2025 Laporan Tahunan
Annual Report

intiland

# Melaju Lewat Kekuatan Masa Depan

## Accelerating Through Future Strengths



Intiland. Developing your world.

www.intiland.com

# SANGGAHAN DAN BATASAN TANGGUNG JAWAB
## DISCLAIMER AND LIMITATION OF LIABILITY

Laporan Tahunan ini mencakup pernyataan mengenai kondisi keuangan, hasil operasi, kebijakan, proyeksi, rencana, strategi, serta tujuan Perseroan, yang dikategorikan sebagai pernyataan prospektif sesuai dengan peraturan perundang-undangan yang berlaku, terkecuali untuk informasi yang bersifat historis. Pernyataan tersebut mengandung adanya potensi risiko dan ketidakpastian yang dapat menyebabkan hasil aktual yang terjadi berbeda secara material dari yang dilaporkan.

This Annual Report includes statements regarding the financial condition, operational results, policies, projections, plans, strategies, and objectives of the Company, which are categorized as forward-looking statements in accordance with applicable laws and regulations, except for historical information. These statements contain potential risks and uncertainties that may cause actual results to differ materially from those reported.

Pernyataan prospektif dalam Laporan Tahunan ini disusun berdasarkan asumsi mengenai kondisi saat ini dan masa depan, serta lingkungan bisnis tempat Perseroan beroperasi. Perseroan tidak memberikan jaminan bahwa dokumen yang telah diverifikasi kebenarannya akan menghasilkan hasil tertentu sebagaimana yang diharapkan.

The forward-looking statements in this Annual Report are based on assumptions about current and future conditions, as well as the business environment in which the Company operates. The Company does not guarantee that the verified documents will result in specific outcomes as expected.

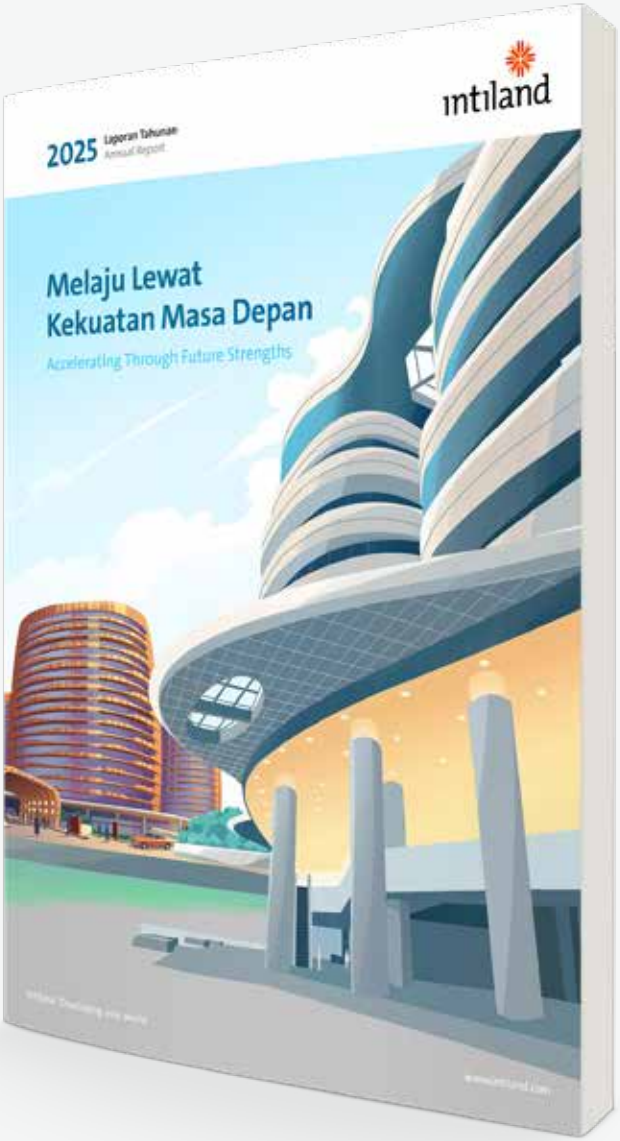
Laporan Tahunan ini menggunakan istilah "Intiland", “Perseroan", dan "Perusahaan", yang merujuk pada PT Intiland Development Tbk, sebuah perusahaan yang bergerak di industri properti. Dalam beberapa konteks, kata "kami" digunakan untuk mempermudah penyebutan PT Intiland Development Tbk secara umum.

This Annual Report uses the terms "Intiland", “Company", and “Corporation", which refer to PT Intiland Development Tbk, a company engaged in the property industry. In certain contexts, the word "we" is used for convenience in referring to PT Intiland Development Tbk in general.

# PENJELASAN TEMA
THEME EXPLANATION

## Melaju Lewat Kekuatan Masa Depan

Accelerating Through Future Strengths




**"Unggul sebagai pengembang properti terpercaya dengan sumber daya serta daya saing kompetitif. Beradaptasi dan bertransformasi membangun langkah inovasi untuk kekuatan dan daya saing di masa depan."**

**"Excelling as a trusted property developer with resources and a sharp competitive edge. Adapting and transforming to build innovative steps for future strength and competitiveness."**

Tahun 2025 menjadi fase penting bagi Intiland. Di tengah peluang dan tantangan mewarnai dinamika industri properti nasional, Intiland konsisten memperkukuh kekuatan dan sumber daya sebagai modal berharga untuk memastikan transformasi berjalan sesuai rencana. Menjaga stabilitas kinerja dan efisiensi operasional menjadi prioritas terpenting untuk menciptakan pertumbuhan usaha.

