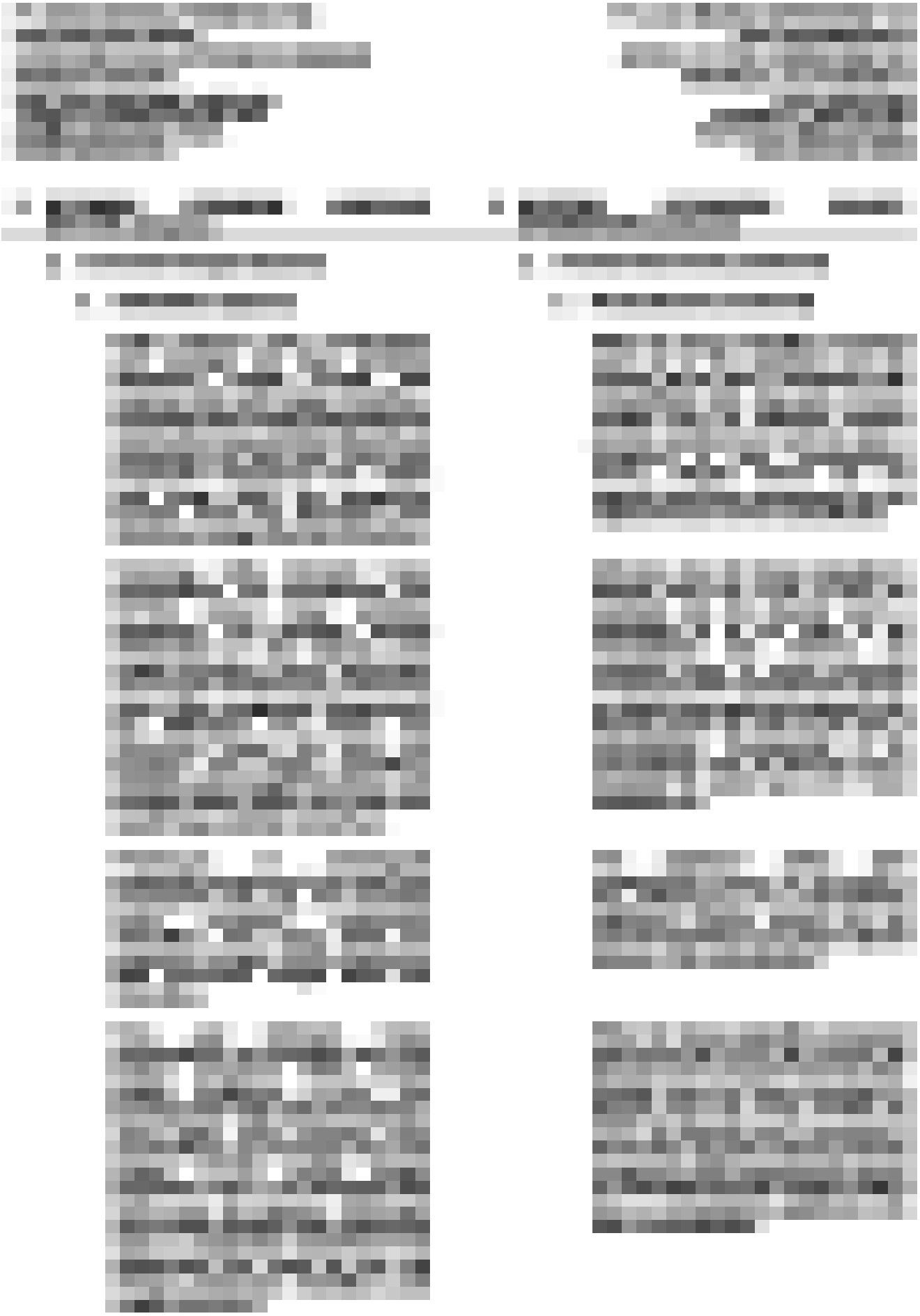


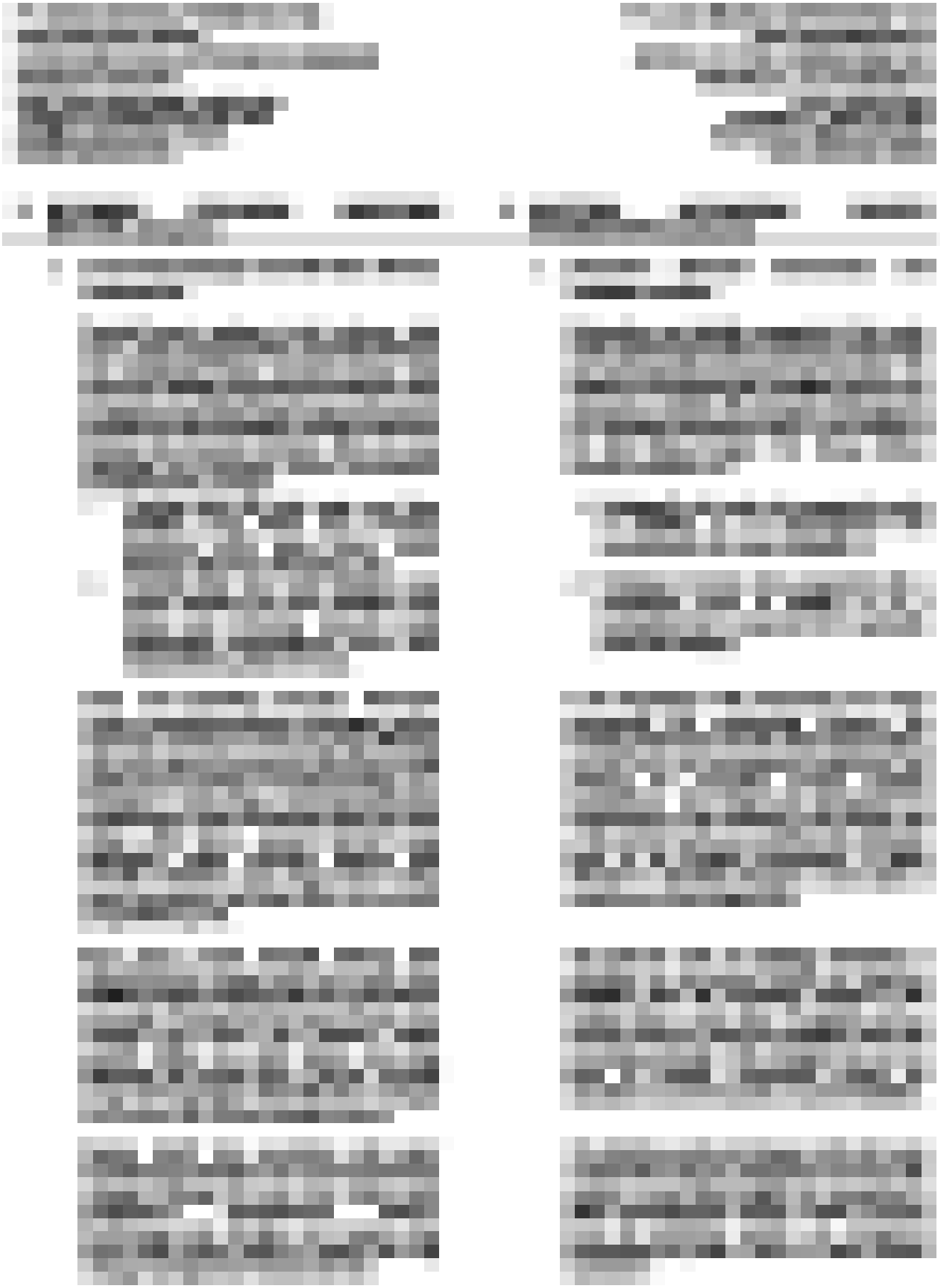










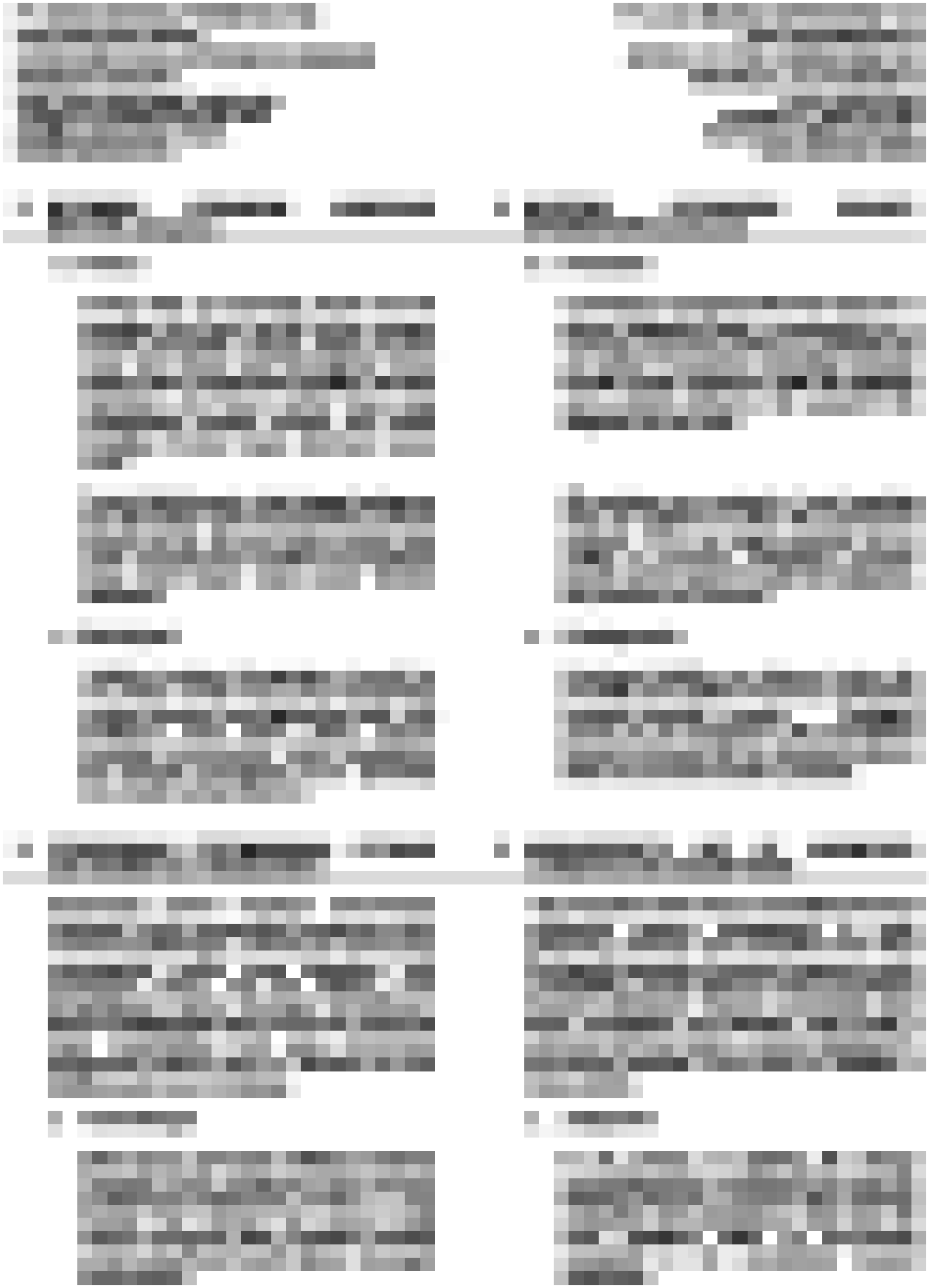




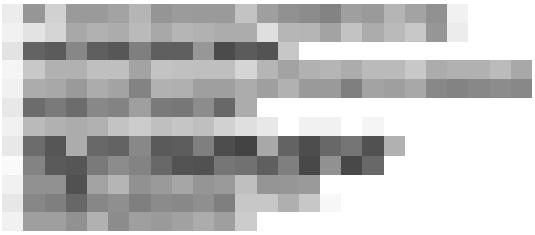


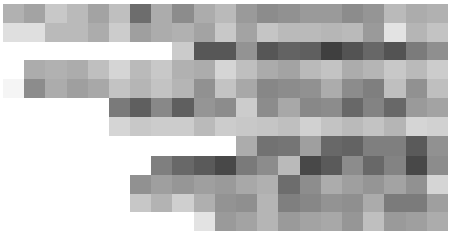










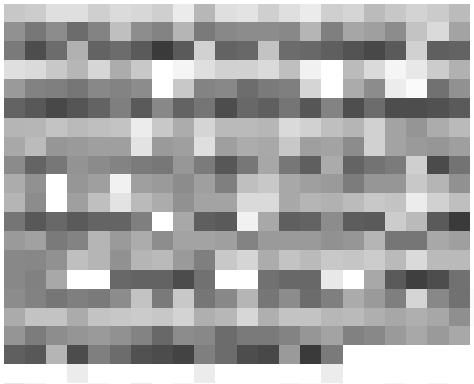


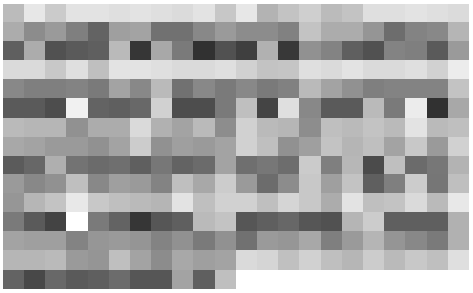


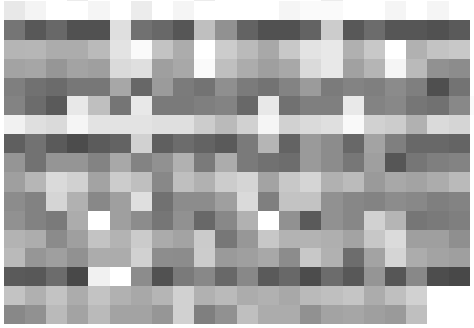


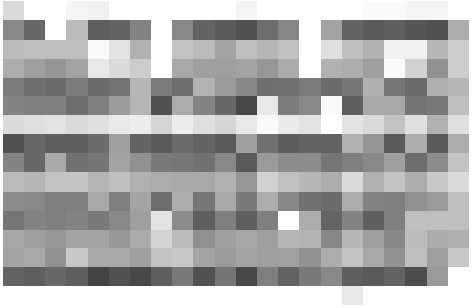






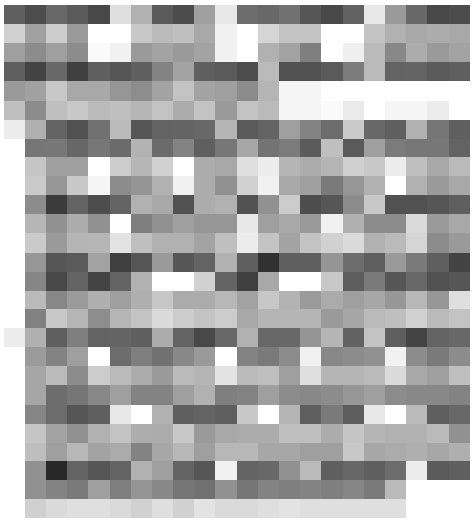






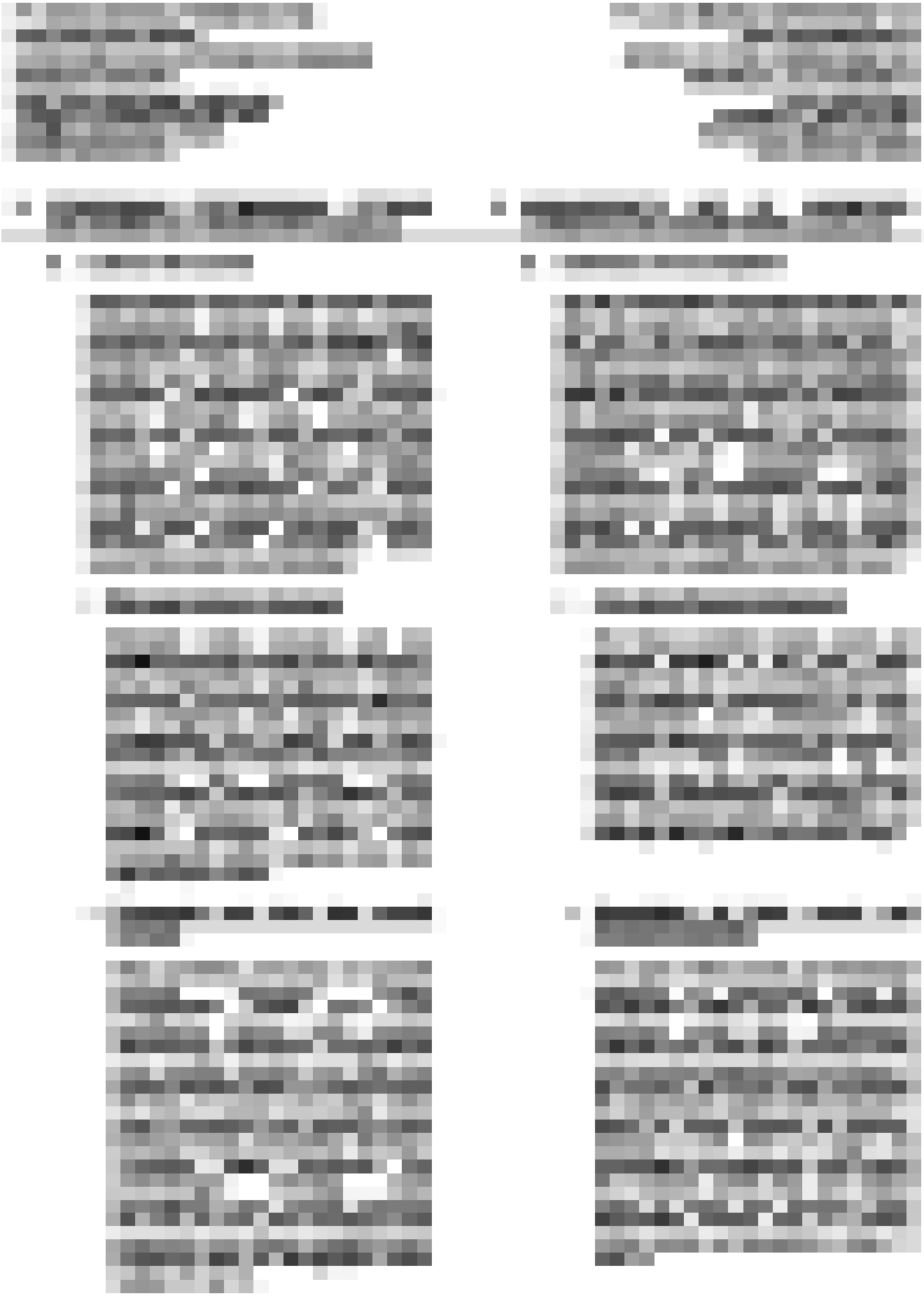


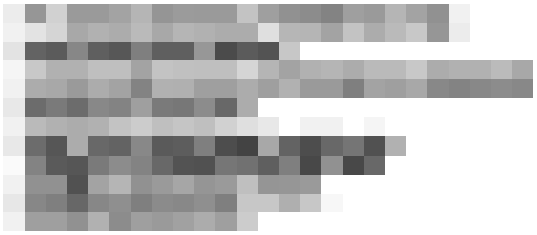


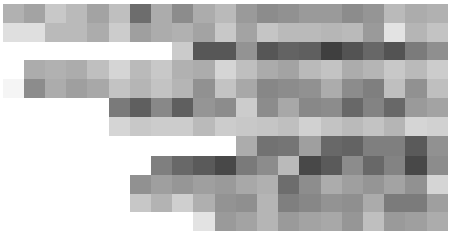










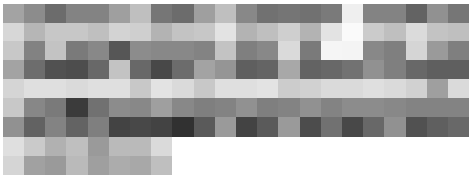




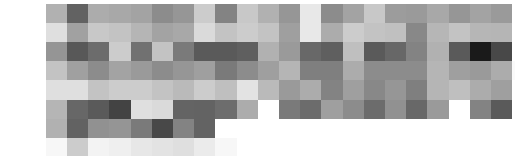






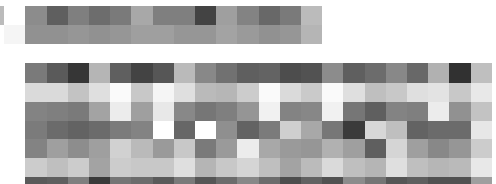






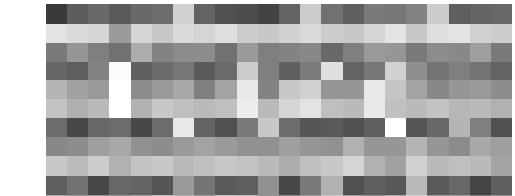


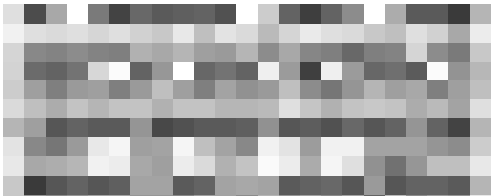






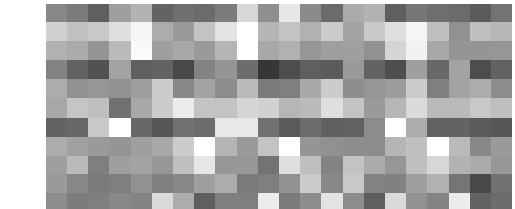


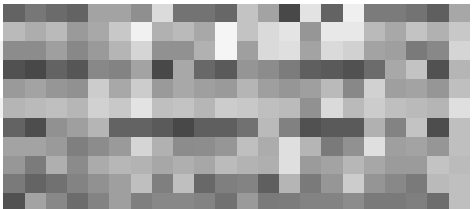






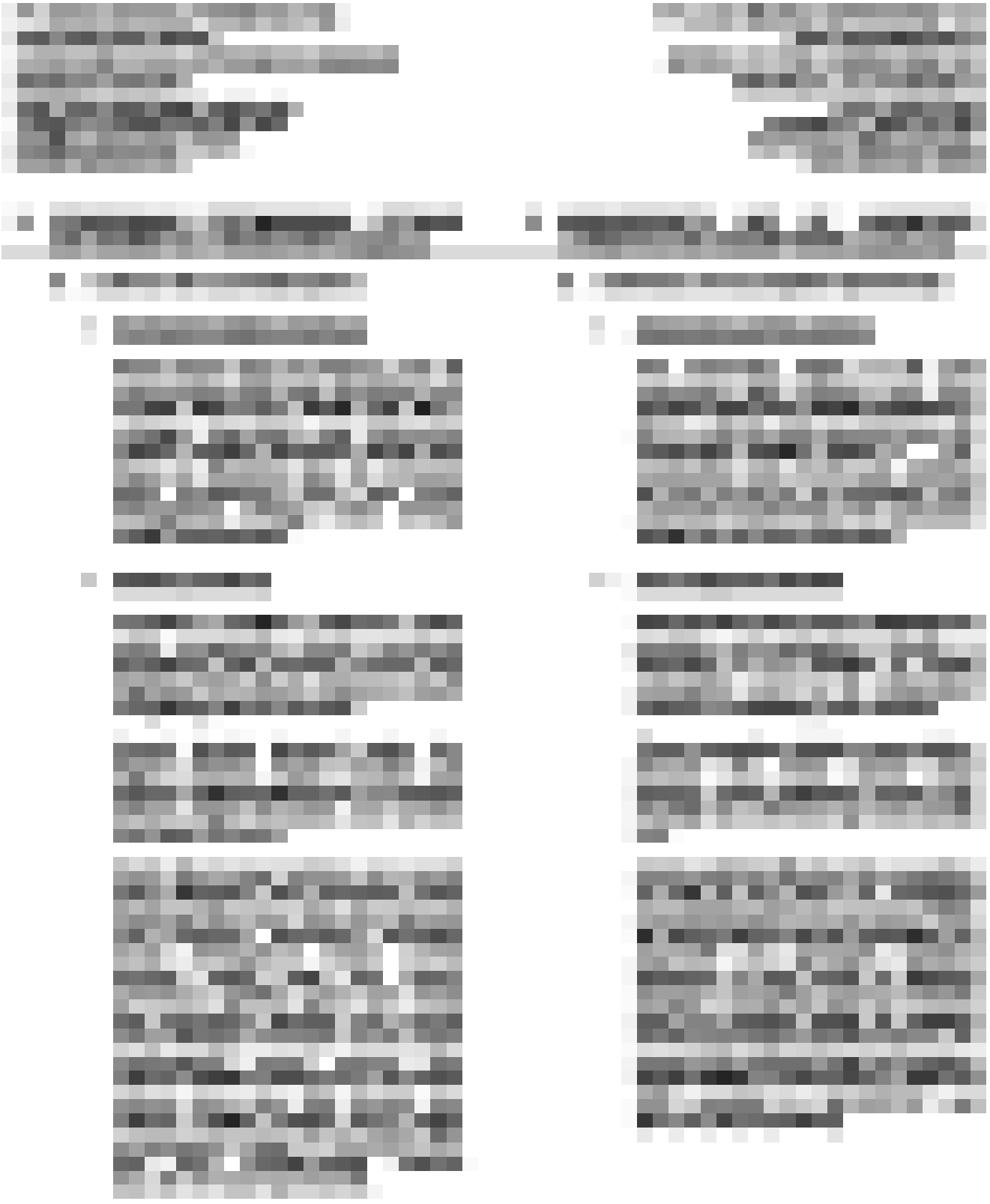




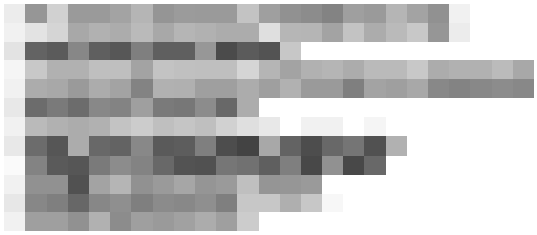


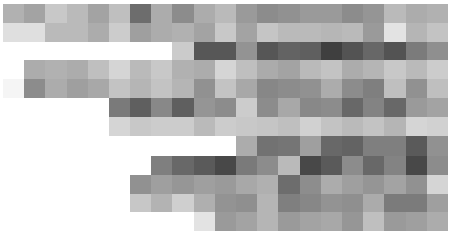