Berbekal rekam jejak dan pengalaman panjang berkiprah di industri properti nasional, Perseroan melalui tahun 2025 dengan hasil cukup baik. Perseroan menorehkan sejumlah capaian penting dari aspek implementasi strategi, konsolidasi usaha, struktur keuangan, dan kinerja operasional di tengah munculnya ketidakpastian investasi dan perekonomian. Membangun ketahanan usaha, meningkatkan daya saing, dan menjaga seluruh sumber daya menjadi langkah strategis untuk mencapai target dan prioritas pertumbuhan jangka panjang.

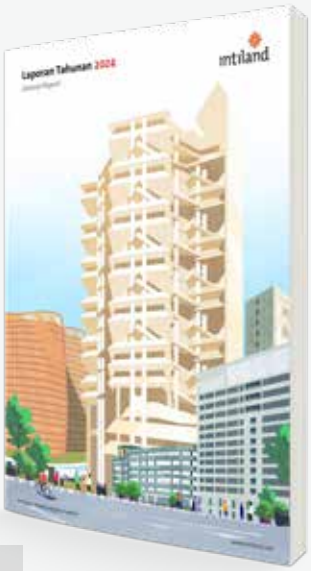
Tahun 2025 menjadi titik balik proses transformasi Intiland. Dengan susunan manajemen baru yang profesional, Perseroan merumuskan sasaran, strategi, dan prioritas baru sebagai kompas untuk memperkuat daya saing masa depan dan tumbuh secara berkelanjutan.

The year 2025 marks a pivotal phase for Intiland. Amidst the opportunities and challenges shaping the dynamics of the national property industry, Intiland consistently reinforces its strengths and resources as valuable assets to ensure that transformation proceeds according to plan. Maintaining performance stability and operational efficiency remains the utmost priority for generating business growth.

Leveraging a proven track record and extensive experience within the national property industry, the Company concluded 2025 with favorable results. The Company successfully recorded several key achievements in strategic implementation, business consolidation, financial structure, and operational performance, despite the emergence of investment and economic uncertainties. Building business resilience, enhancing competitiveness, and safeguarding all resources have become strategic steps toward achieving long-term growth targets and priorities.

The year 2025 serves as a turning point in Intiland's transformation process. With a new professional management structure, the Company has formulated new objectives, strategies, and priorities to serve as a compass for strengthening future competitiveness and achieving sustainable growth.

# KESINAMBUNGAN TEMA
CONTINUITY OF THEME




## 2024

### Menjelajahi Peluang, Menghadapi Tantangan

Navigating Opportunities, Embracing Challenges




## 2023

### Mempertahankan Kekuatan di Tengah Dinamika

Sustaining Strength Amidst Dynamics

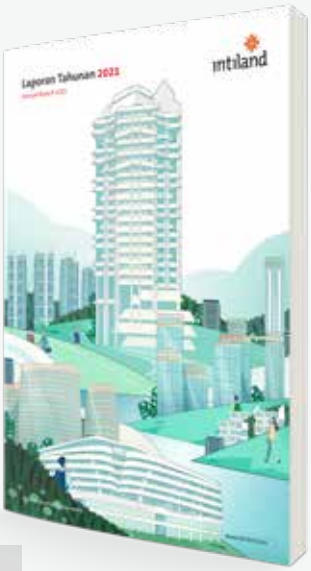
## 2022




### Mengoptimalkan Sumber Daya untuk Menciptakan Peluang Tanpa Batas

Optimizing Resources to Create Unlimited Opportunities

## 2021




### Konsolidasi Kompetensi untuk Mendefinisikan Kembali Masa Depan

Consolidating Competencies to Redefine the Future

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FINANCIAL STATEMENT

01

# IKHTISAR KINERJA

## PERFORMANCE HIGHLIGHTS



Intiland Tower, Surabaya

# IKHTISAR KINERJA 2025
## PERFORMANCE HIGHLIGHTS 2025

### Ikhtisar Operasional & Pencapaian Kinerja 2025
### Operational Overview & Accomplishments in 2025

**Empat Dekade +**
Four Decades

Pengembang properti dengan pengalaman lebih dari empat dekade di industri properti nasional.

Property developer with more than 4 decades of experience in national property industry.

**Pengembang Properti Terpadu**
Integrated Property Developer

Empat Segmen Pengembangan
Four Development Segments:

- Kawasan Perumahan
  Landed Residential
- Mixed use and high rise
- Kawasan industri
  Industrial Estate
- Properti Investasi
  Investment Properties

**+70 Proyek**
Projects

Total lebih 70 proyek di Jakarta, Tangerang, Surabaya, Mojokerto dan Batang.

Total of more than 70 projects across Jakarta, Tangerang, Surabaya, Mojokerto and Batang.



**2.028**
**hektare** | hectares

Tanah belum dikembangkan.
Land for Development.



**1.163**
**Orang** | Persons

Jumlah karyawan tahun 2025.
Total Employees in 2025.



**Rp 1,61**
**triliun**
trilion

**Penjualan**
Marketing Sales

**Rp 2,46**
**triliun**
trilion

**Pendapatan Usaha**
Revenues

**Rp 672,24**
**miliar**
billion

**Laba Usaha**
Operating Profit

**Rp 178,56**
**miliar**
billion

**Laba Tahun Berjalan**
Current Profit

**Rp 64,26**
**miliar**
billion

**Laba Bersih**
Net Profit

**Rp 13,12**
**triliun**
trilion

**Jumlah Aset**
Total Assets

**Rp 6,79**
**triliun**
trilion

**Ekuitas**
Total Equity

**Rp 944,37**
**miliar**
billion

**Kas Setara Kas**
Cash and Cash Equivalents

# IKHTISAR DATA KEUANGAN PENTING
KEY FINANCIAL HIGHLIGHTS

## Laporan Posisi Keuangan Konsolidasian
## Consolidated Statement of Financial Position

Dalam jutaan Rupiah kecuali dinyatakan lain | In millions of Rupiah unless stated otherwise

| Uraian<br>Description | 2025 | 2024 | 2023 |
|---|---|---|---|
| **Aset**<br>**Assets** | | | |
| Aset Lancar<br>Current Assets | | | |
| Kas dan setara Kas<br>Cash and cash equivalents | 944.374 | 752.320 | 954.308 |
| Persediaan<br>Inventories | 1.708.790 | 2.455.486 | 3.050.818 |
| Aset lancar lainnya<br>Other current assets | 583.909 | 662.761 | 729.643 |
| Aset Tidak Lancar<br>Non-Current Assets | | | |
| Investasi dalam saham<br>Investment in share | 463.210 | 454.975 | 452.505 |
| Persediaan<br>Inventories | 2.828.461 | 2.754.565 | 2.843.950 |
| Tanah yang belum dikembangkan<br>Land for Development | 3.553.468 | 3.896,603 | 3.659.396 |
| Aset tetap - bersih<br>Property and Equipment - net | 639.402 | 384.463 | 363.778 |
| Properti Investasi – bersih<br>Investment properties - net | 1.555.078 | 1.638.491 | 1.749.636 |
| Aset tidak lancar lainnya<br>Other non-current assets | 840.318 | 703.887 | 799.873 |
| **Jumlah Aset**<br>**Total Assets** | **13.117.009** | **13.703.553** | **14.603.908** |

Dalam jutaan Rupiah kecuali dinyatakan lain | In millions of Rupiah unless stated otherwise

| Uraian<br>Description | 2025 | 2024 | 2023 |
|---|---|---|---|
| **Liabilitas**<br>**Liabilities** | | | |
| Liabilitas Jangka Pendek<br>Current Liabilities | | | |
| Utang bank jangka pendek<br>Short-term bank loans | 766.533 | 1.045.556 | 1.248.880 |
| Liabilitas kontrak<br>Contract Liabilities | 1.133.881 | 1.162.804 | 1.419.624 |
| Bagian Liabilitas Jangka Panjang yang Akan Jatuh Tempo Dalam Satu Tahun<br>Current portion of long-term liabilities: | | | |
| Utang bank jangka Panjang<br>Long-term bank loan | 384.821 | 125.743 | 191.809 |
| Liabilitas sewa pembiayaan<br>Lease liabilities | 389 | 168 | 94 |
| Utang Sukuk Ijarah<br>Sukuk Ijarah payables | - | 372.556 | 123.422 |
| Liabilitas jangka pendek lainnya<br>Other current liabilities | 1.113.208 | 876.280 | 1.168.888 |

Dalam jutaan Rupiah kecuali dinyatakan lain | In millions of Rupiah unless stated otherwise

| Uraian<br>Description | 2025 | 2024 | 2023 |
|---|---|---|---|
| Liabilitas Jangka Panjang<br>Noncurrent Liabilities | | | |
| Liabilitas Kontrak<br>Contract Liabilities | 146.612 | 95.107 | 167.633 |
| Liabilitas jangka panjang - setelah dikurangi bagian yang akan jatuh tempo dalam waktu satu tahun<br>Long-term liabilities - net of current portion: | | | |
| Utang bank jangka Panjang<br>Long-term bank loan | 1.929.387 | 2.564.887 | 2.791.719 |
| Liabilitas sewa pembiayaan<br>Lease liabilities | | | |
| Utang obligasi atau sukuk ijarah<br>Bonds payables or sukuk ijarah | - | - | 369.428 |
| Liabilitas jangka panjang lainnya<br>Other noncurrent liabilities | 216 | 113 | 98 |
| Liabilitas jangka Panjang lainnya<br>Other Noncurrent liabilities | 855.082 | 713.425 | 610.462 |
| **Jumlah Liabilitas**<br>**Total Liabilities** | **6.330.131** | **6.956.641** | **8.064.726** |
| **Jumlah Ekuitas**<br>**Total Equity** | **6.786.879** | **6.746.912** | **6.539.181** |
| **Jumlah Liabilitas dan Ekuitas**<br>**Total Liabilities and Equity** | **13.117.009** | **13.703.553** | **14.603.908** |

## Laporan Laba Rugi dan Penghasilan Komprehensif lain Konsolidasi
## Consolidated Statements of Profit or Loss and Other Comprehensive Income