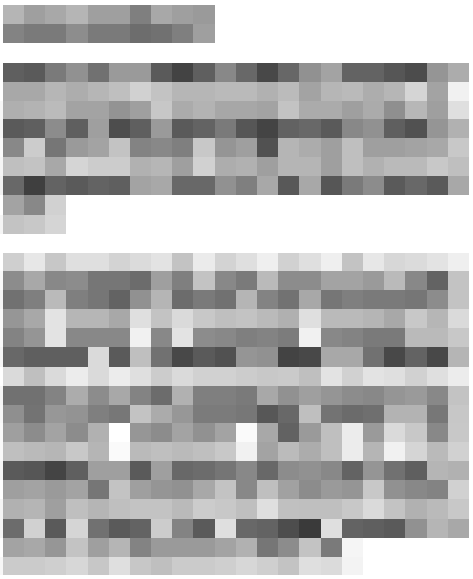






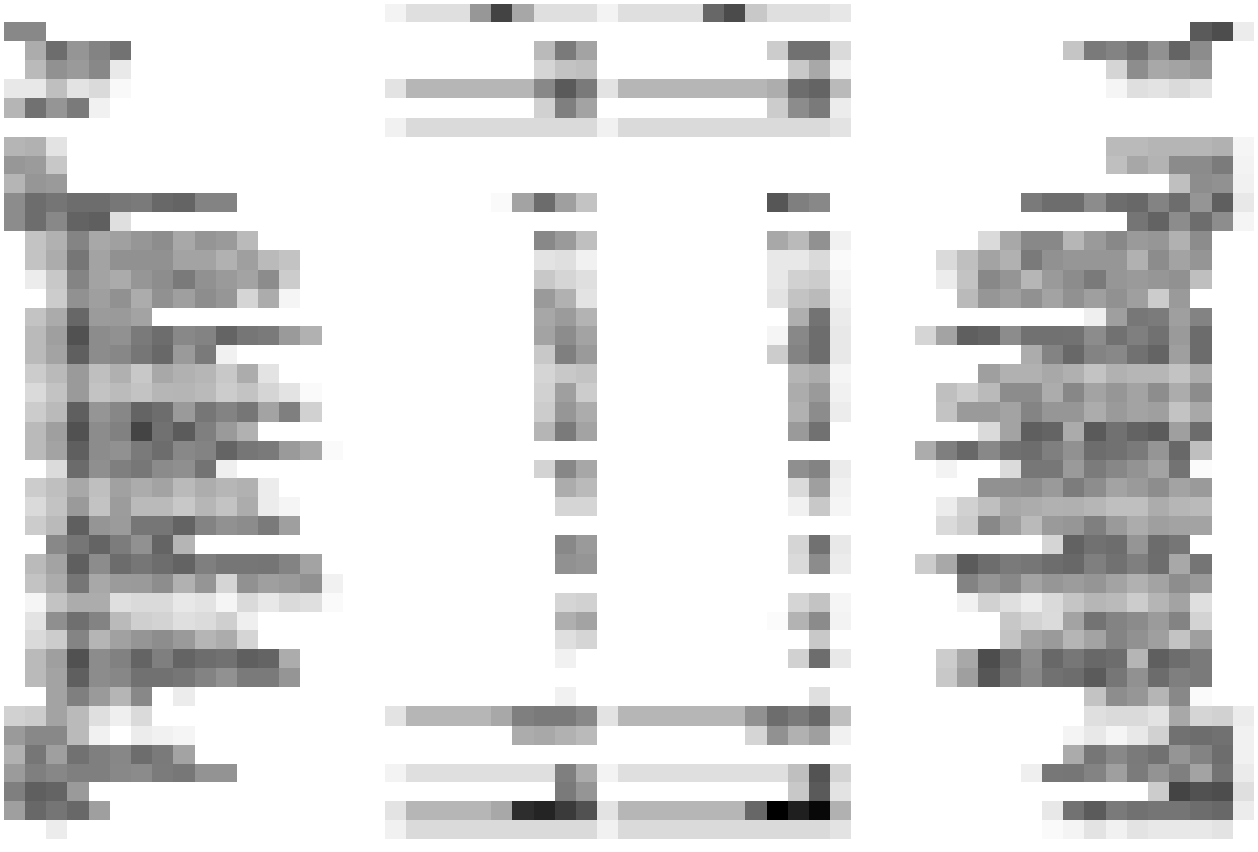








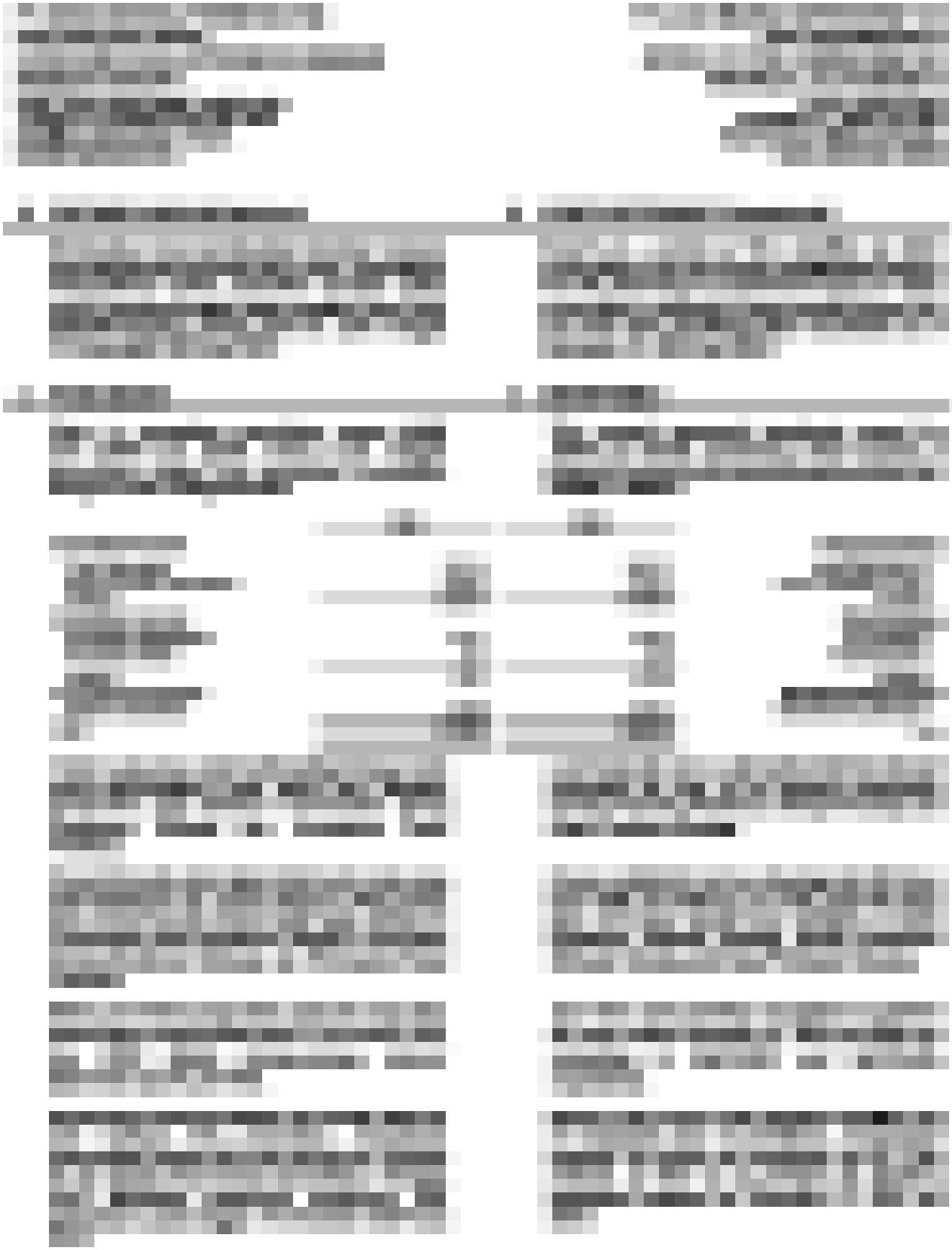


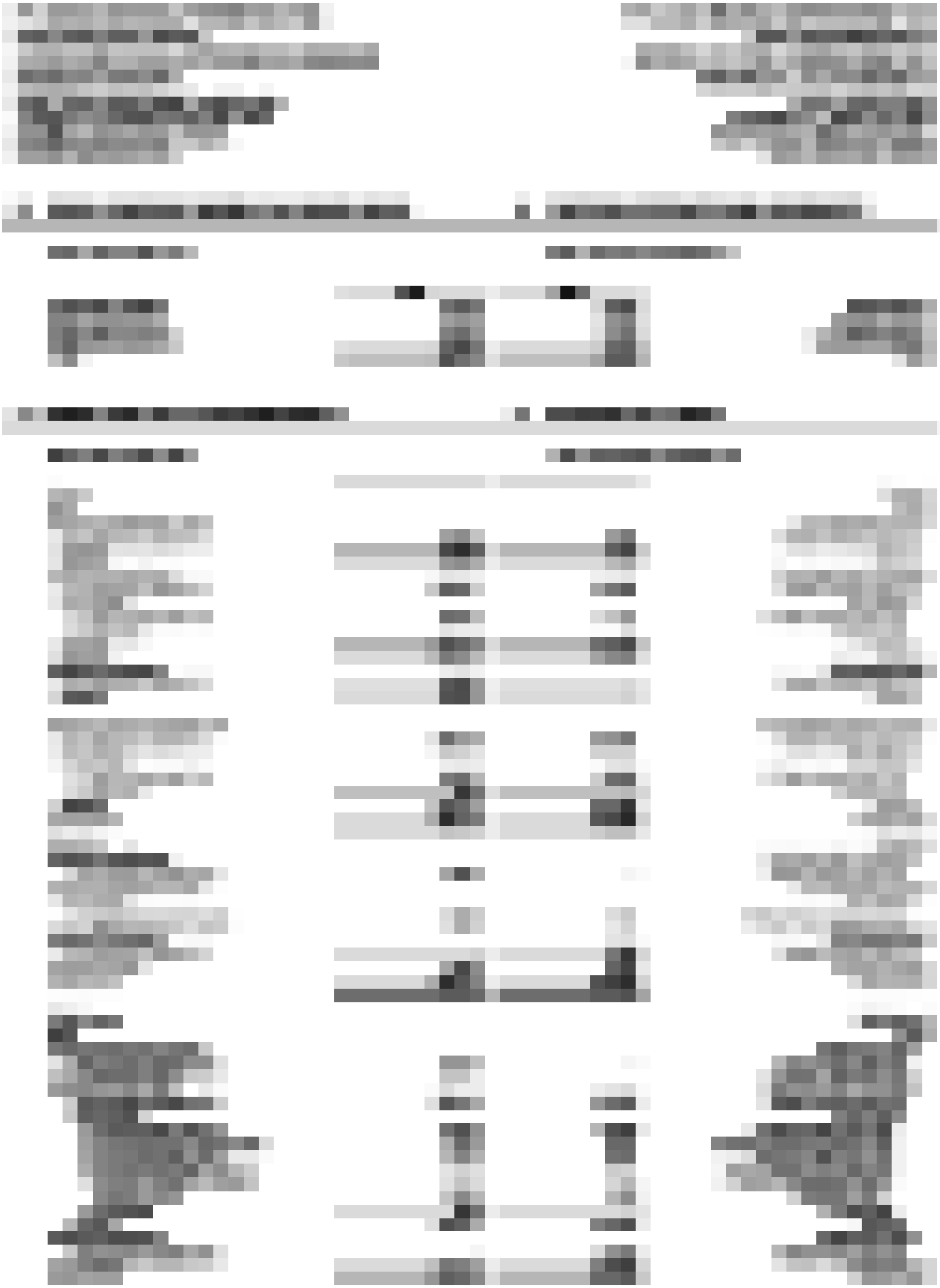








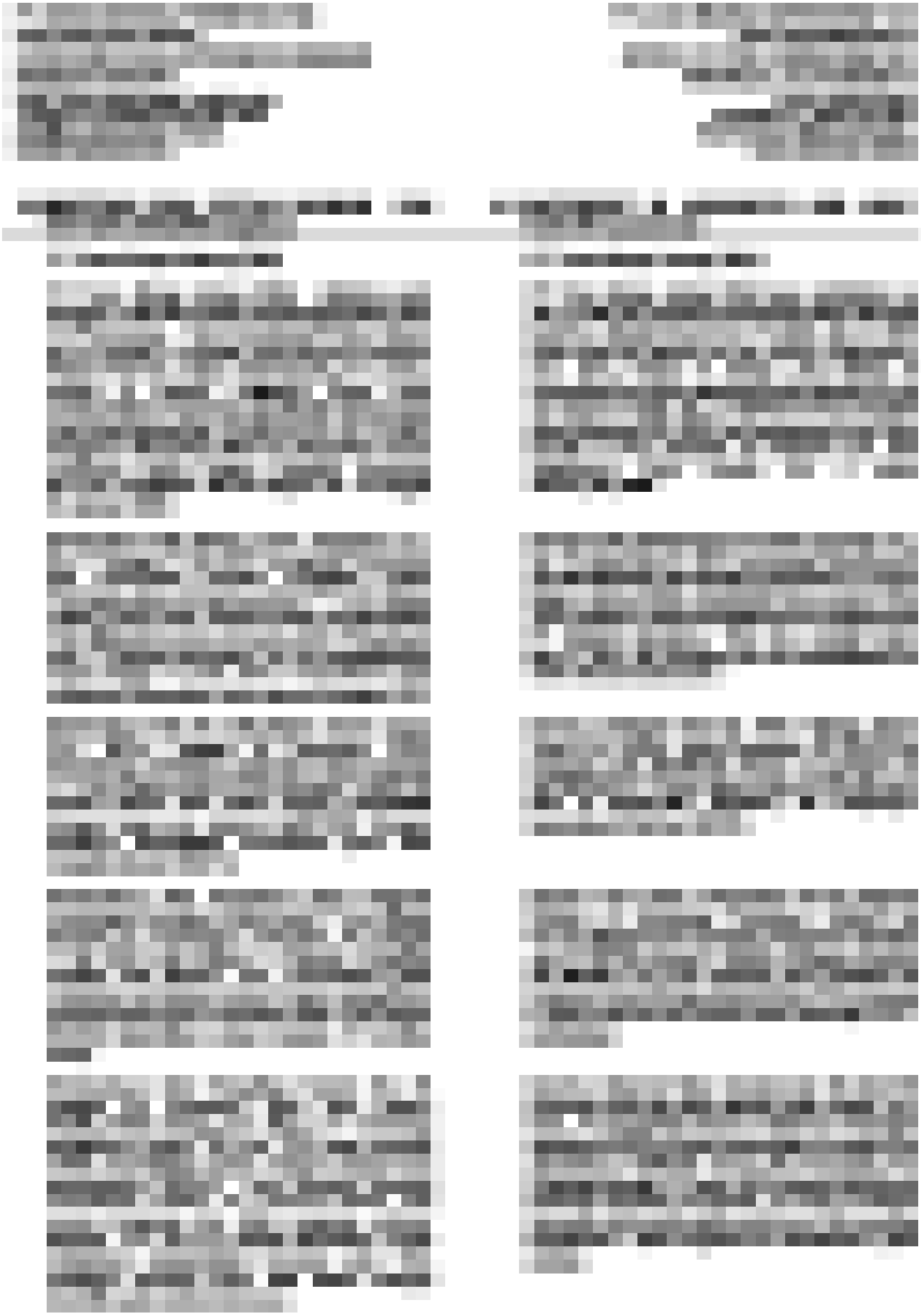








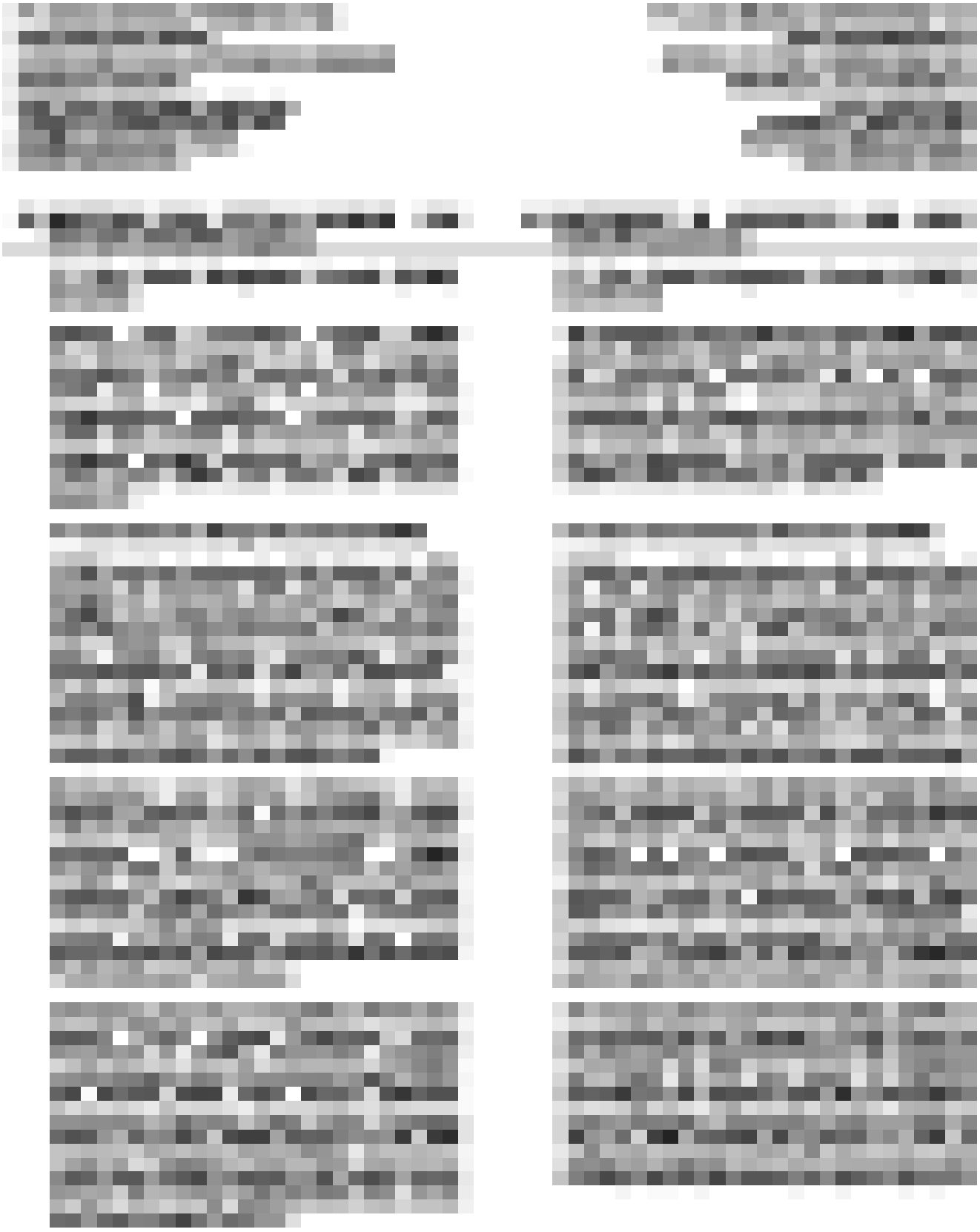












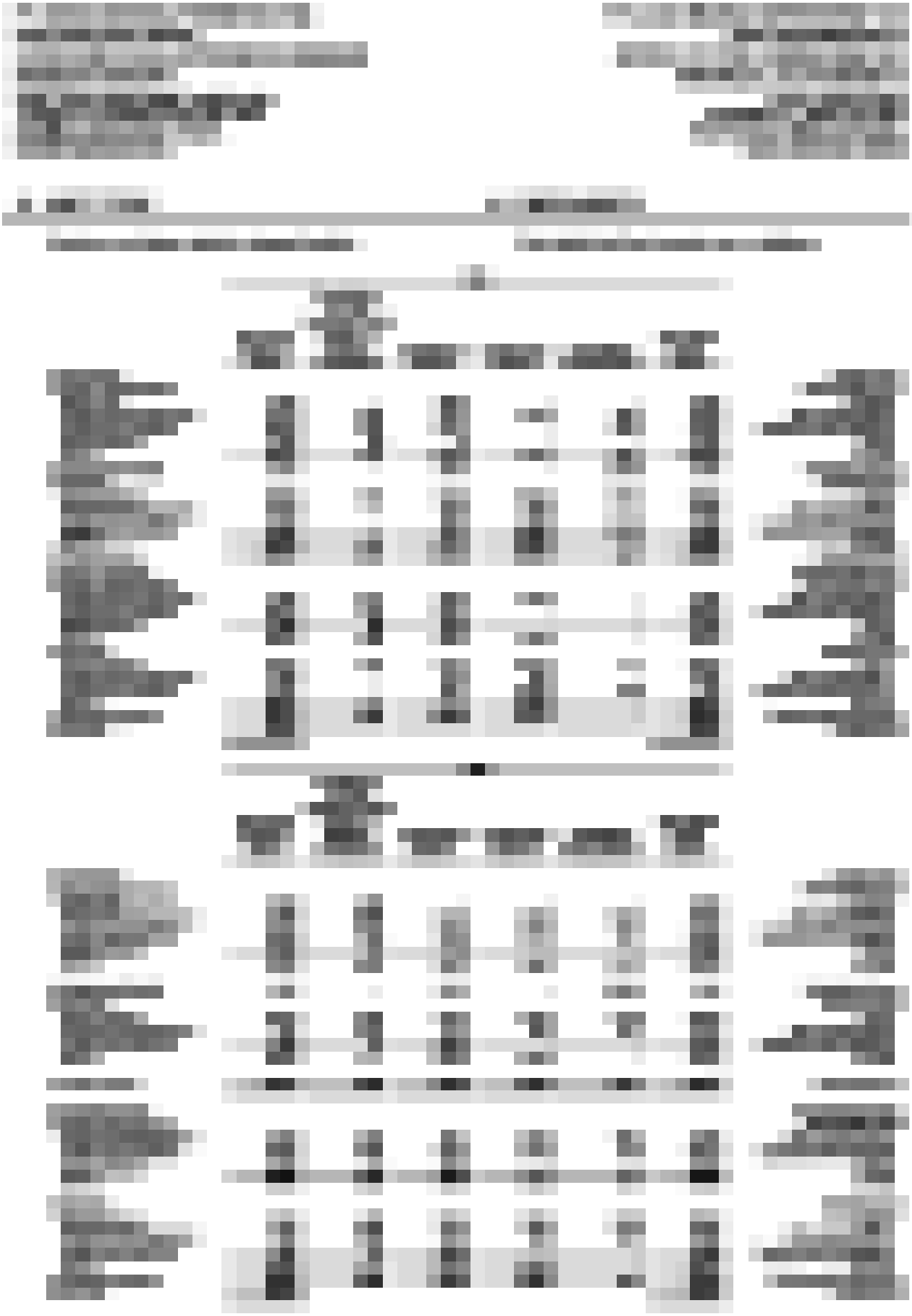










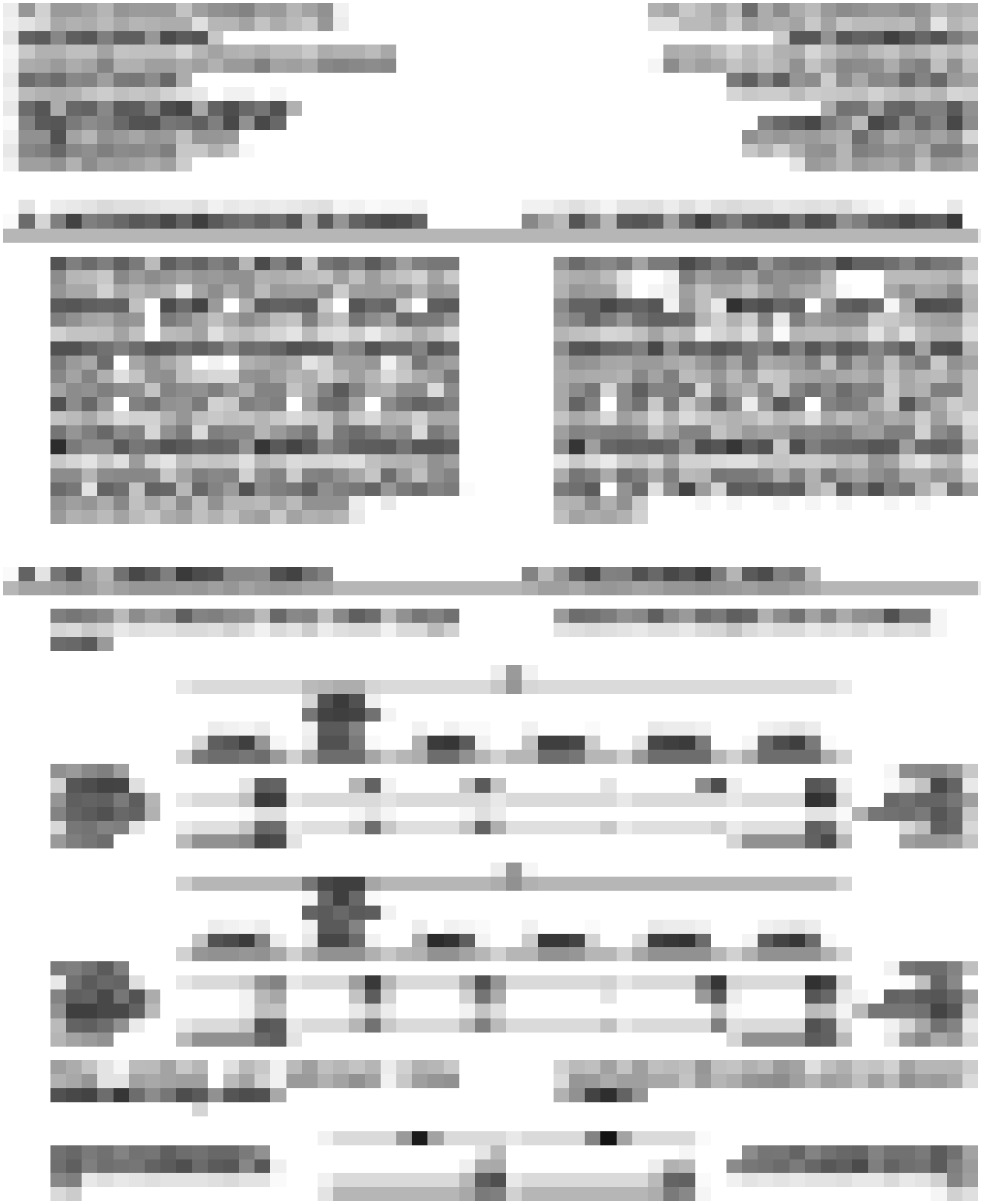




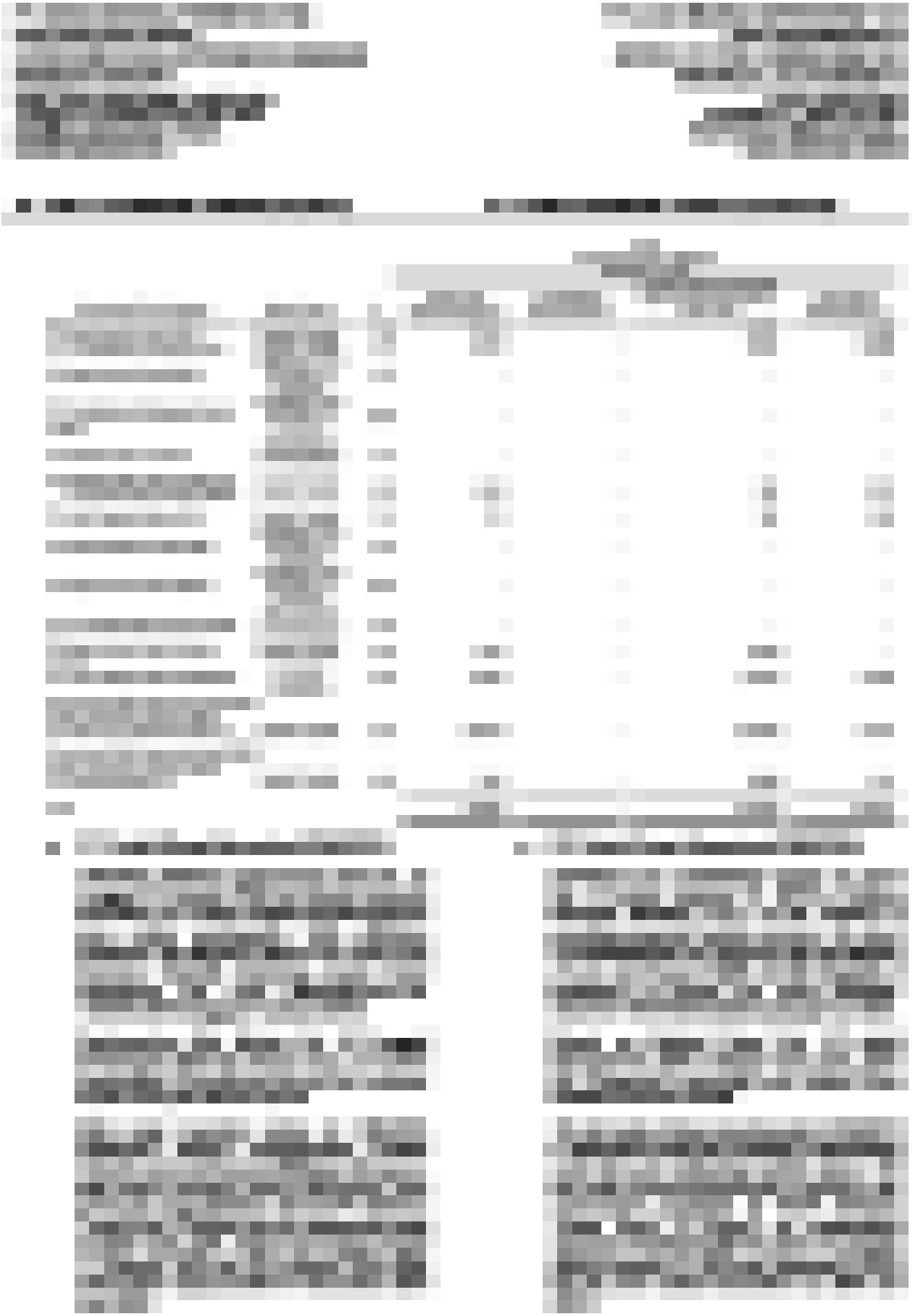


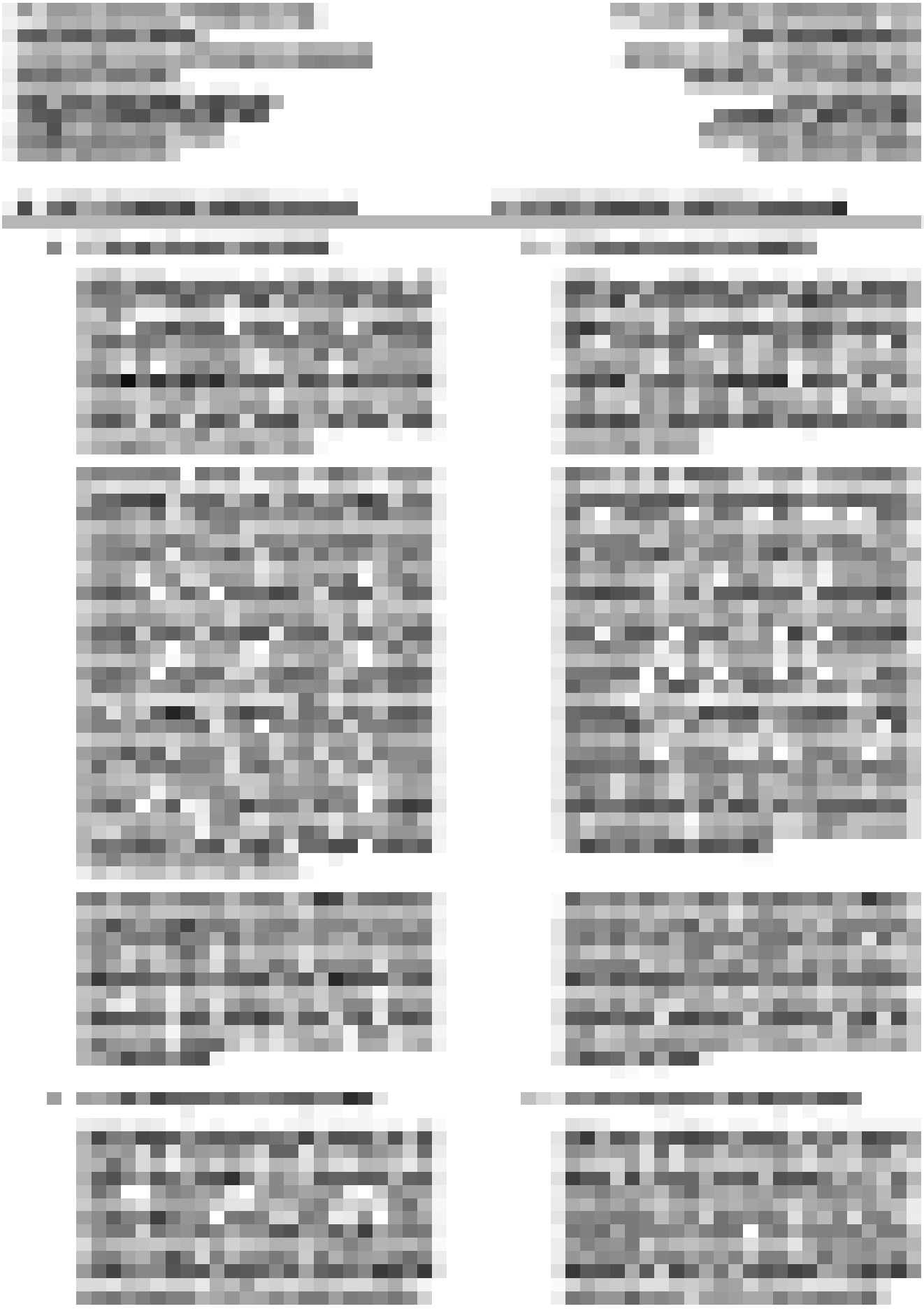




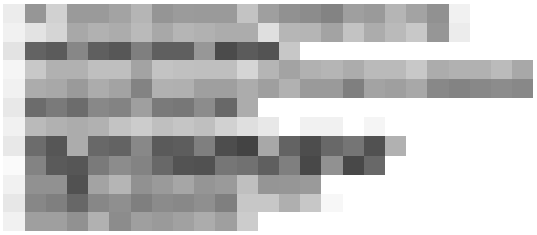


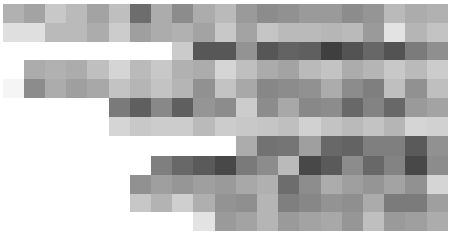




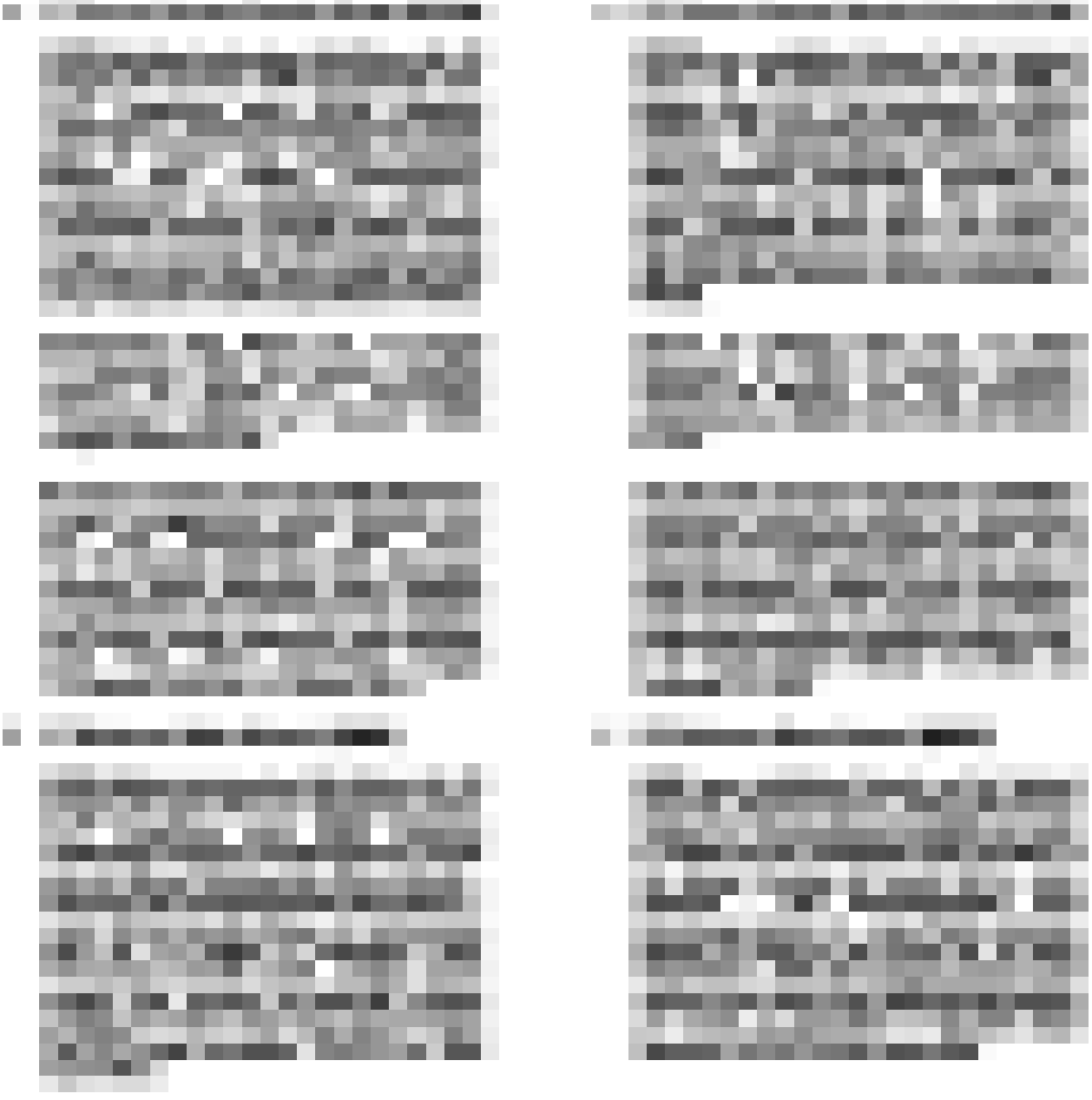


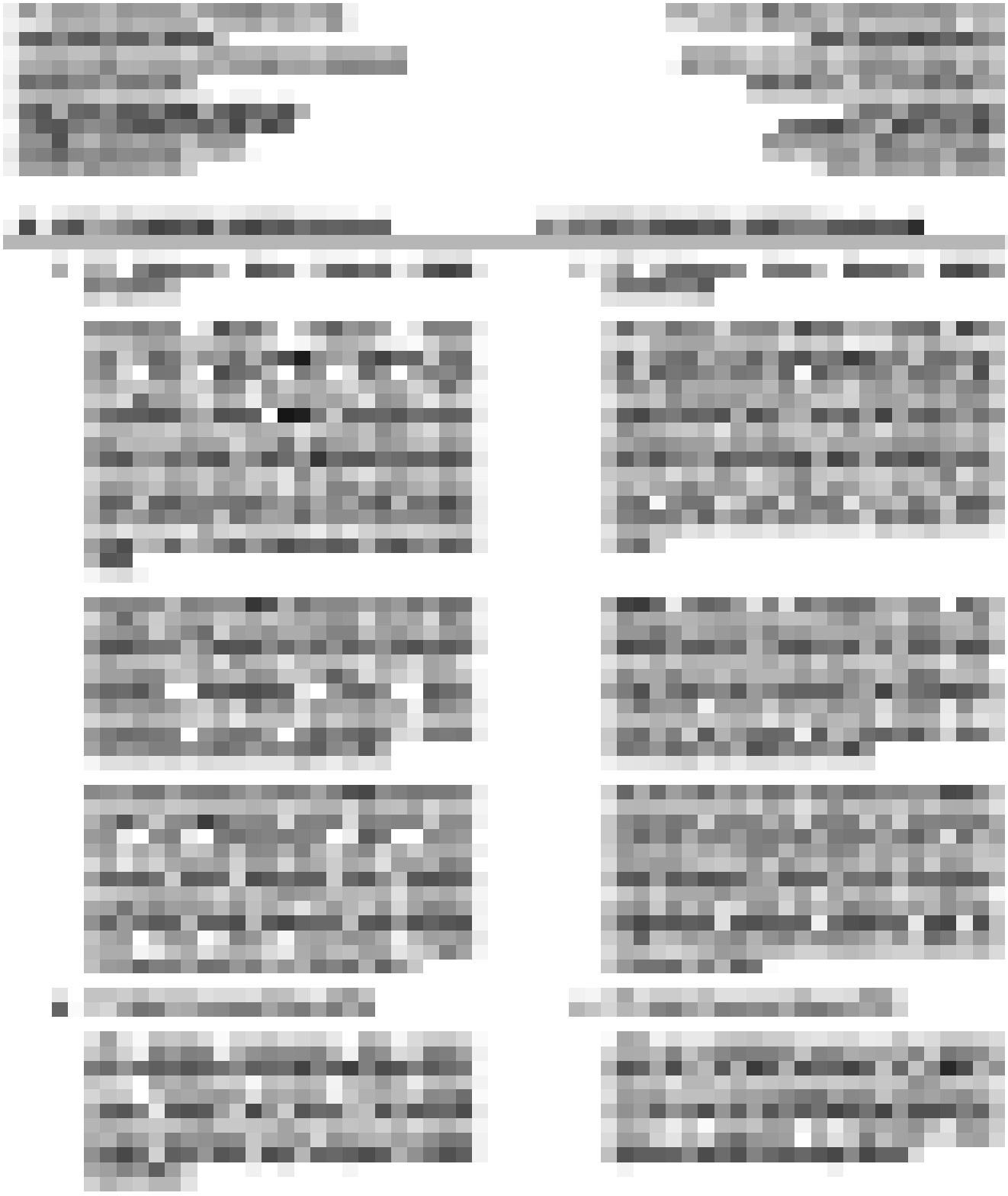


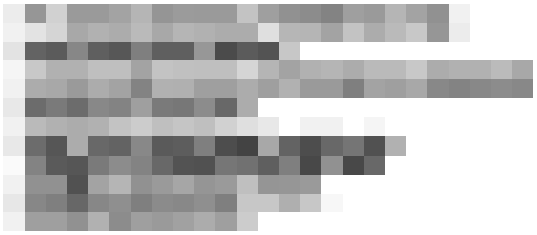


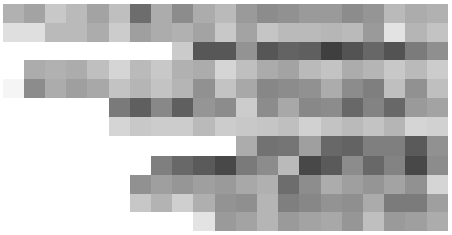




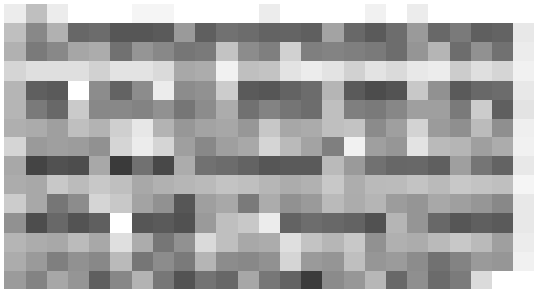


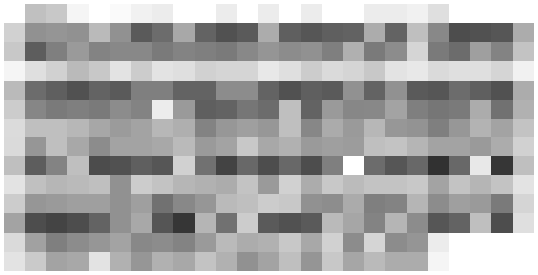


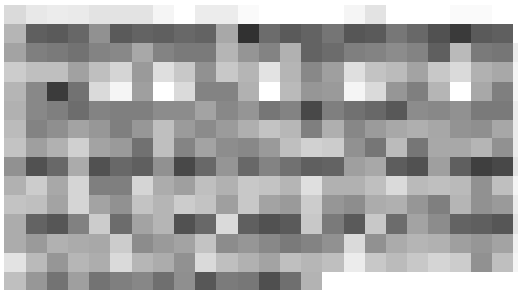


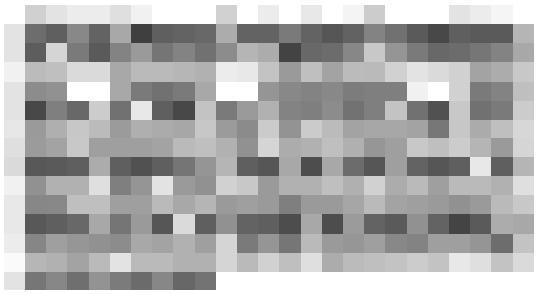


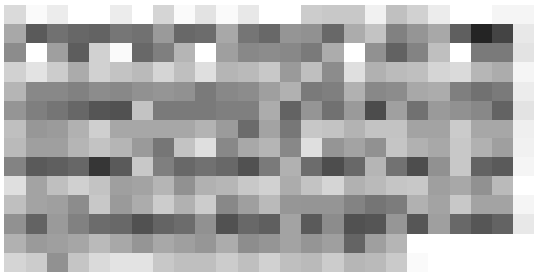






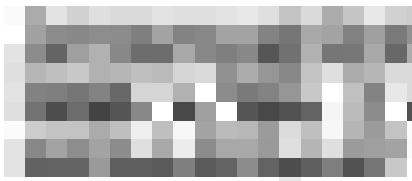


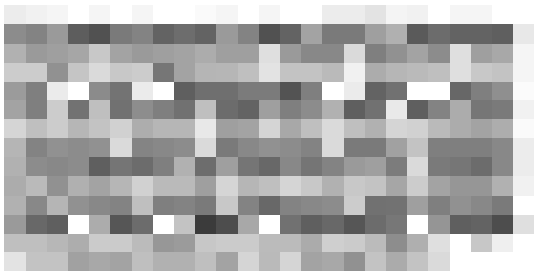