Dalam jutaan Rupiah kecuali dinyatakan lain | In millions of Rupiah unless stated otherwise

| Uraian<br>Description | 2025 | 2024 | 2023 |
|---|---|---|---|
| Pendapatan usaha<br>Revenues | 2.462.390 | 2.553.285 | 3.906.826 |
| Beban pokok penjualan dan beban langsung<br>Cost of sales and direct cost | 1.501.903 | 1.767.933 | 2.321.031 |
| Laba kotor<br>Gross profit | 960.487 | 785.352 | 1.585.796 |
| Beban usaha<br>Operating cost | 288.246 | 331.121 | 315.327 |
| Laba usaha<br>Operating profit | 672.241 | 454.231 | 1.270.469 |
| Beban lain-lain – bersih<br>Others - nett | -520.867 | -120.486 | -812.728 |
| Ekuitas pada rugi bersih entitas asosiasi dan ventura bersama<br>Equity in net loss of associates and joint ventures | 7.774 | 73.340 | 396.155 |
| Laba sebelum pajak<br>Profit before tax | 159.147 | 407.086 | 853.895 |
| Penghasilan (beban) pajak<br>Tax Income (expense) | 19.410 | -143.234 | -95.867 |
| Laba tahun berjalan<br>Current profit | 178.557 | 263.852 | 758.028 |
| Jumlah penghasilan (rugi) komprehensif lain – bersih<br>Total other comprehensive income – net | 6.113 | 3.614 | -1.993 |
| Jumlah penghasilan komprehensif<br>Total comprehensive income | 184.670 | 267.466 | 756.035 |
| Jumlah laba tahun berjalan yang dapat diatribusikan kepada pemilik entitas induk<br>Profit for the year attributable to owners of the parent entity | 64.264 | 174.766 | 174.108 |

Dalam jutaan Rupiah kecuali dinyatakan lain | In millions of Rupiah unless stated otherwise

| Uraian<br>Description | 2025 | 2024 | 2023 |
|---|---|---|---|
| Jumlah laba tahun berjalan yang dapat diatribusikan kepada kepentingan non-pengendali<br>Profit for the year attributable to non controlling interest | 114.293 | 89.086 | 583.920 |
| Jumlah penghasilan komprehensif yang dapat diatribusikan kepada pemilik entitas induk<br>Comprehensive income atrributable to owners of the parent entity | 69.514 | 178.011 | 172.359 |
| Jumlah penghasilan komprehensif yang dapat diatribusikan kepada kepentingan non-pengendali<br>Total income for the year attributable to non-controlling interests | 115.155 | 89.455 | 583.676 |
| EBITDA<br>EBITDA | 805.620 | 583.362 | 1.391.619 |
| Laba per saham (dalam Rupiah penuh)<br>Earnings per Share (in full amount of Rupiah) | 6 | 17 | 17 |

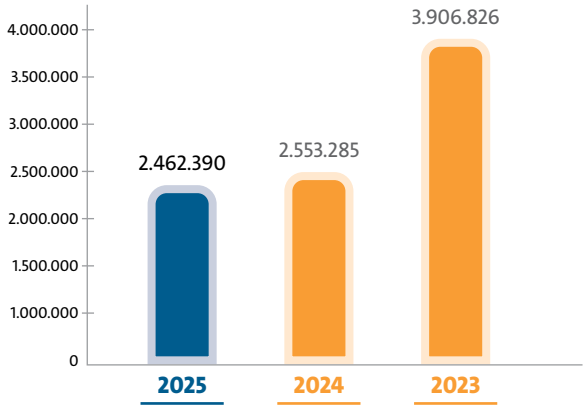
## Rasio-Rasio Penting
## Important Ratios

Dalam persentase kecuali dinyatakan lain | In percentage unless stated otherwise

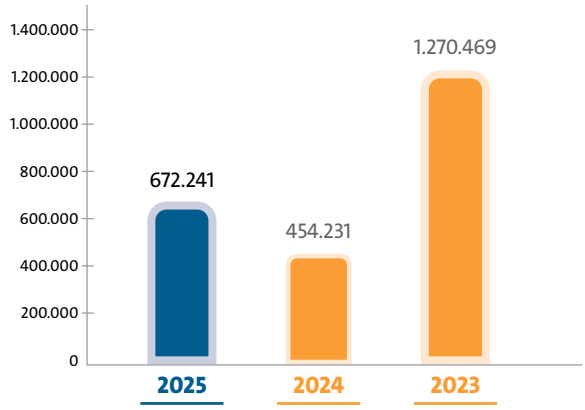
| Uraian<br>Description | 2025 | 2024 | 2023 |
|---|---|---|---|
| **Rasio Usaha**<br>**Operating Ratio** | | | |
| Margin Laba Kotor<br>Gross Profit Margin | 39,01% | 30,76% | 40,59% |
| Margin Laba Usaha<br>Operating Profit Margin | 27,30% | 17,79% | 32,52% |
| Margin Laba Bersih<br>Net profit Margin | 7,25% | 10,33% | 19,40% |
| Imbal Hasil Aset<br>Return on Assets (ROA) | 1,33% | 1,86% | 4,90% |
| Imbal Hasil Ekuitas<br>Return on Equity (ROE) | 2,64% | 3,97% | 11,89% |
| **Rasio Likuiditas**<br>**Liquidity Ratio** | | | |
| Rasio Lancar<br>Current Ratio | 95,24% | 108,02% | 114,77% |
| Rasio Kas<br>Cash Ratio | 27,79% | 21,00% | 23,13% |
| **Rasio Solvabilitas**<br>**Solvability Ratio** | | | |
| Rasio Utang Terhadap Aset<br>Debt to Assets | 23,80% | 30,28% | 32,72% |
| Rasio Utang Terhadap Ekuitas<br>Debt to Equity | 33,72% | 50,35% | 58,49% |
| Rasio Liabilitas Terhadap Ekuitas<br>Liabilities to Equity Ratio | 93,27% | 103,11% | 123,33% |
| Rasio Liabilitas Terhadap Aset<br>Liabilities to Assets Ratio | 48,26% | 50,77% | 63,09% |

# GRAFIK IKHTISAR DATA KEUANGAN PENTING
## KEY FINANCIAL INFORMATION HIGHLIGHTS CHARTS

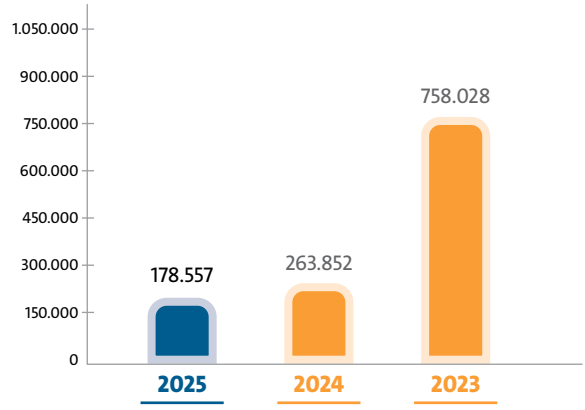
### Pendapatan Usaha
Revenues



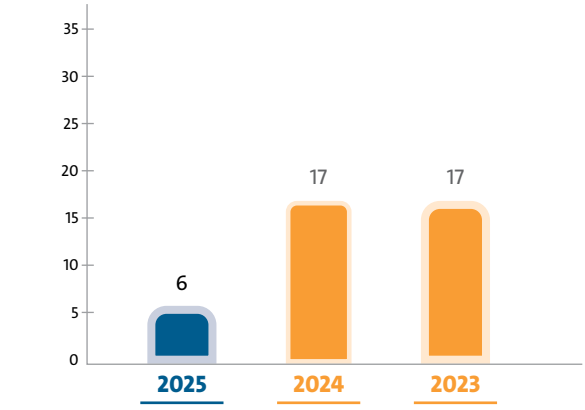

### Laba Usaha
Operating Profit



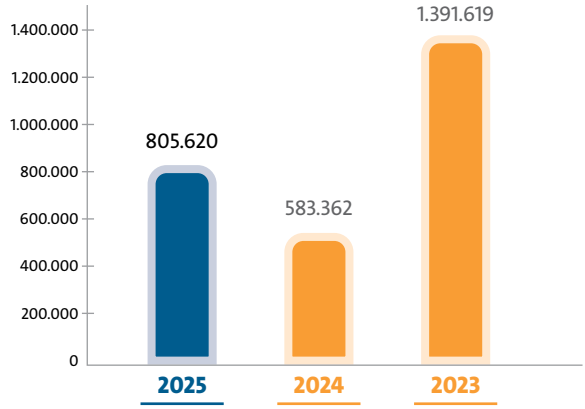

### Laba Tahun Berjalan
Profit of the Year



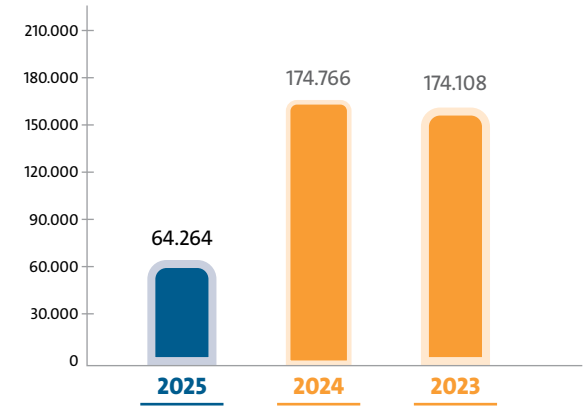

### Laba Per Saham
Earnings per Share



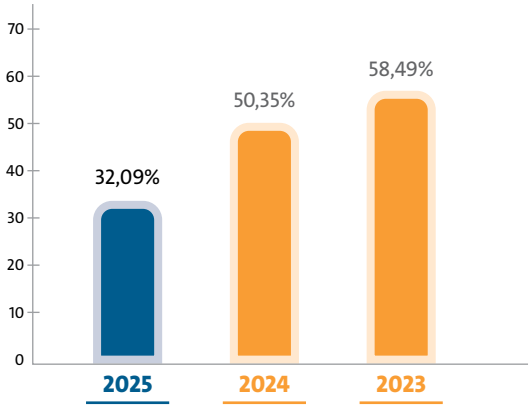

### EBITDA
EBITDA



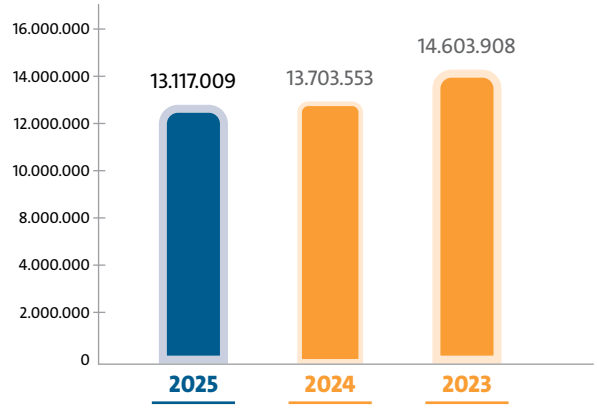

### Laba/Rugi Tahun Berjalan yang Dapat Diatribusikan ke Pemilik Entitas Induk
Profit/Loss for The Year Attributable to Owners of the Parent Company