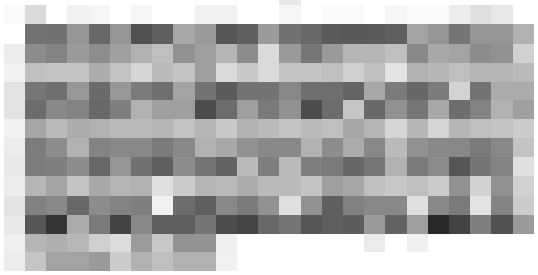




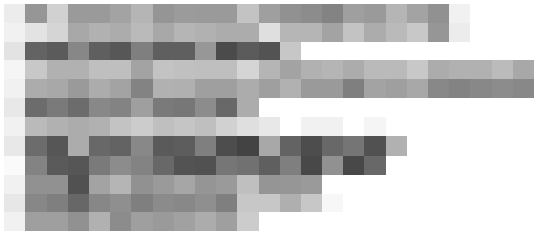


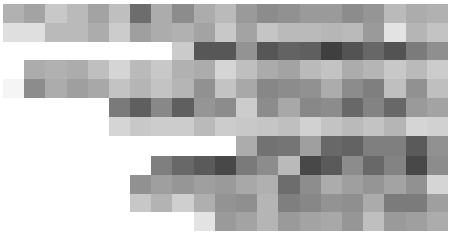




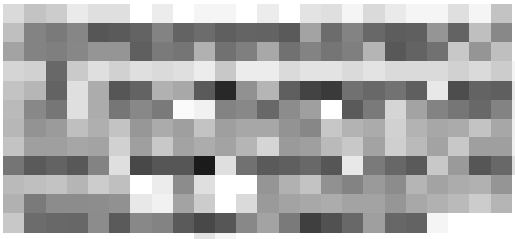


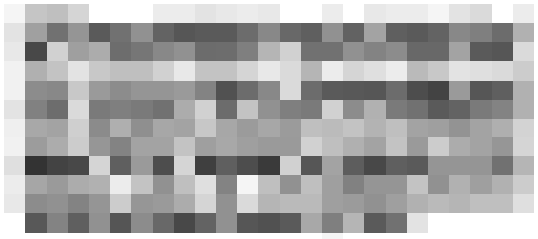


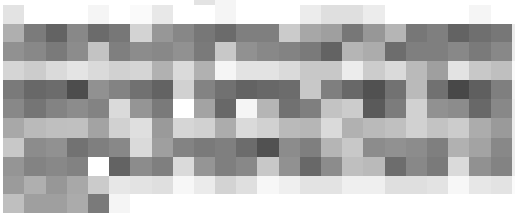


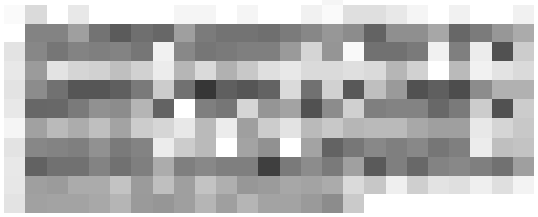


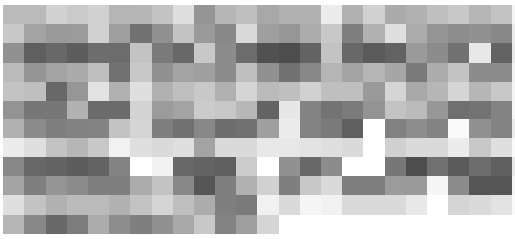


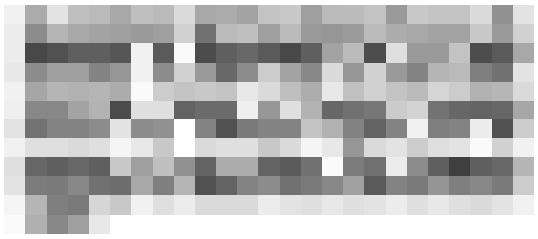


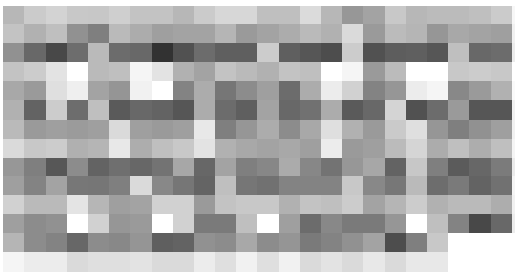


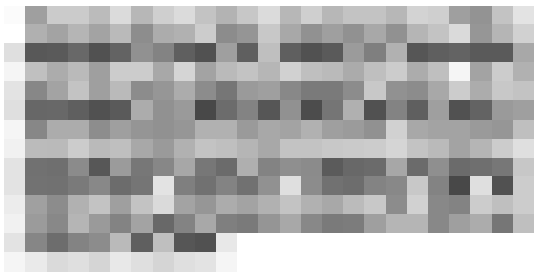




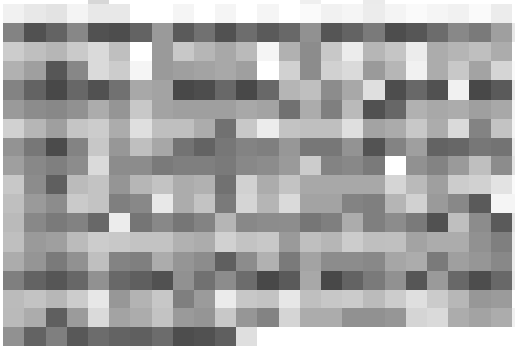




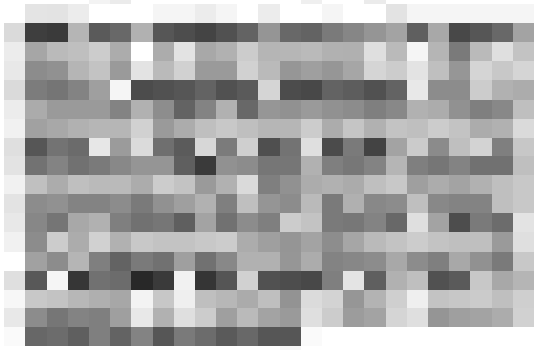




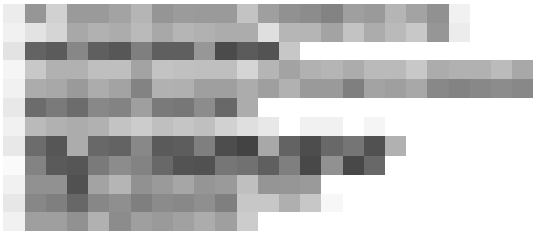


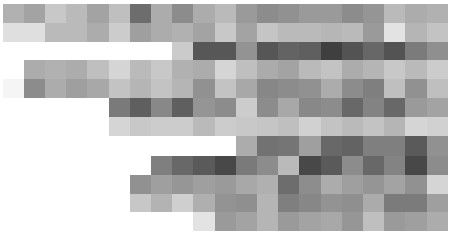






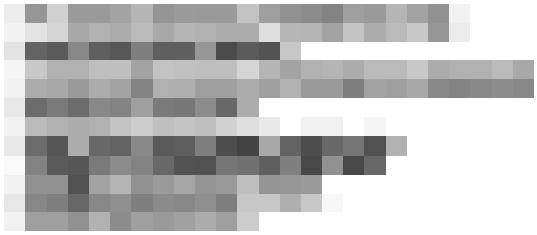


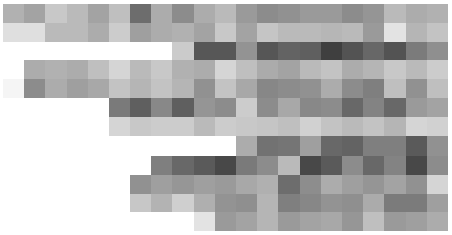








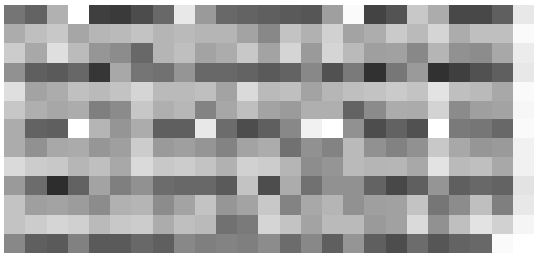


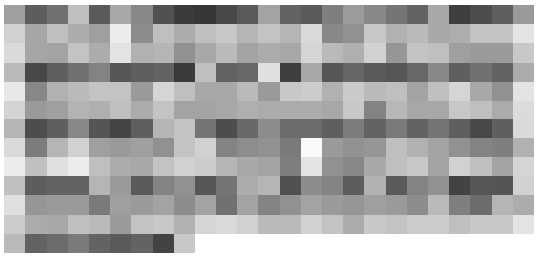


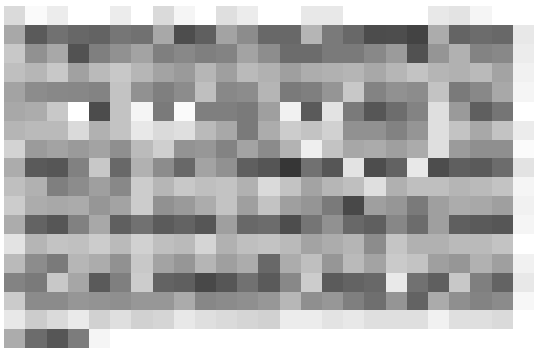


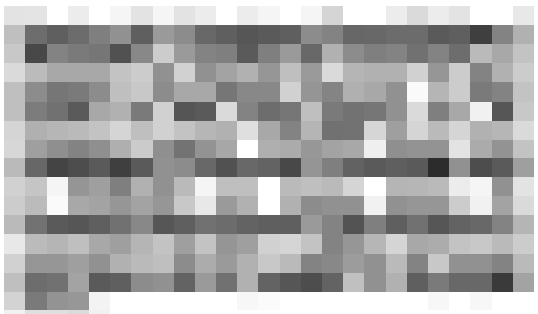


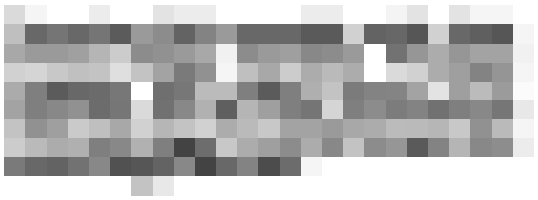


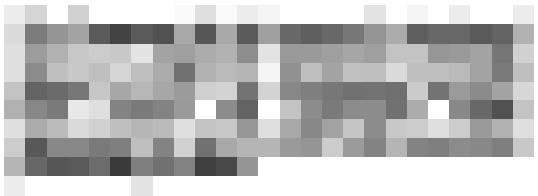