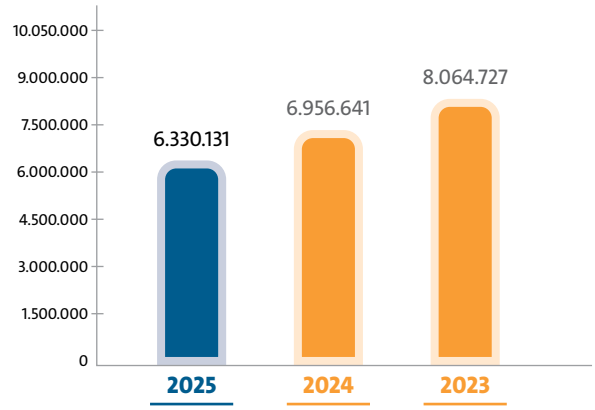
## Rasio Utang Terhadap Ekuitas
Debt to Equity Ratio



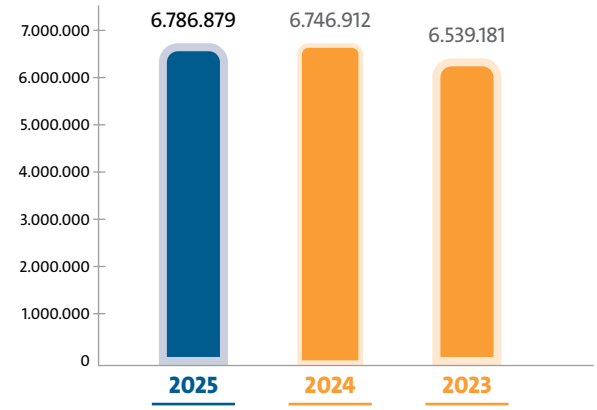

## Jumlah Aset
Total Assets




## Jumlah Liabilitas
Total Liabilities




## Jumlah Ekuitas
Total Equity



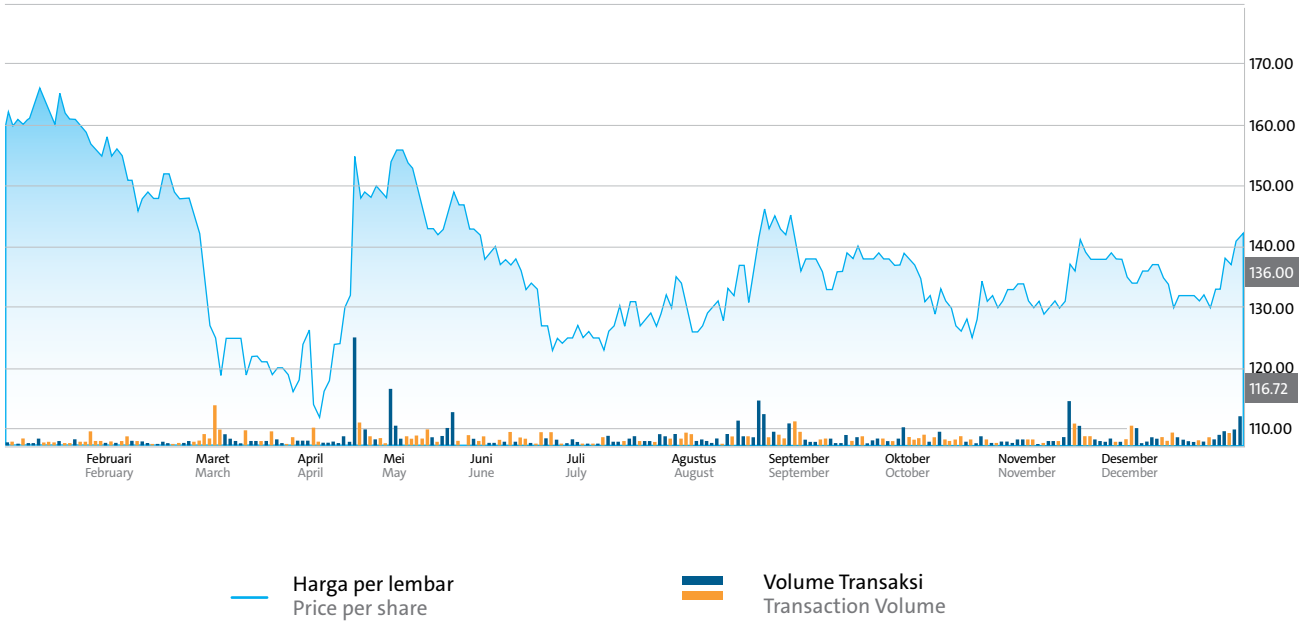
# IKHTISAR SAHAM
## SHARE HIGHLIGHTS

Kinerja harga tertinggi, terendah, dan penutupan, volume perdagangan, kapitalisasi pasar dan jumlah saham beredar tahun 2025 dan 2024.

Highest, lowest, and closing prices, trading volume, market capitalization and shares outstanding in 2025 and 2024.

| Triwulan Quarter | Jumlah Saham yang Beredar Number of Outstanding Shares | Harga Saham Share Price | | | Volume Perdagangan Trading Volume | Kapitalisasi Pasar Market Capitalization |
|---|---|---|---|---|---|---|
| | | Tertinggi Highest | Terendah Lowest | Penutupan Closing | | |
| **2025** | | | | | | |
| I | 10.365.854.185 | 171 | 115 | 126 | 322.182.600 | 1.306.097.627.310 |
| II | 10.365.854.185 | 164 | 110 | 125 | 223.897.700 | 1.295.731.773.125 |
| III | 10.365.854.185 | 150 | 118 | 139 | 288.687.300 | 1.440.853.731.715 |
| IV | 10.365.854.185 | 144 | 124 | 137 | 341.305.900 | 1.420.122.023.345 |
| **2024** | | | | | | |
| I | 10.365.854.185 | 214 | 185 | 191 | 177.252.300 | 1.979.878.149.335 |
| II | 10.365.854.185 | 200 | 151 | 165 | 171.190.100 | 1.710.365.940.525 |
| III | 10.365.854.185 | 234 | 163 | 208 | 1.441.890.200 | 2.156.097.670.480 |
| IV | 10.365.854.185 | 218 | 133 | 162 | 202.239.800 | 1.679.268.377.970 |