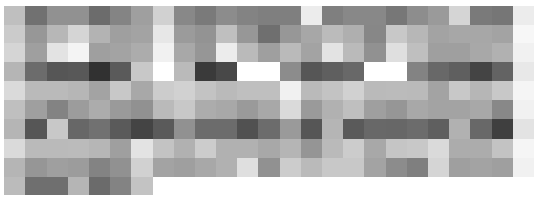


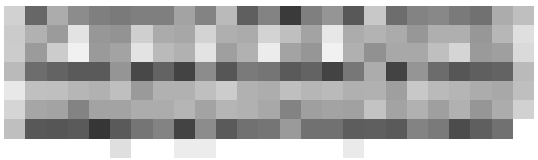




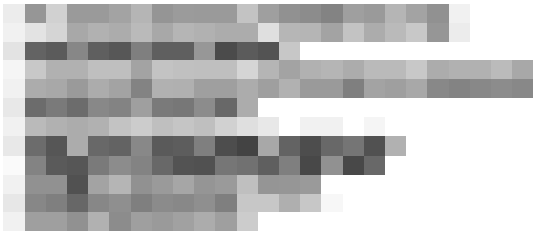


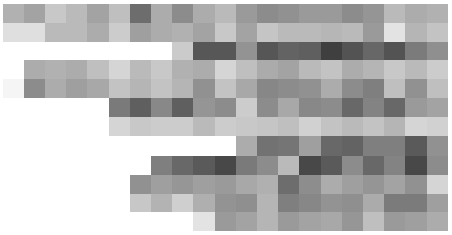




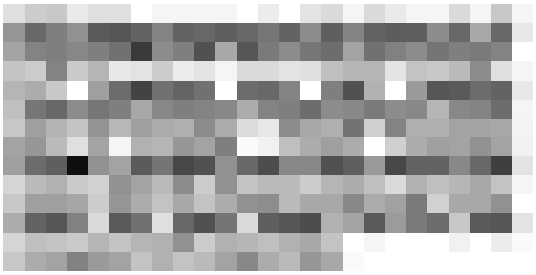


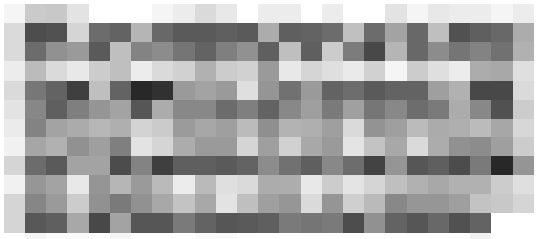


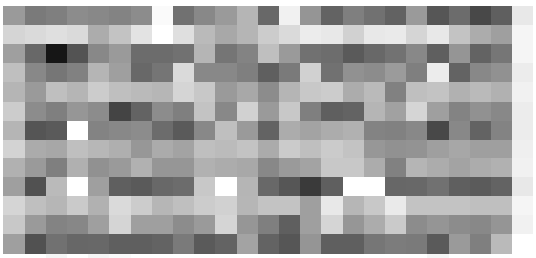


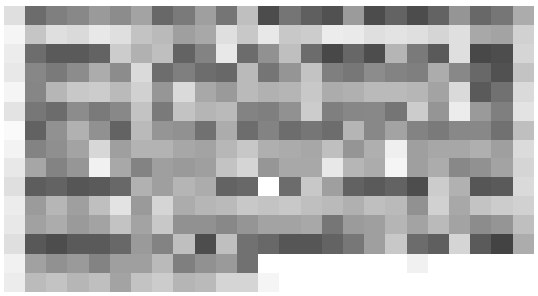






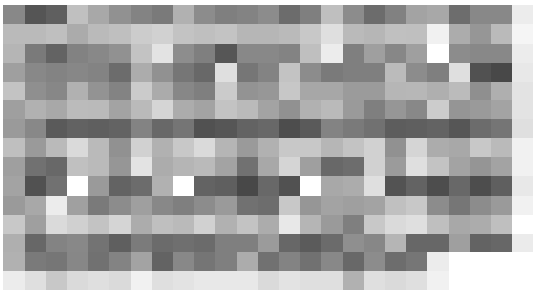


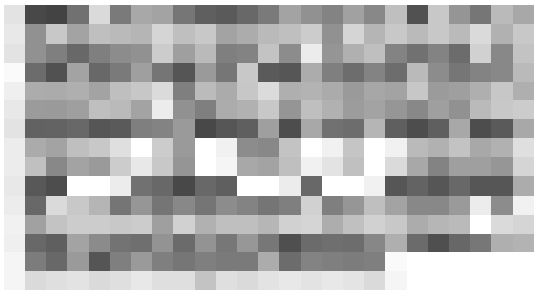


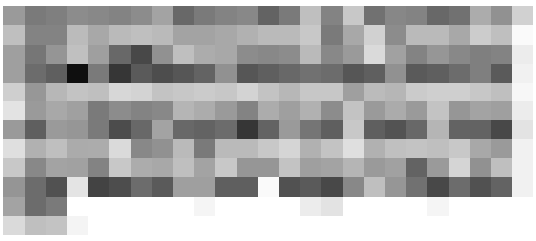




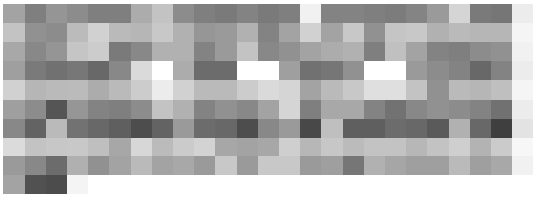


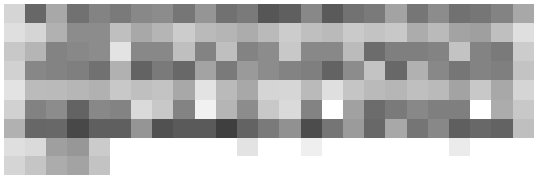




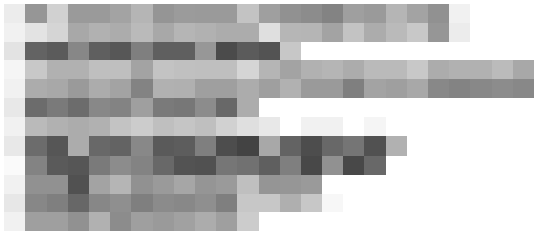


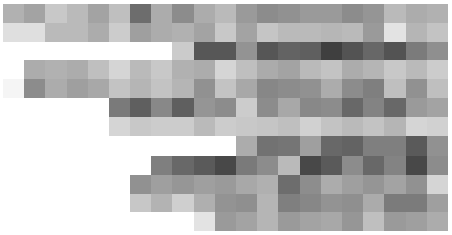








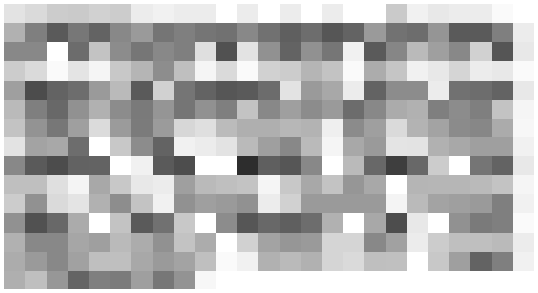


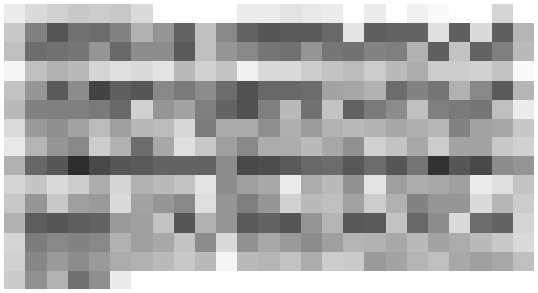


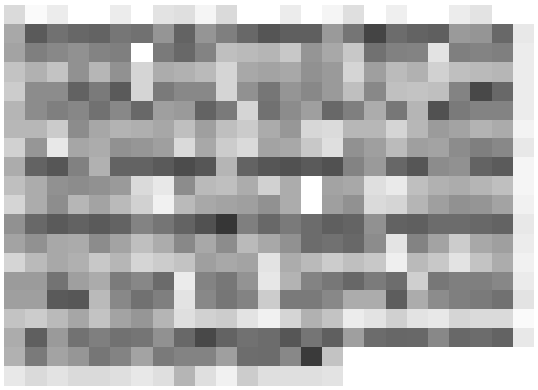


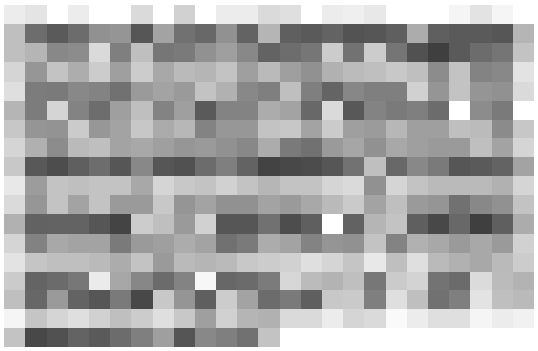


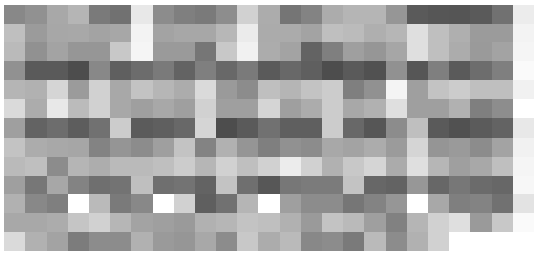


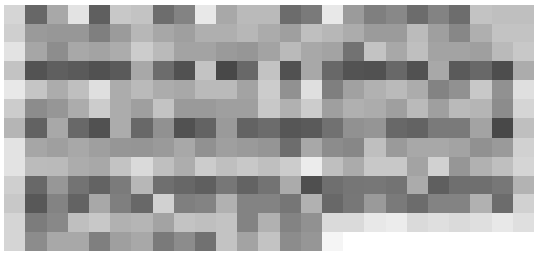






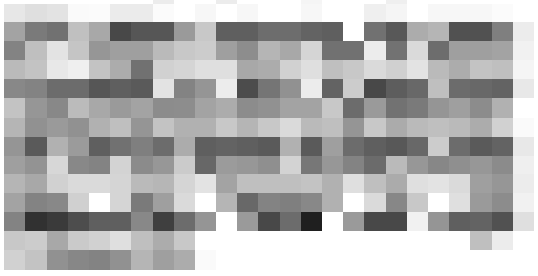


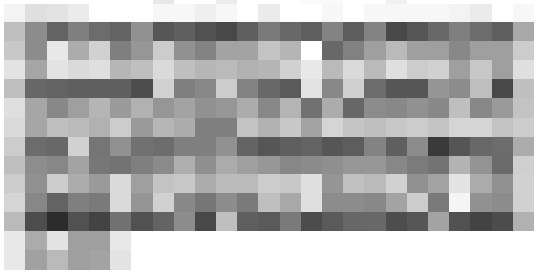










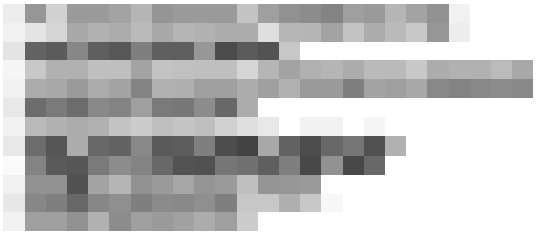


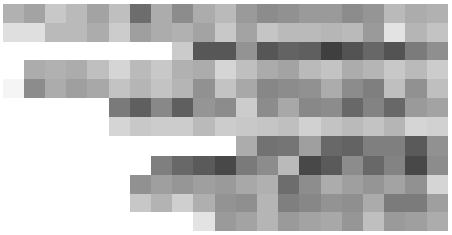












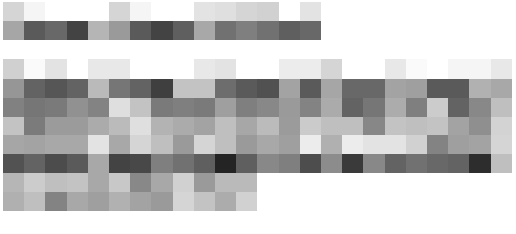


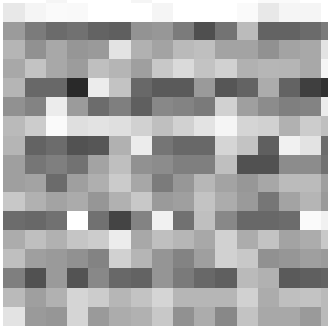


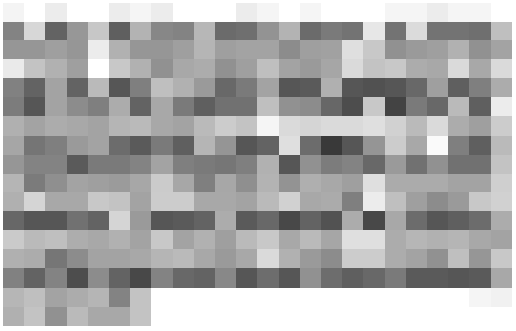






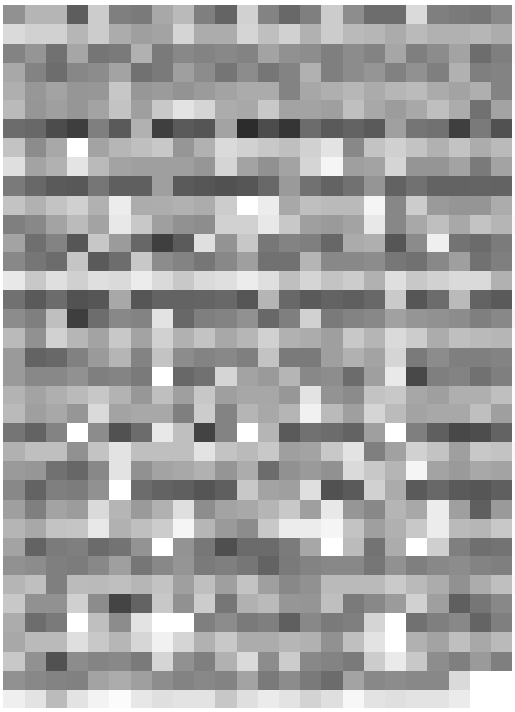


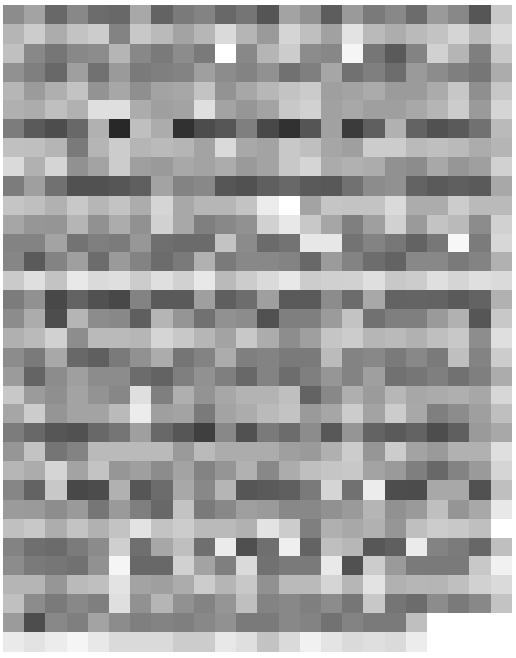




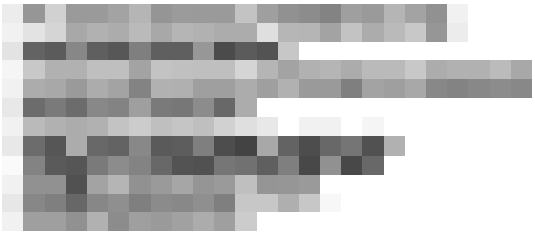


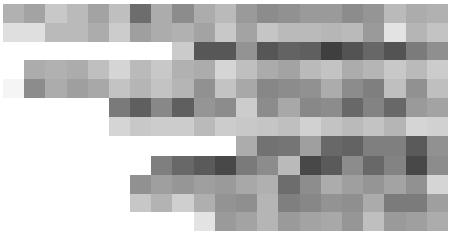
















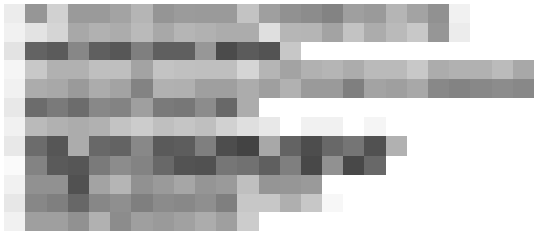


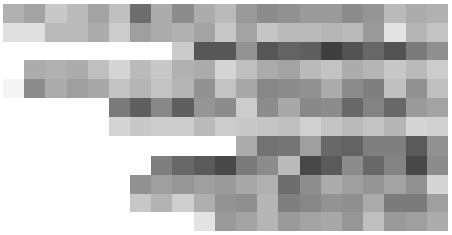


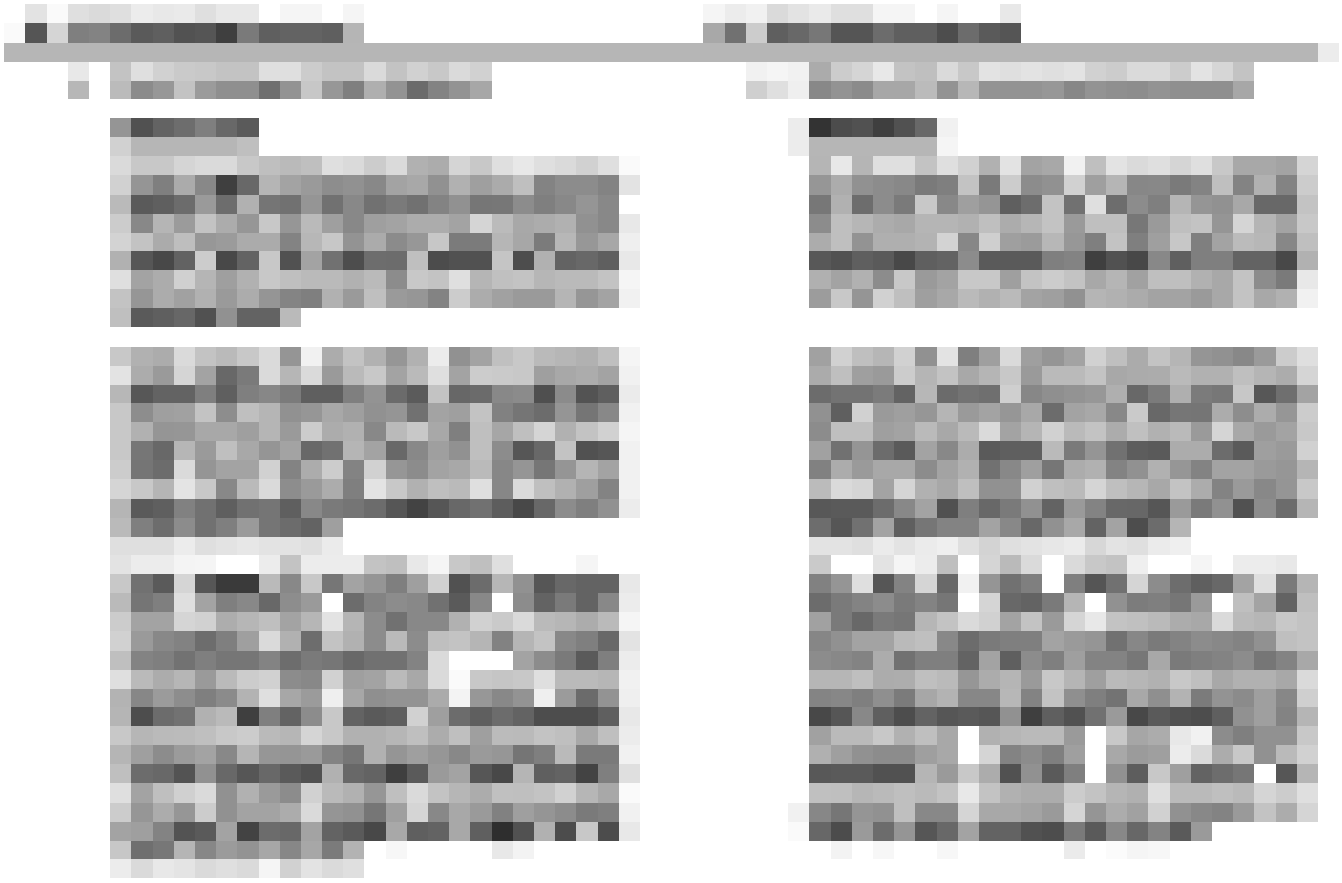


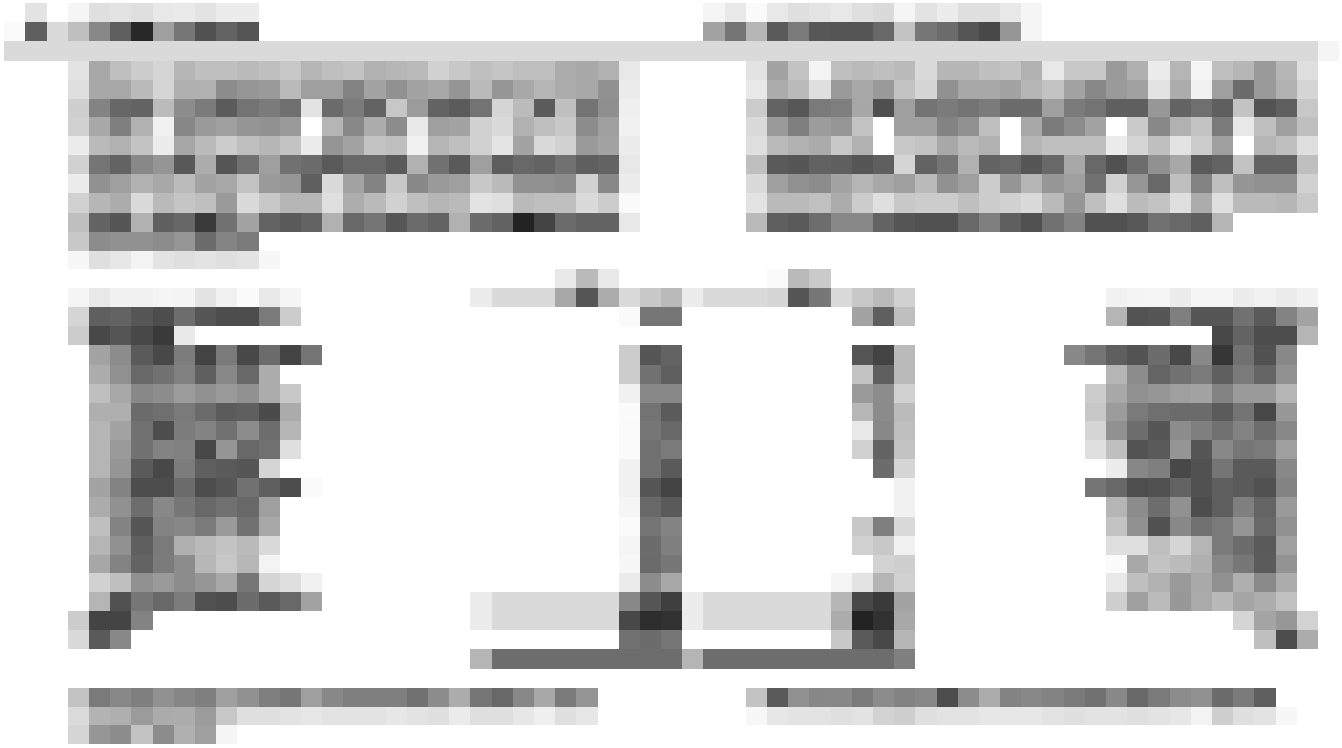


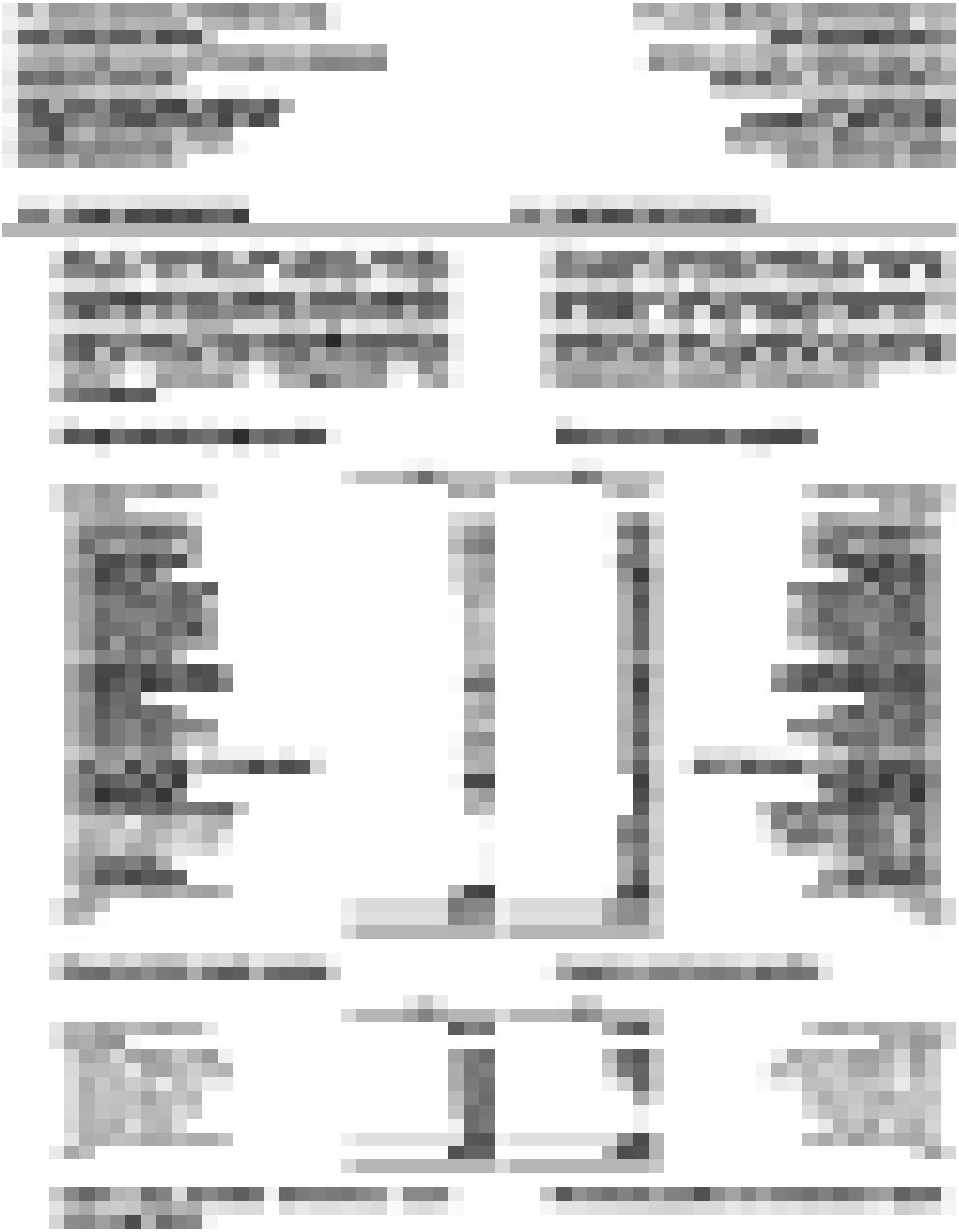






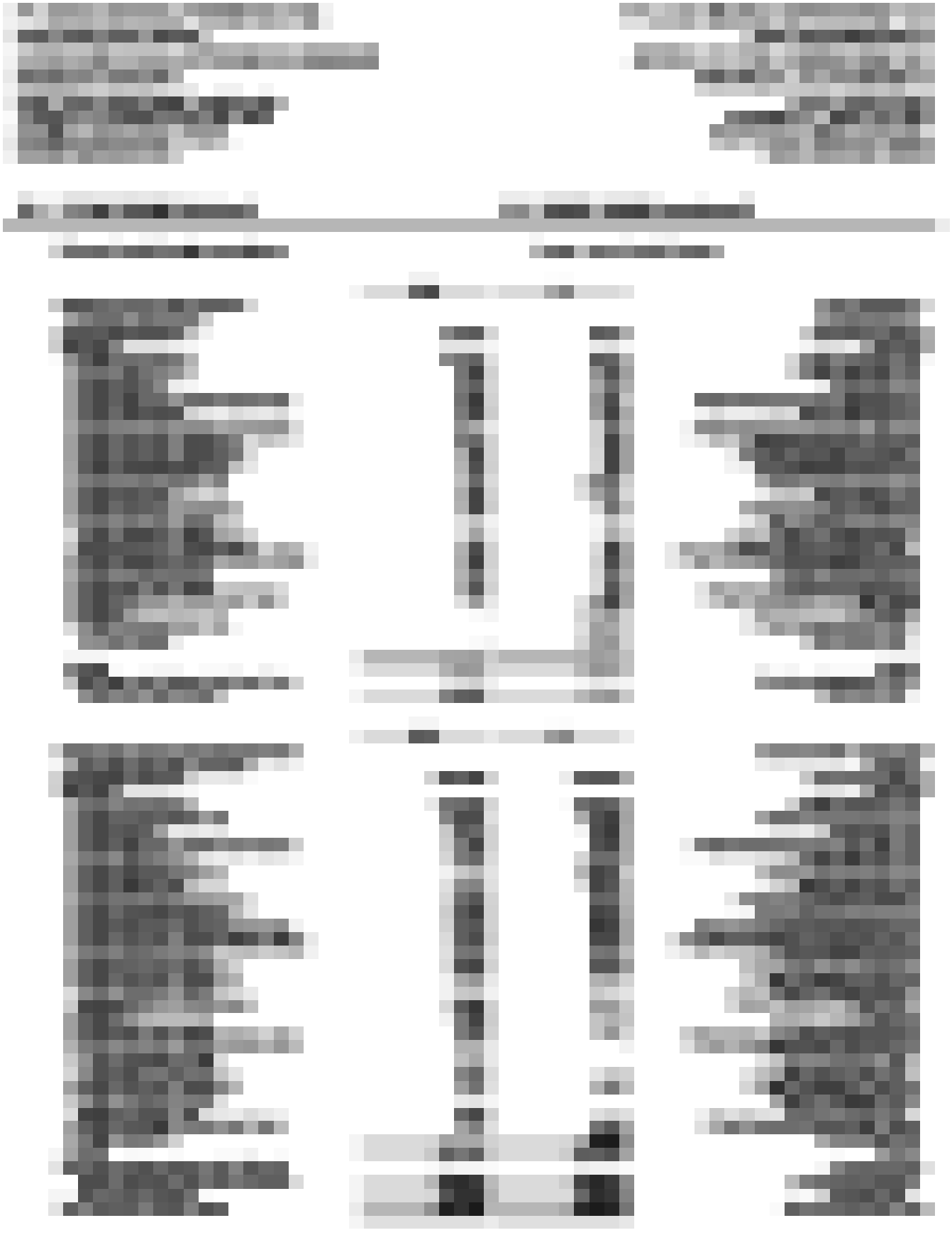








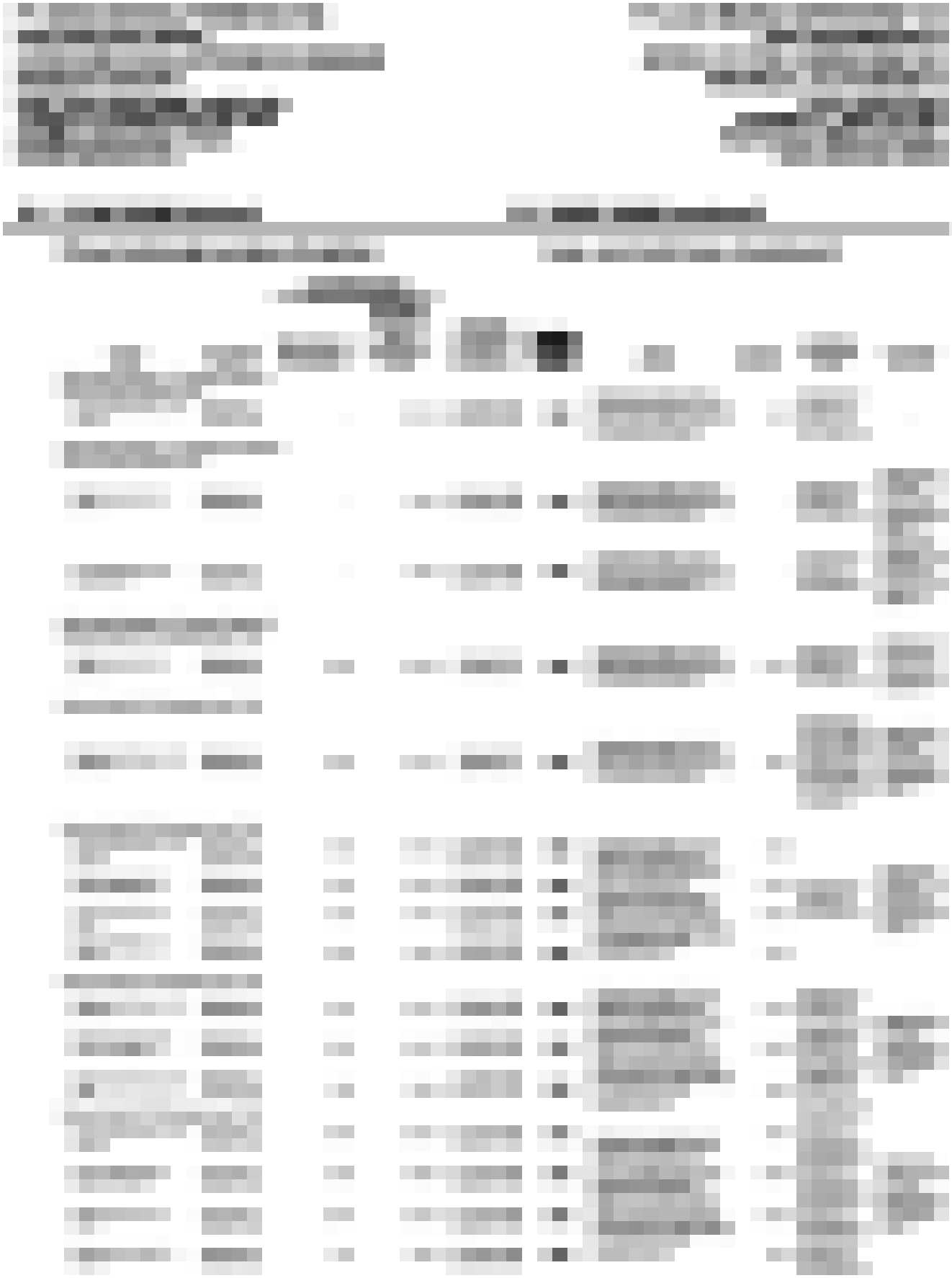




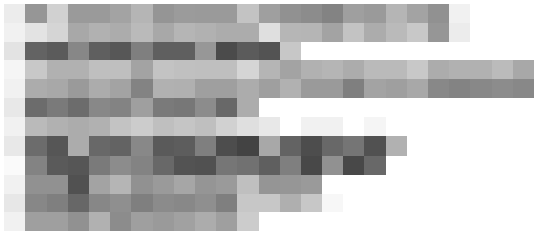


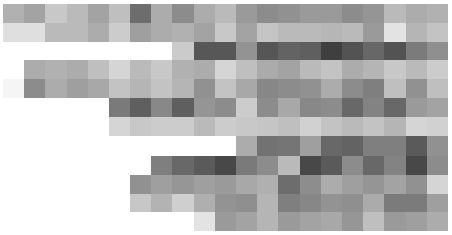










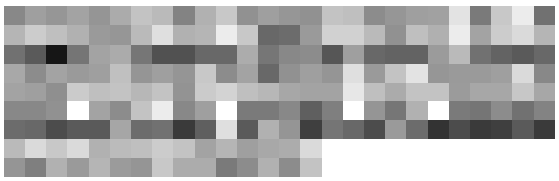


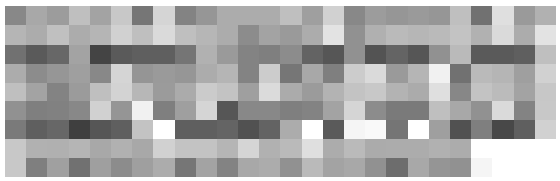




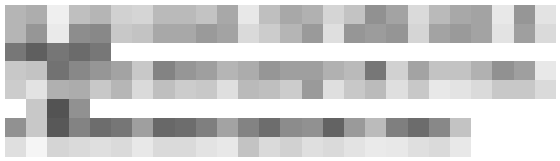








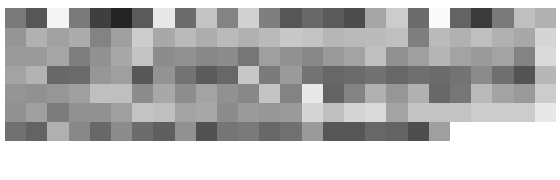






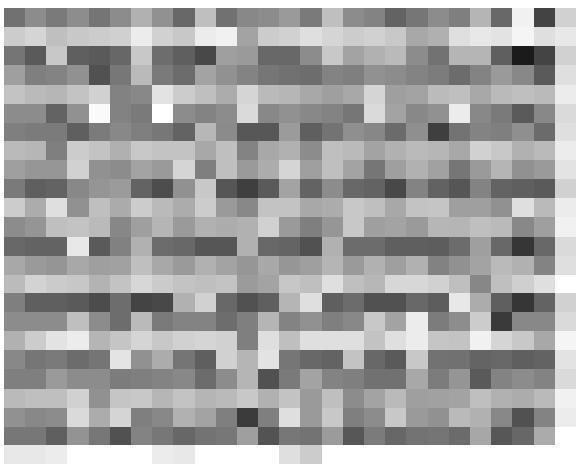