## Grafik Harga Saham 2025
## Share Price Chart in 2025




Sumber | Source: https://finance.yahoo.com

## Aksi Korporasi

Perseroan di tahun 2025 tidak memiliki aksi korporasi yang berdampak terjadinya perubahan pada saham, termasuk pemecahan saham, penggabungan saham, perubahan nominal saham, dividen saham, saham bonus, penerbitan efek konversi, serta penambahan dan pengurangan modal.

## Informasi Penghentian Sementara dan/ atau Sanksi Perdagangan Saham DILD serta Penghapusan Pencatatan Saham

Selama periode pelaporan tahun 2025, Perusahaan tidak pernah dihadapkan pada penghentian sementara perdagangan saham dan/atau penghapusan pencatatan saham.

## Infromasi tentang Penerbitan Obligasi, Sukuk, atau Obligasi Konversi

Pada tahun 2025, Perseroan tidak melakukan penerbitan obligasi, sukuk, maupun obligasi konversi.

Perseroan melakukan dua penerbitan Sukuk Ijarah pada tahun 2022, meliputi:

- Penerbitan Penawaran Umum Berkelanjutan Sukuk Ijarah Berkelanjutan I Intiland Development Tahap II sebesar Rp250 miliar.
- Penawaran Umum Berkelanjutan Sukuk Ijarah Berkelanjutan I Intiland Development Tahap III sebesar Rp250 miliar yang dibagi menjadi 2 seri yaitu seri A dan seri B.

Pada tahun 2025, Perseroan telah melunasi pokok Sukuk Ijarah Berkelanjutan I Intiland Development Tahap II senilai Rp250 miliar dan Sukuk Ijarah Berkelanjutan I Intiland Development Tahap III Seri B, senilai Rp125 miliar.

## Corporate Action

The Company did not undertake any corporate actions in 2025 that resulted in changes to its shares, including stock splits, mergers, changes in nominal value, stock dividends, bonus shares, issuance of convertible securities, or increases or decreases in capital.

## Information on Temporary Suspension and/ or Sanctions for DILD Shares Trading and Removal of Stock Listing

Throughout the reporting period in 2025, trading of the Company's shares had never been suspended or delisted.

## Information on Issuance of Bonds, Sukuk, or Conversion Bonds

In 2025, the Company did not have any corporate actions of issuance of bonds, sukuk or convertible bonds.

The Company issued two Sukuk Ijarah in 2022, including:

- Public offering of Sustainable Sukuk Ijarah I Intiland Development Tranche II Year 2022 amounting of Rp250 billion.
- Public offering of Sustainable Sukuk Ijarah I Intiland Development Tranche III Year 2022 amounting of Rp250 billion, consisting of 2 series, namely series A and series B.

In 2025, the Company has repaid the principle of Sustainable Sukuk Ijarah I Intiland Development Tranche II Year 2022 amounting Rp250 billion and Sustainable Sukuk Ijarah I Intiland Development Tranche III Year 2022 series B amounting Rp125 billion.

# PERISTIWA PENTING 2025
## EVENTS HIGHLIGHTS 2025

**Februari**
**February**

### Intiland Raih Penghargaan Saham Terbaik
Intiland menerima Penghargaan Saham Terbaik 2025 untuk kategori *middle caps* sektor properti & real estat. Ajang penghargaan ini diselenggarakan oleh Investortrust dan InfoVesta pada 25 Februari 2025.

### Intiland Achieved Best Stock Awards
Intiland received Best Stock Awards 2025 in the Middle Caps category of Property & Real Estate Sector. Best Stock Awards held by Investortrust and Infovesta on February 25, 2025.

### Peluncuran Klaster Alba Graha Famili
Peluncuran klaster Alba di perumahan prestisius Graha Famili, Surabaya. Klaster Alba menghadirkan hunian modern tropis dengan jumlah unit terbatas dan kualitas rancang bangunan yang lebih eksklusif.

### Launch of Alba Cluster at Graha Famili
Intiland has launched the newest Alba cluster in the prestigious residential area Graha Famili, Surabaya which offers modern tropical homes with limited units and more exclusive design quality.

**April**
**April**

### Peluncuran Keep Storage di Intiland Tower Jakarta
Intiland memperluas portofolio layanannya melalui peluncuran Keep Storage, sebuah solusi penyimpanan mandiri yang mengintegrasikan teknologi digital untuk memberikan kemudahan akses, jaminan keamanan, dan efisiensi penggunaan ruang. Lokasi Keep Storage sangat strategis berada di gedung Annexe Intiland Tower Jakarta.

### Launch of Keep Storage at Intiland Tower Jakarta
Intiland expanded its service portfolio through the launch of Keep Storage, a self-storage solution that integrates digital technology to provide ease of access, enhanced security, and efficient use of space. The Keep Storage facility is strategically located at the Annexe Intiland Tower building in Jakarta.