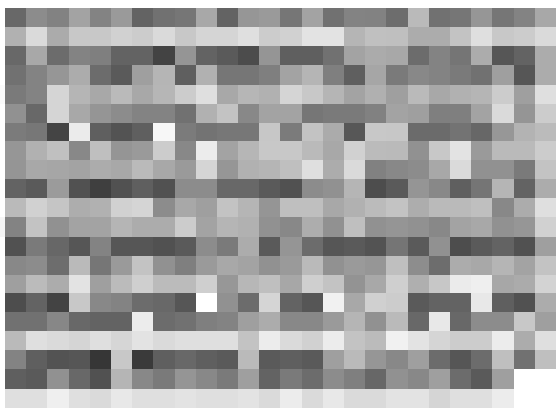


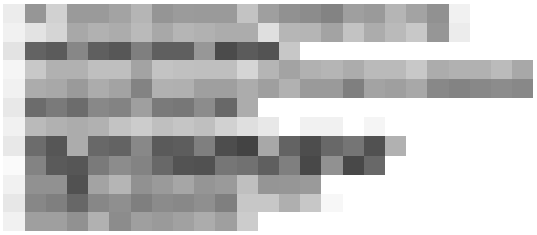


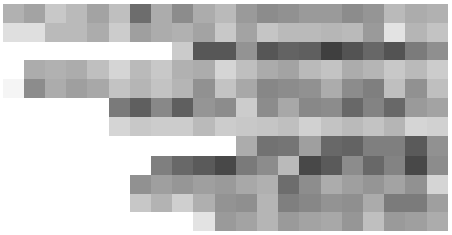






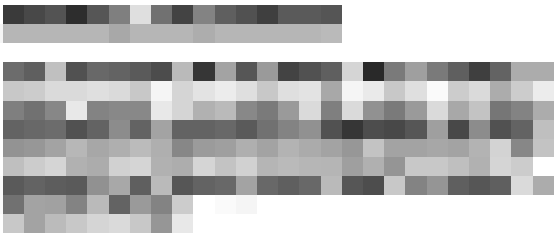


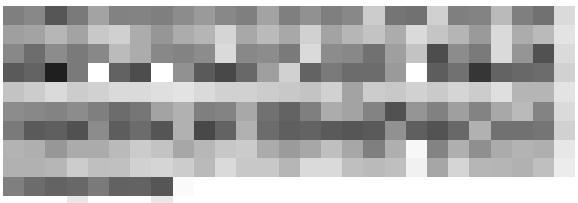




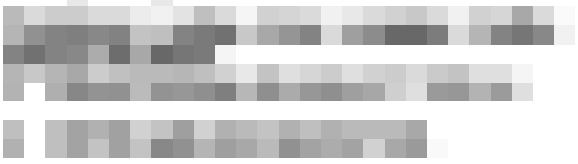








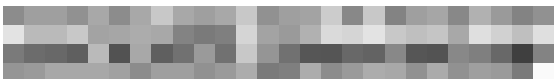










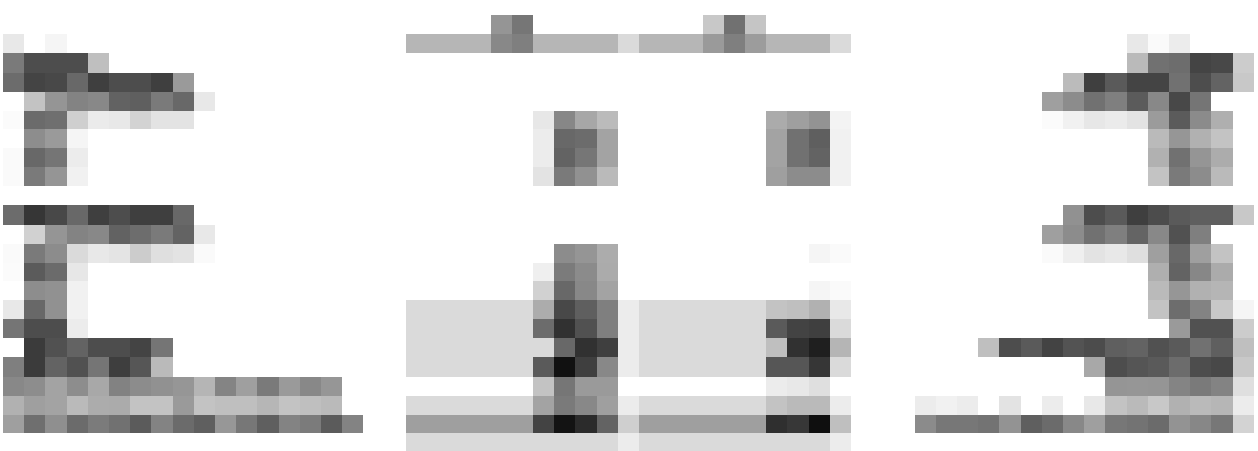












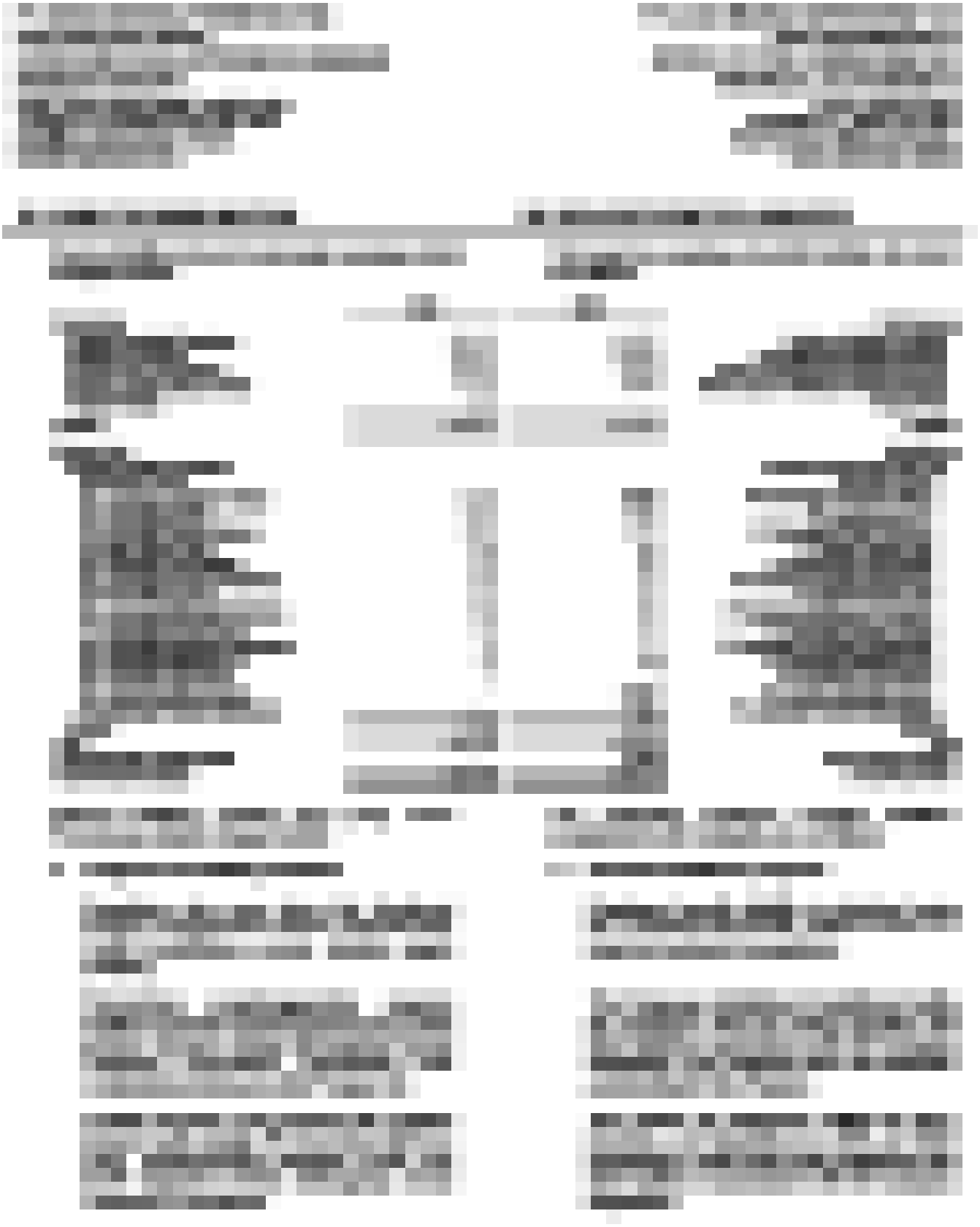






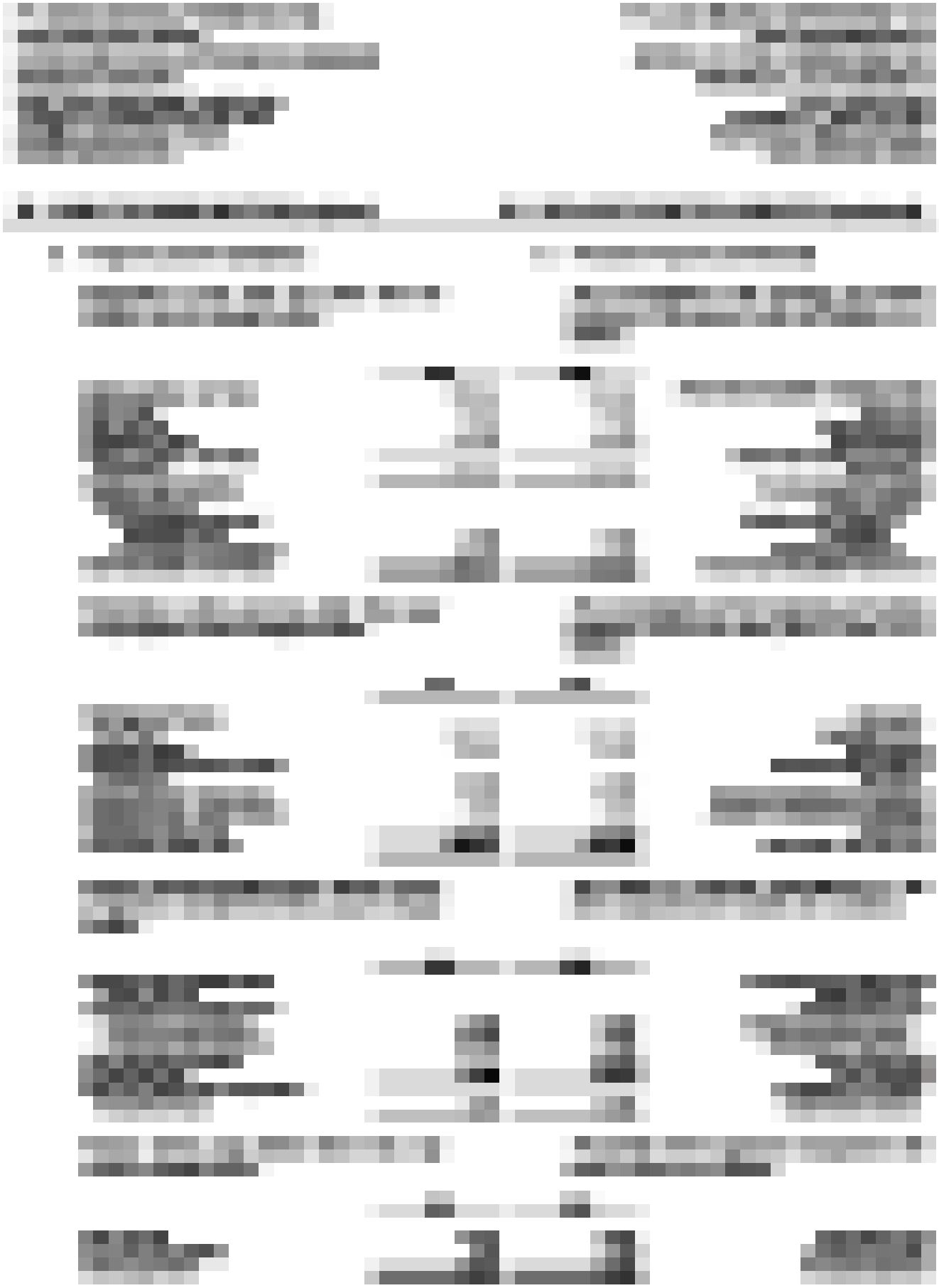
























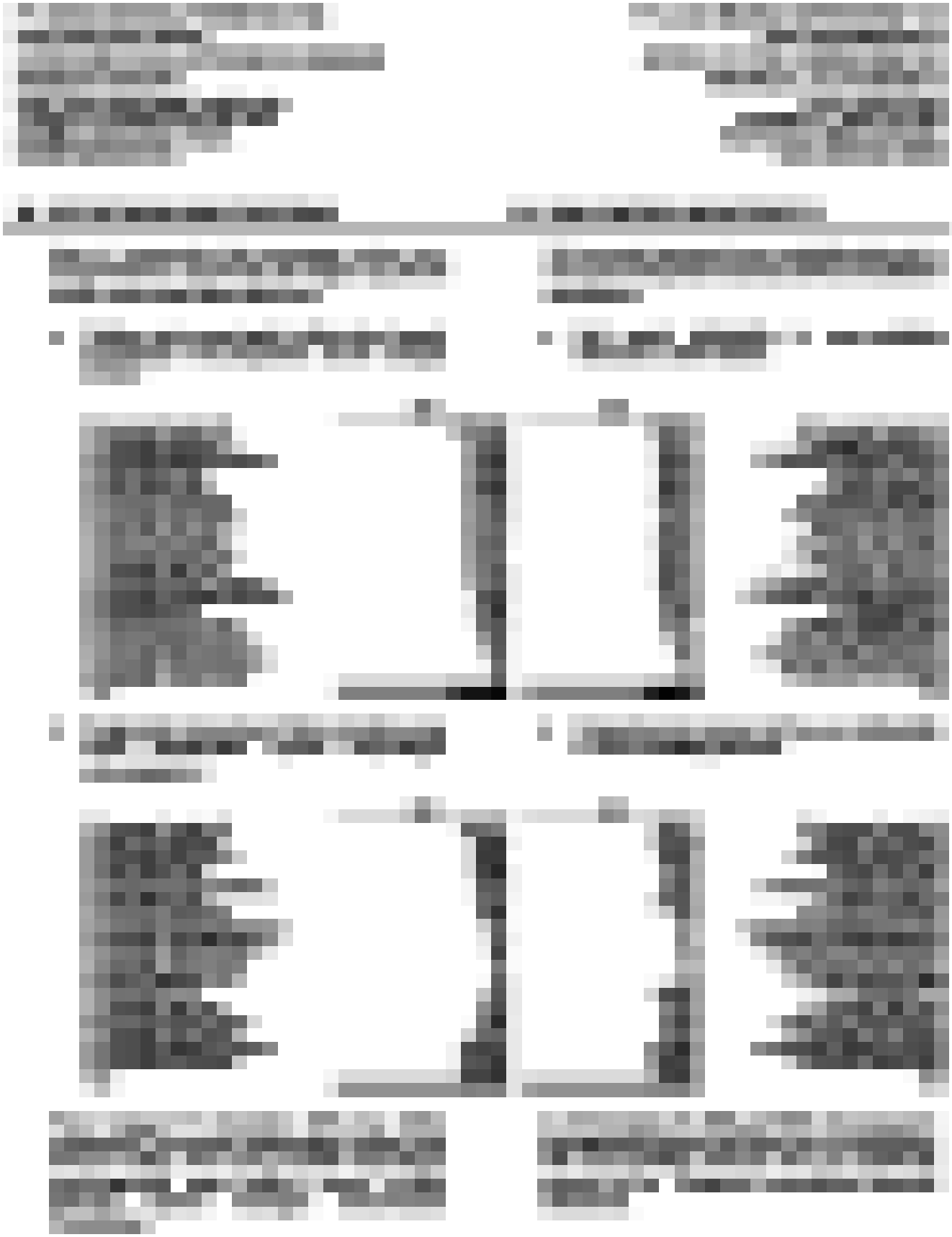






















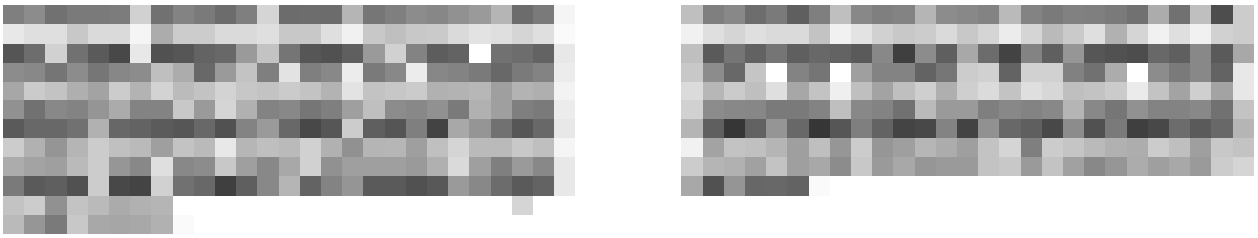


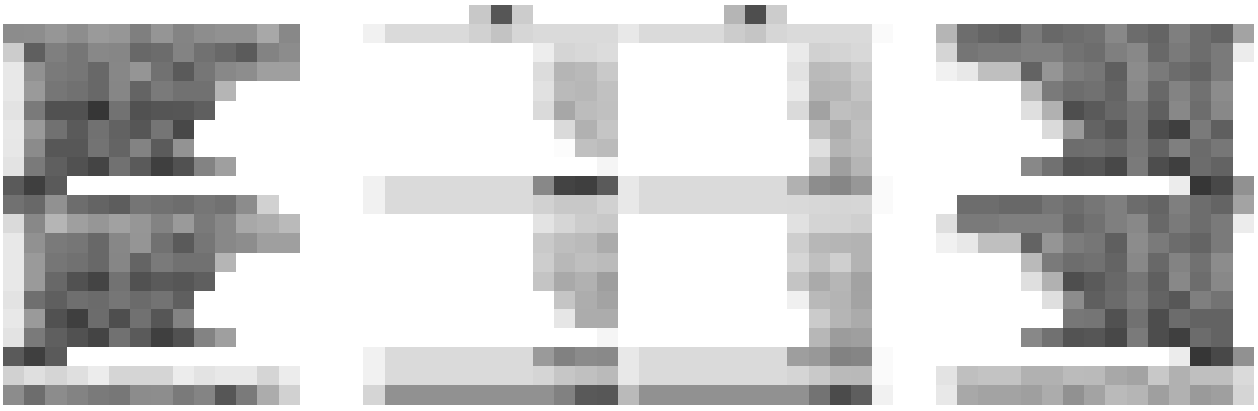








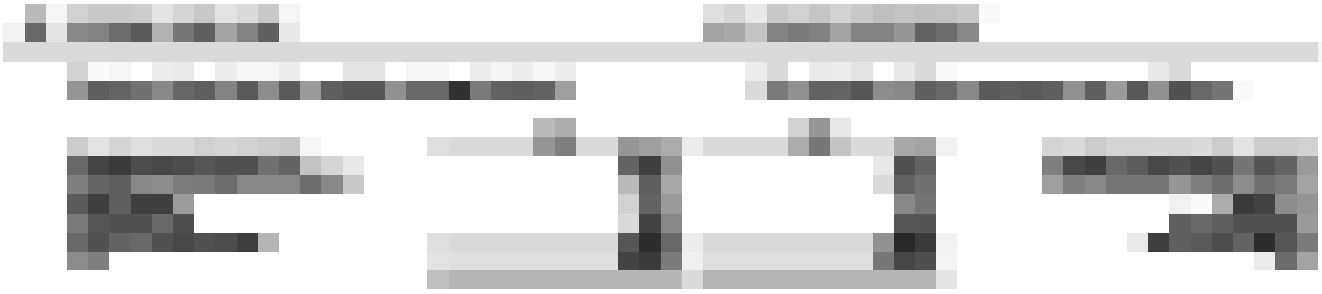


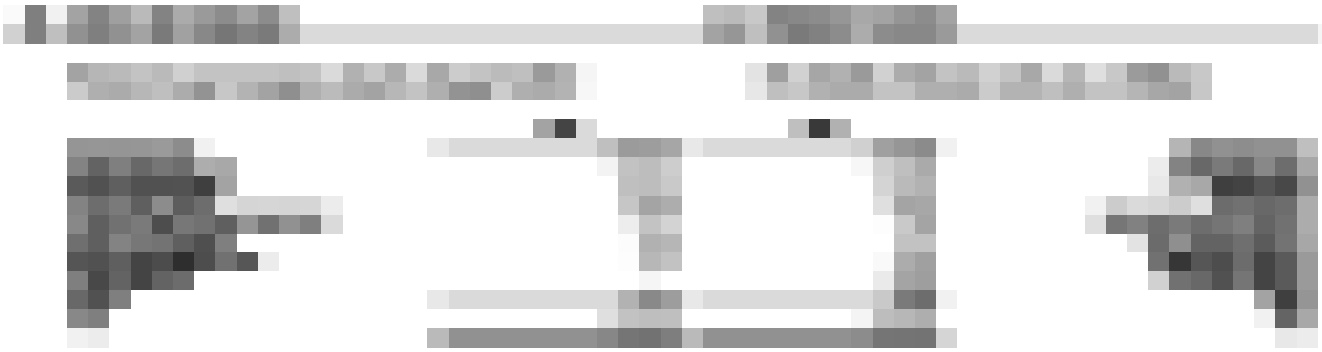


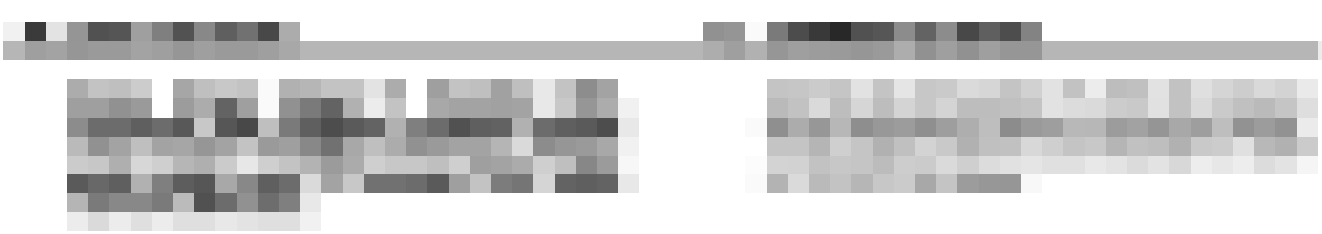




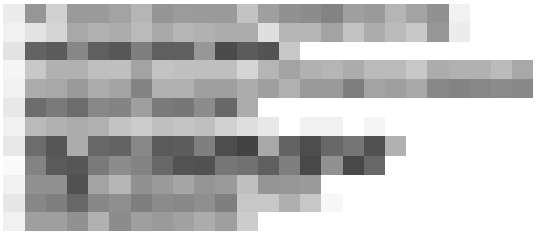


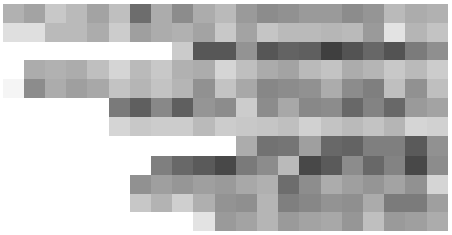








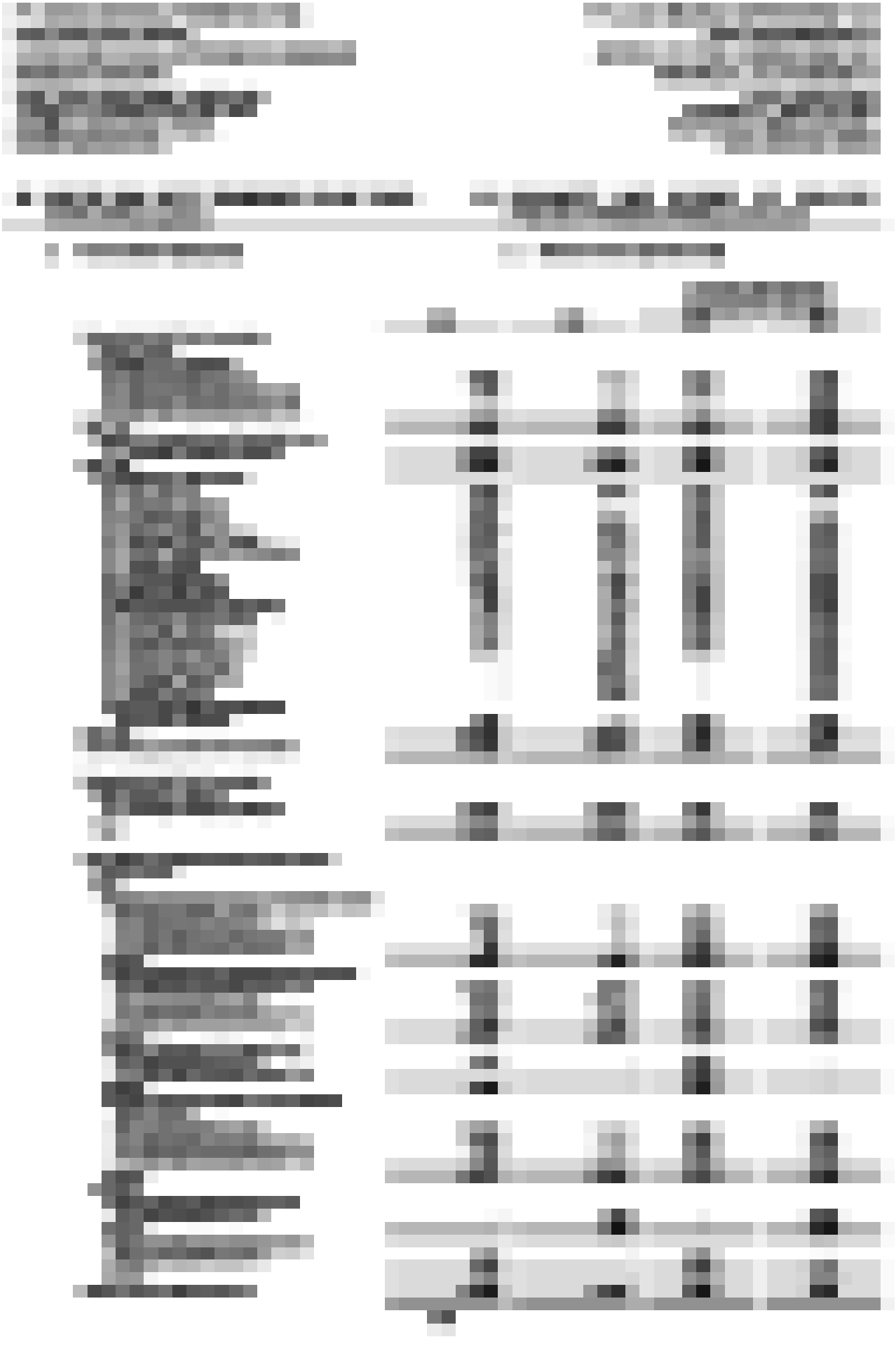


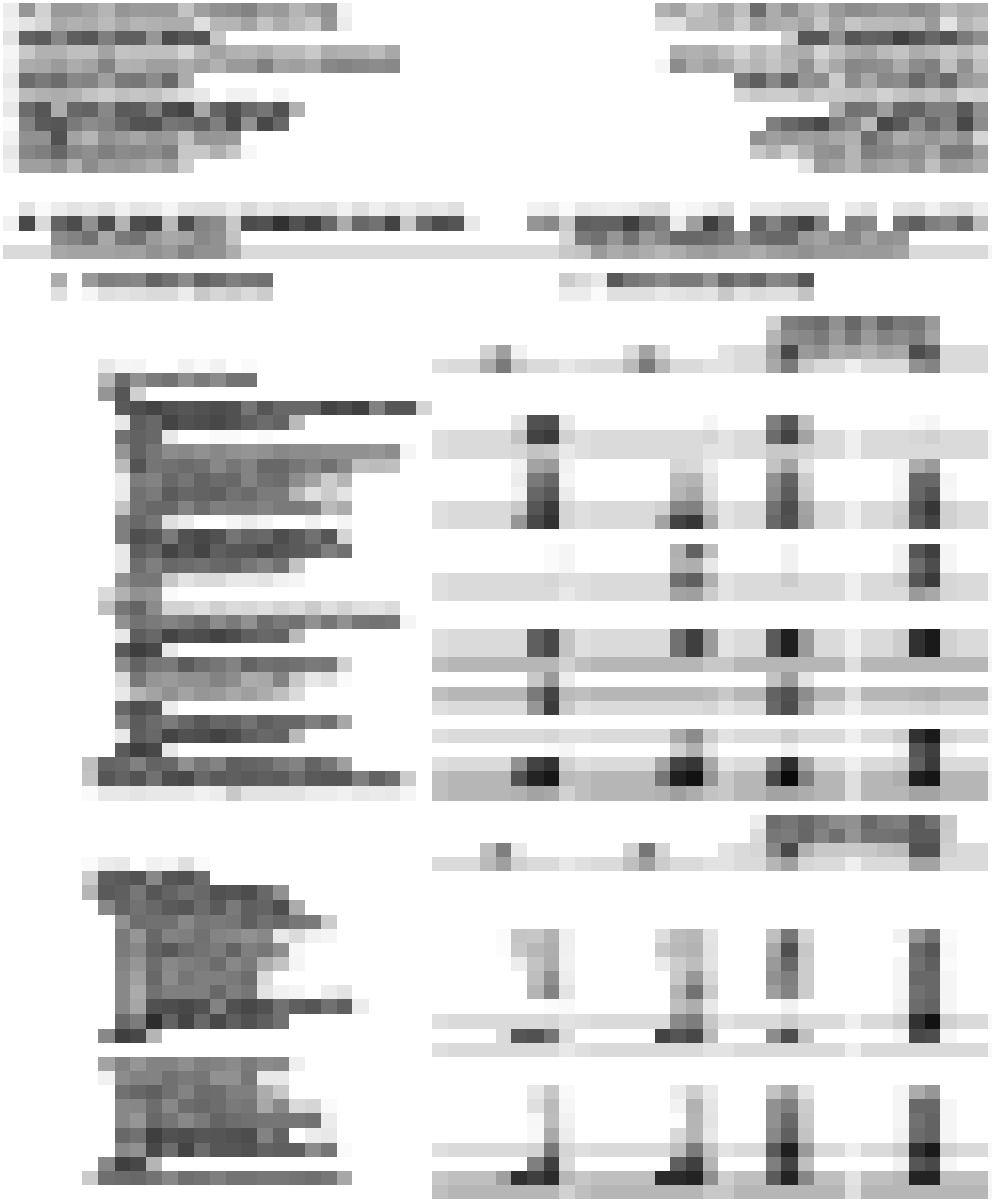


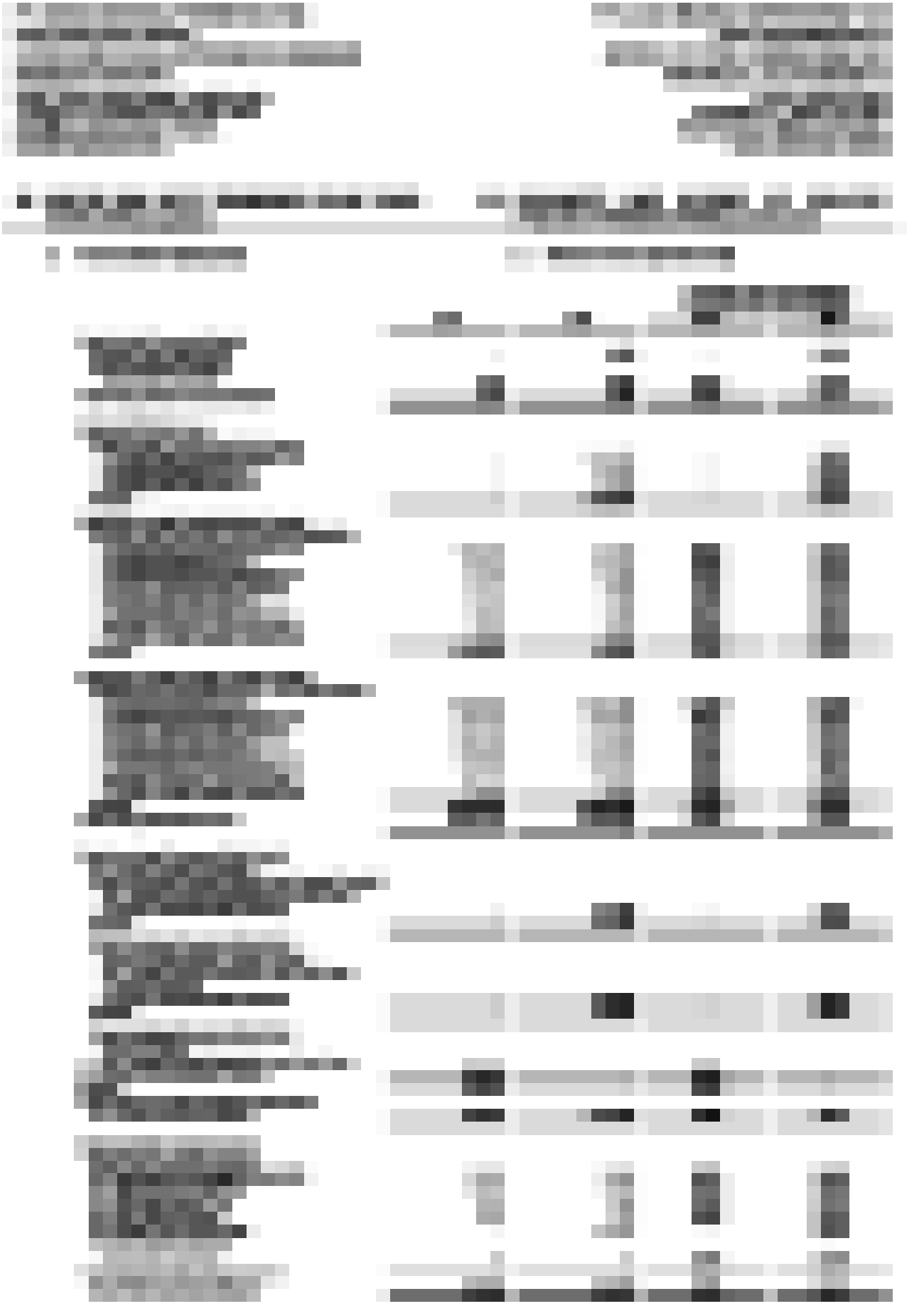






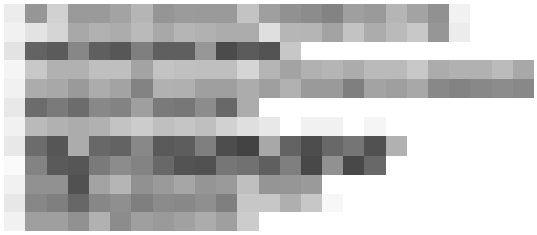


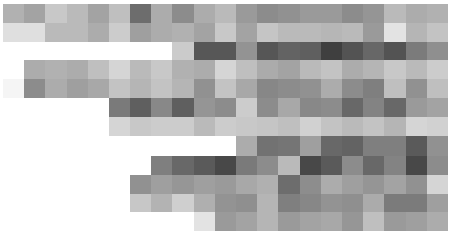








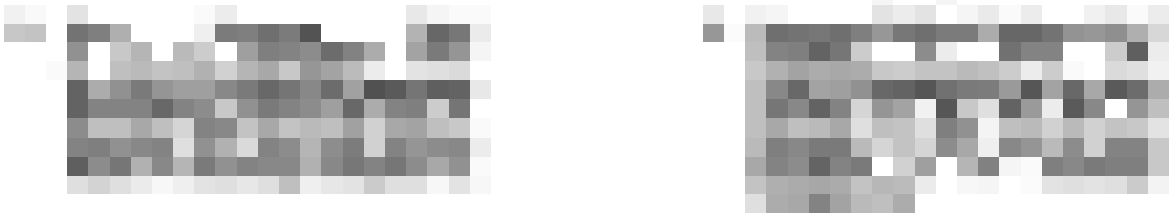




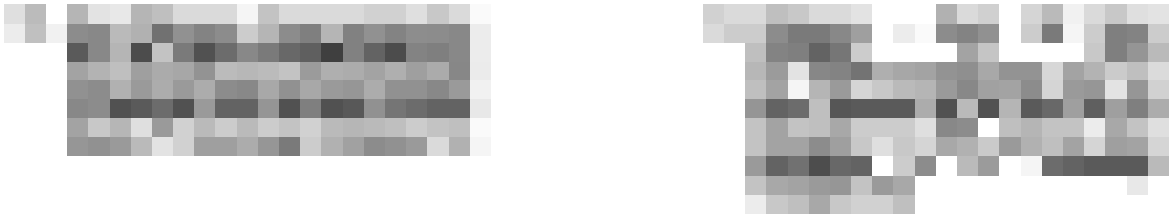


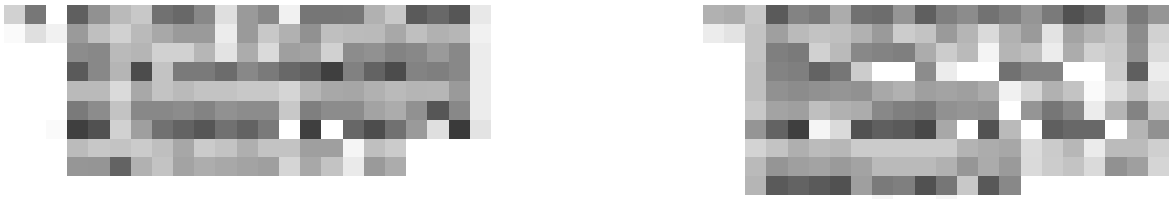


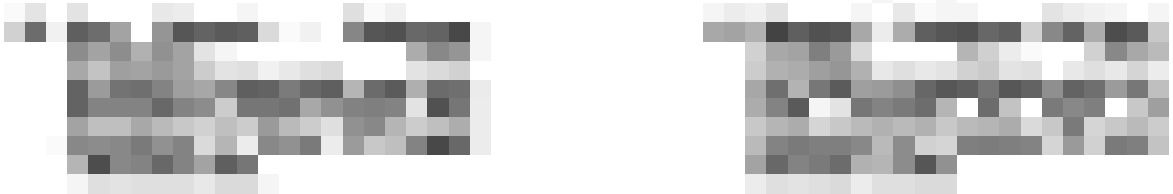
































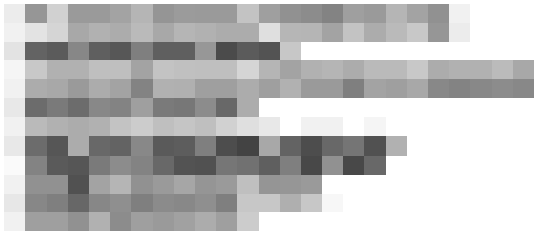


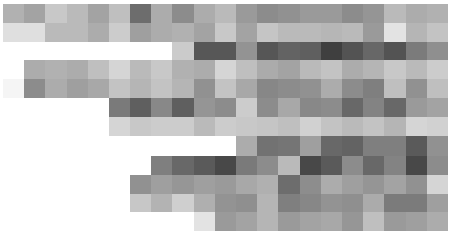








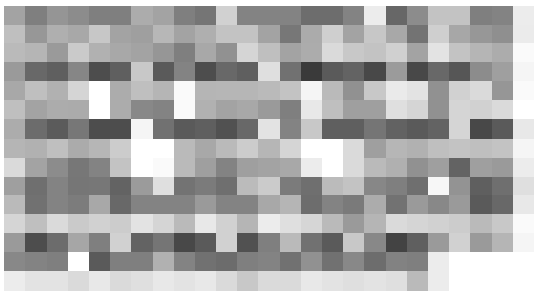


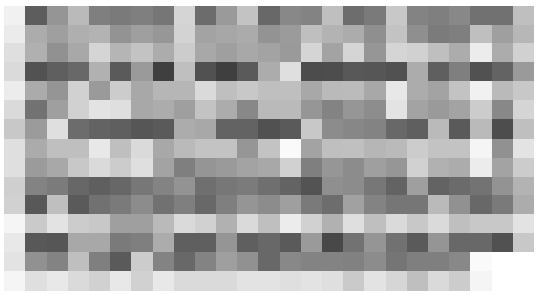


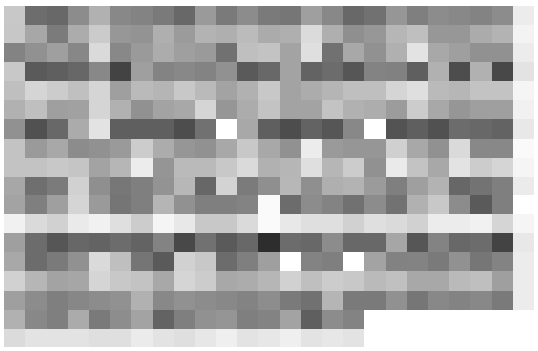


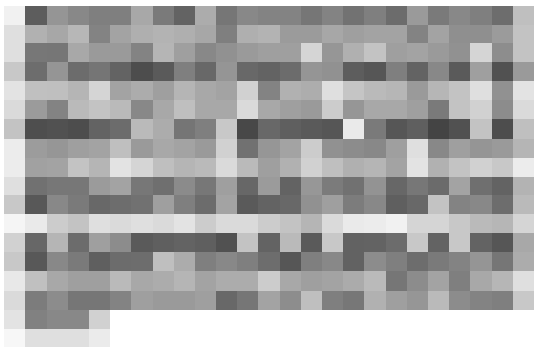










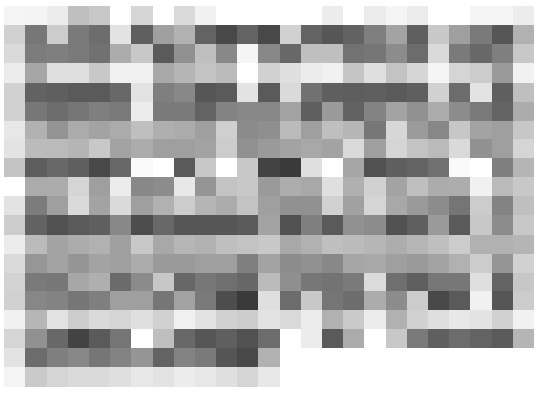




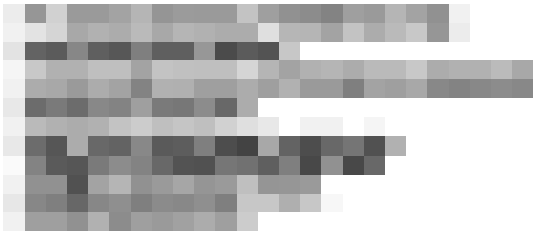


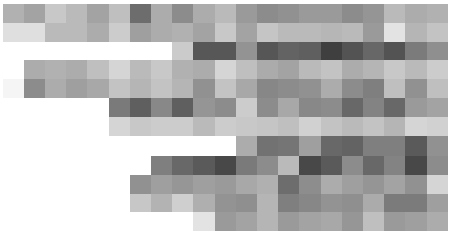




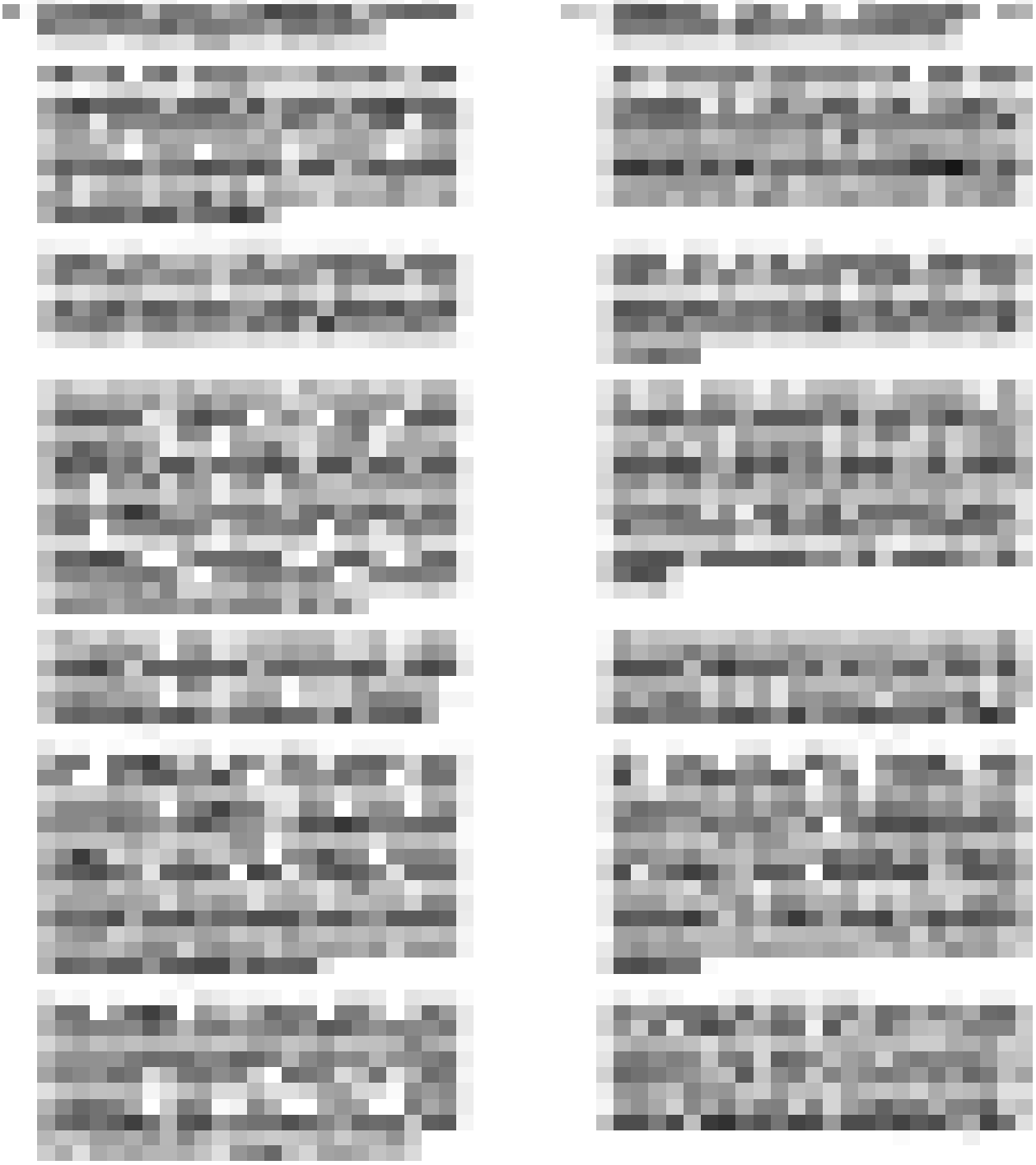








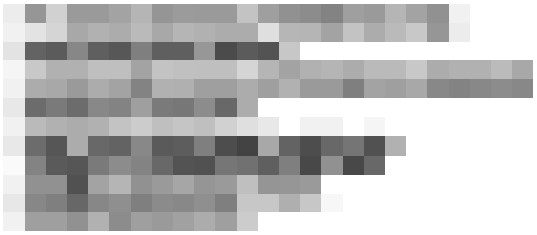


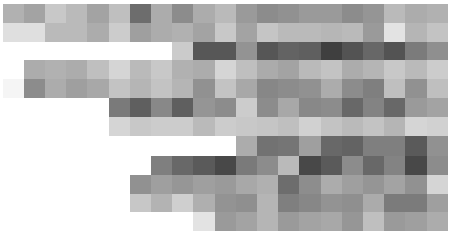








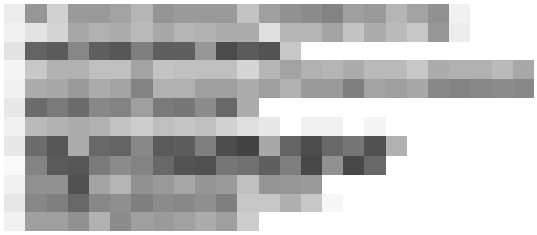


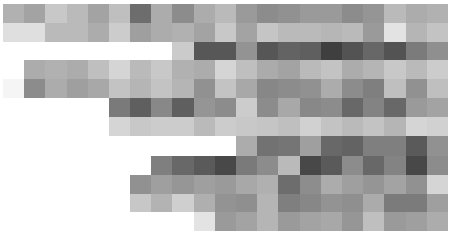


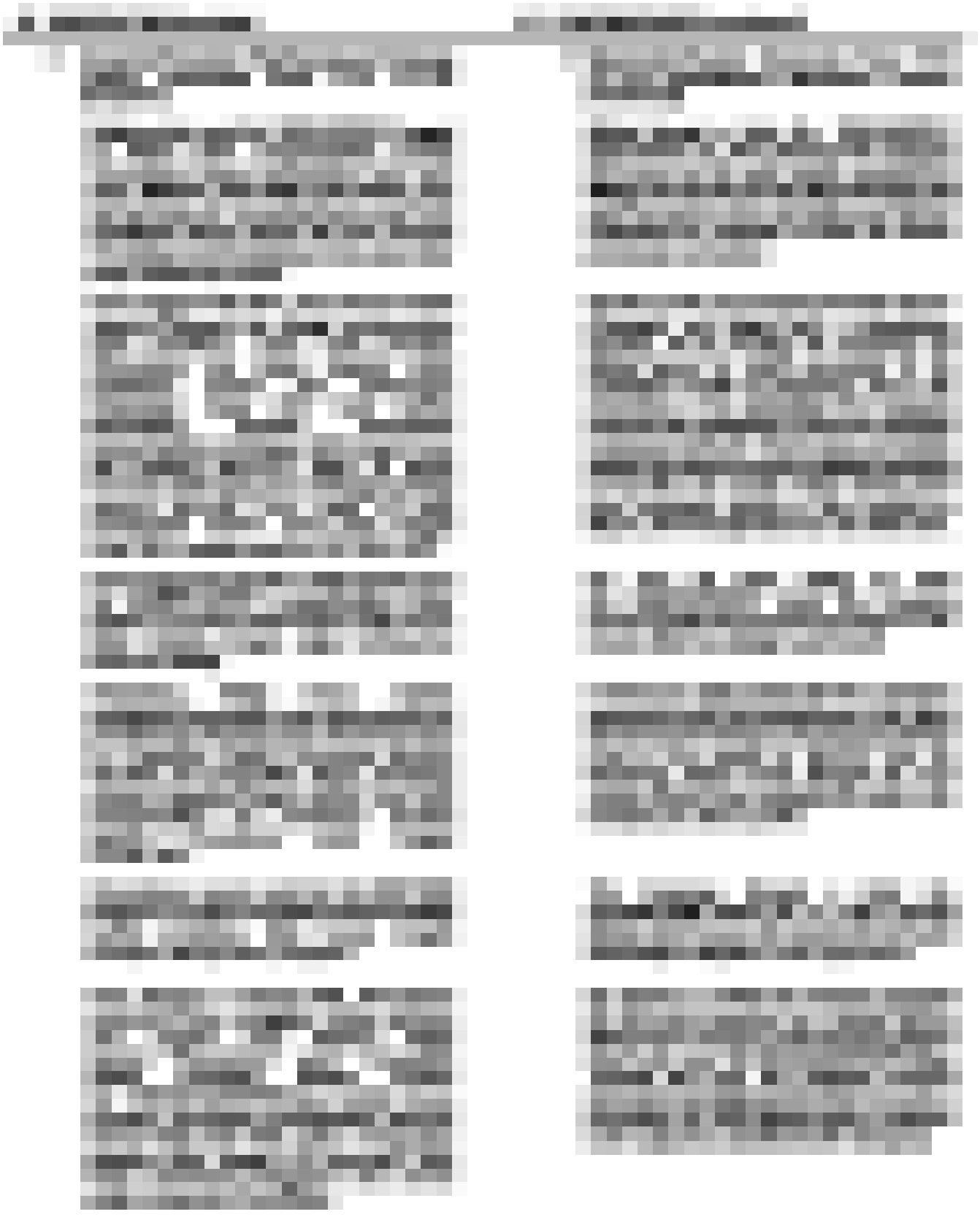










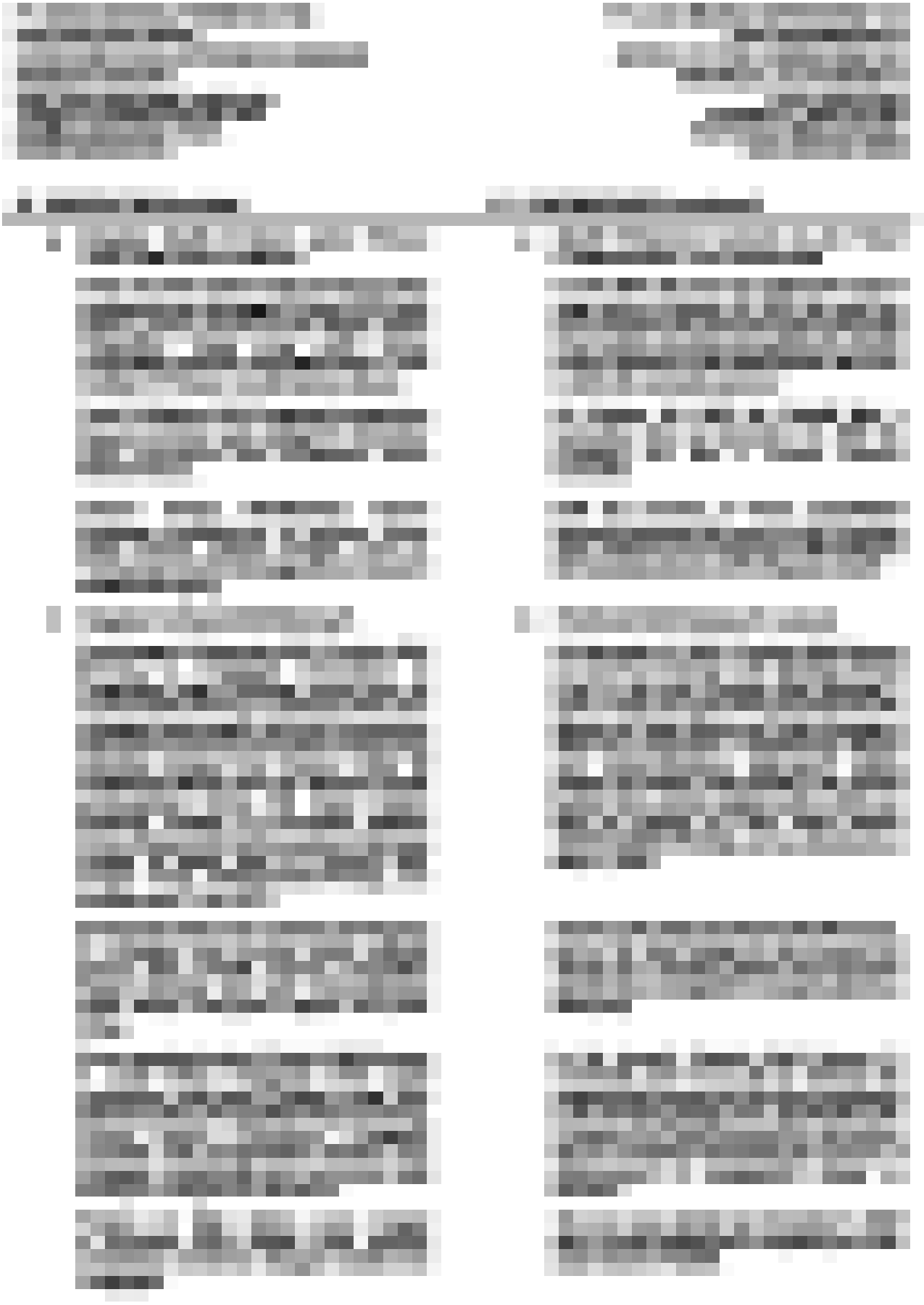


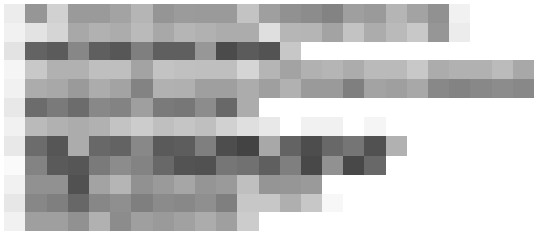


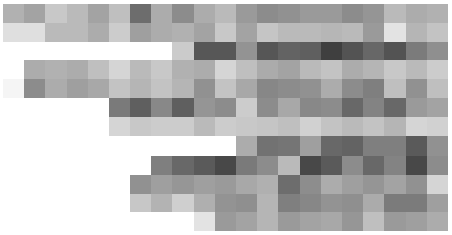




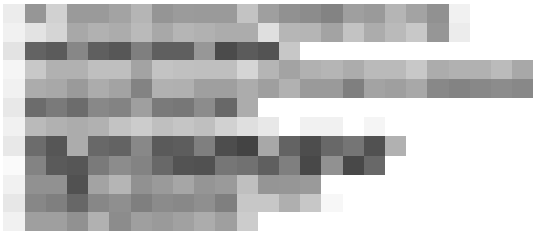


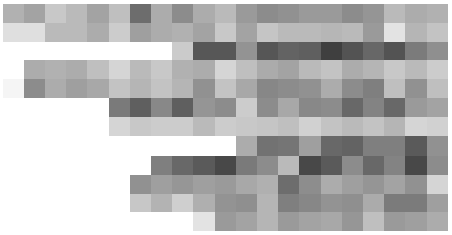








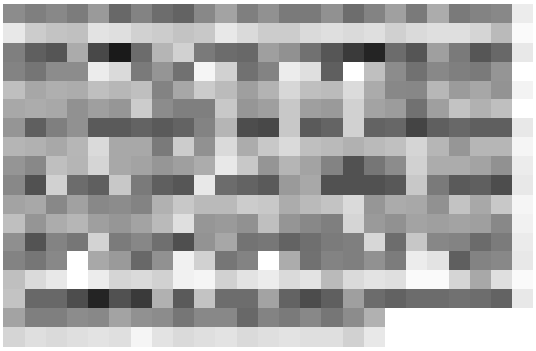


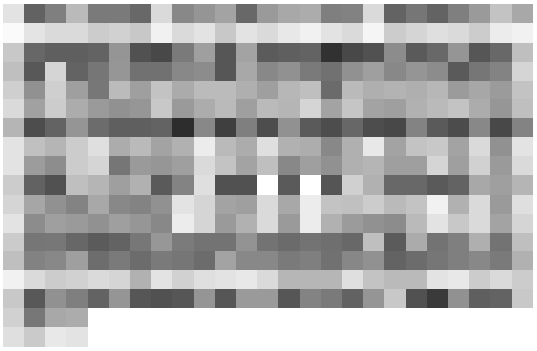






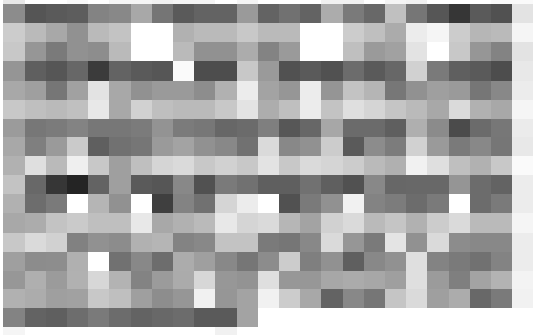


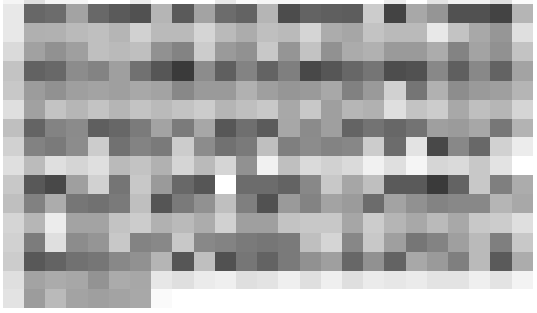






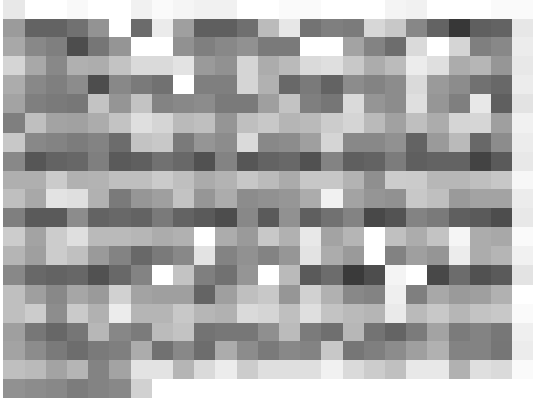


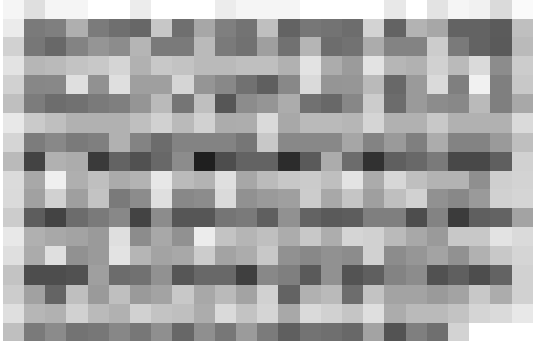


















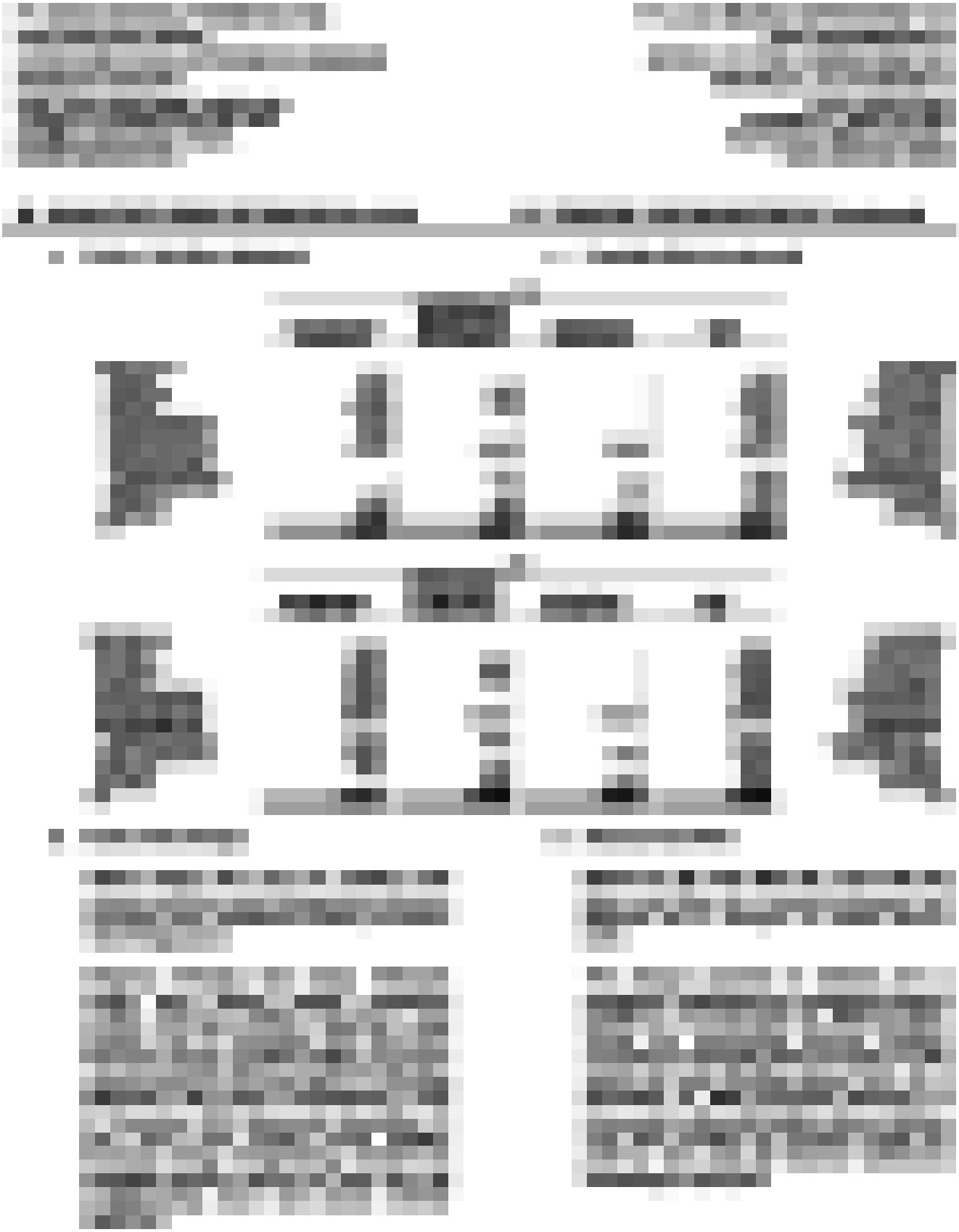


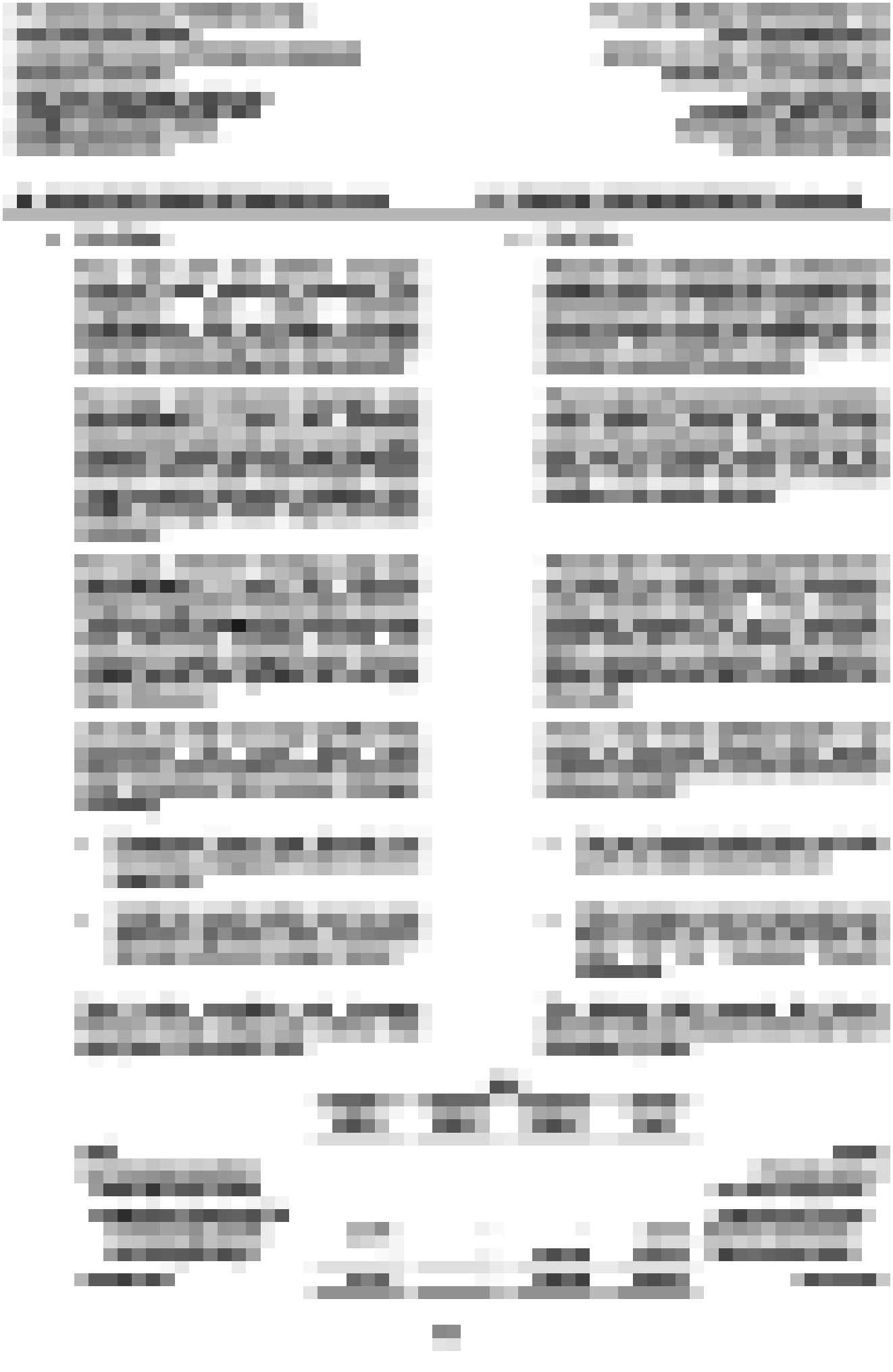


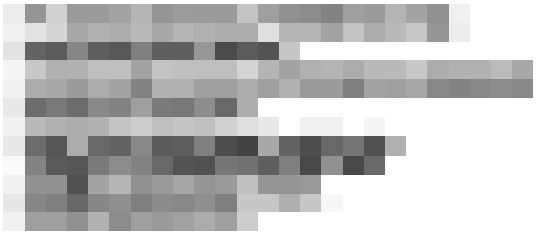


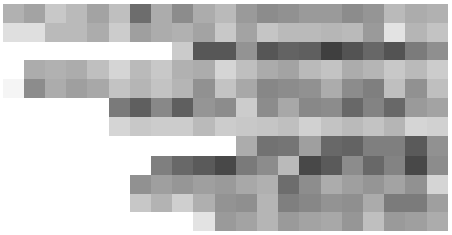








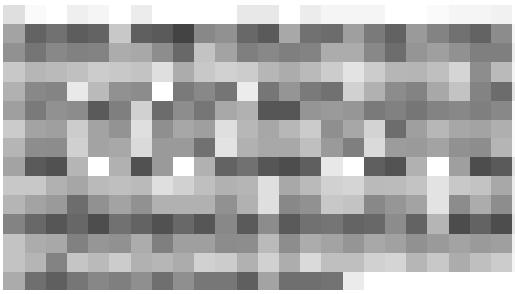


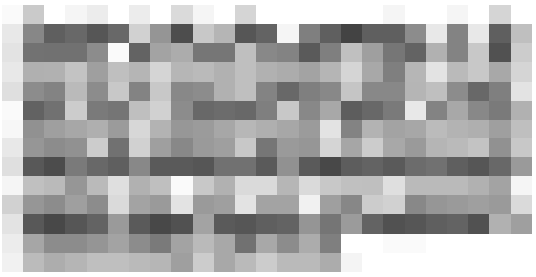


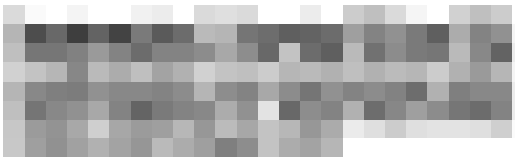


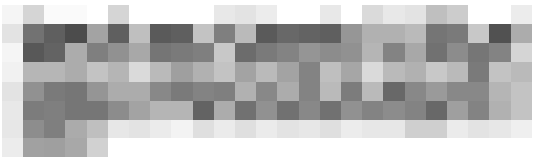


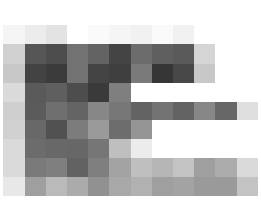


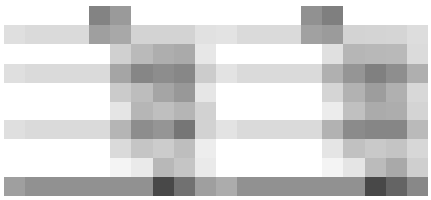


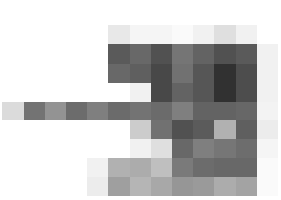


























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2024
Laporan Tahunan
Annual Report
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