**Mei**
**May**

### Rapat Umum Pemegang Saham (RUPS) Tahun 2025
Pemegang saham menyetujui seluruh agenda RUPS yang diselenggarakan Perseroan di Intiland Tower Jakarta pada 28 Mei 2025. Pemegang saham menyetujui perubahan susunan anggota Direksi dan Dewan Komisaris dan penggunaan laba bersih untuk tahun buku yang berakhir 31 Desember 2024 senilai Rp174,7 miliar.

### Annual General Meeting of Stakeholders (AGMS) 2025
The shareholders approved all AGMS agenda items proposed by the Company, held at Intiland Tower Jakarta. The Shareholders approved the changes to the composition of the Board of Directors and the Board of Commissioners and approved the allocation of net profit for the fiscal year ending 31 December 2024 amounting to Rp174.7 billion.

### Kolaborasi Intiland dan ION Network Bangun Pusat Data di Surabaya

Intiland menandatangani perjanjian kerja sama strategis dengan ION Network (PT Solusi Data Cepat) untuk pengelolaan pusat data di Surabaya. Pembentukan perusahaan *joint venture* ini menjadi salah satu strategi untuk optimalisasi aset-aset properti yang dimiliki Perseroan.

### Collaboration Intiland and ION Network to Develop Data Center in Surabaya

Intiland has signed strategic partnership agreement with ION Network (PT Solusi Data Cepat) to manage data center in Surabaya. The establishment of this joint venture is one of the strategies for optimizing the real estate assets owned by the Company.

## Juni
June

### Pembukaan Grand Whiz Hotel Praxis Surabaya

Intiland melalui PT Intiwhiz International memperluas jaringan perhotelan melalui pembukaan Grand Whiz Hotel Praxis, Surabaya, pada 5 Juni 2025. Hotel bintang empat ini menghadirkan 267 kamar, lengkap dengan berbagai fasilitas seperti ruang pertemuan, restoran, lounge & bar, kolam renang, *pool bar, spa*, dan *gym*.

### Grand Opening of Grand Whiz Hotel Praxis Surabaya

Intiland through its subsidiary, PT Intiwhiz International, expanded its hotel network through the grand opening of Grand Whiz Hotel Praxis, Surabaya, on June 5, 2025. This four-star hotel offers 267 rooms with numerous facilities, including meeting rooms, restaurant, lounge & bar, swimming pool, pool bar, spa, and gym.

### South Quarter Kembali Raih Sertifikasi Greenship

South Quarter kembali meraih sertifikasi *Gold* untuk *Greenship Existing Building* dari Green Building Council Indonesia (GBCI). Pada tahun 2021, South Quarter dinobatkan sebagai perkantoran terbaik di dunia setelah meraih penghargaan *World Gold Winner* pada ajang FIABCI Prix d'Excellence Awards.

### South Quarter Reattain Greenship Certification

South Quarter reattain Gold certification for Greenship Existing Building from Green Building Council Indonesia (GBCI). In 2021, South Quarter was recognized as the best office building in the world after winning the World Gold Winner at the FIABCI Prix d'Excellence Awards.

### Luncurkan Hot Summer Sale

Intiland meluncurkan program promo penjualan bertajuk "Hot Summer Sale" yang berlangsung sejak Juni-Agustus 2025. Program ini memberikan potongan harga spesial untuk pembelian produk rumah tapak, apartemen, perkantoran, SOHO, dan pergudangan.

### Hot Summer Sale Launch

Intiland launched a promotional sales program called "Hot Summer Sale" from June to August 2025. The program offers special discounts on the purchase of landed houses, apartments, offices, SOHO units, and warehouses.

## Agustus
August

### Rapat Umum Pemegang Sukuk Ijarah (RUPSI)

Intiland menggelar Rapat Umum Pemegang Sukuk Ijarah (RUPSI) Berkelanjutan I Intiland Development Tahap III Tahun 2022 seri B di Intiland Tower Jakarta, pada 8 Agustus 2025.

### Sukuk Ijarah Holders General Meeting (RUPSI)

Intiland held the Sustainable Sukuk Ijarah I Intiland Development Tranche III Year 2022 Series B Holders General Meeting at Intiland Tower Jakarta, on August 8, 2025.

### Pelunasan Sukuk Ijarah
Perseroan melakukan pelunasan Sukuk Ijarah Berkelanjutan I Intiland Development Tahap II Tahun 2022 senilai Rp250 miliar pada 25 Agustus 2025.

### Sukuk Ijarah Repayment
The Company repaid the Sustainable Sukuk Ijarah I Intiland Development Tranche II 2022 (Sukuk Ijarah) amounting Rp250 billion, on August 25, 2025.

### Program Intiland Peduli: Perbaikan Rumah Tidak Layak Huni
Perseroan melalui Graha Famili, Graha Natura, dan Tierra berkolaborasi dengan Pemerintah Kota Surabaya dalam program perbaikan rumah tidak layak huni (rutilahu) di kawasan Sambisari, Kelurahan Lontar, Surabaya. Kegiatan perbaikan rumah turut melibatkan karyawan melalui program Intiland *Volunteer Day*.

### Intiland Peduli Program: Renovation of Uninhabitable Home
The Company through Graha Famili, Graha Natura, and Tierra has partnered with the Surabaya City Government on a program to renovate uninhabitable home in the Sambisari area, Lontar, Surabaya. Employees also took part in the home improvement activities as part of the Intiland Volunteer Day program.

## September
September

### Penghargaan The Legacy
Pendiri Intiland (Alm.) Bapak Hendro Santoso Gondokusumo dianugerahi tropi The Legacy oleh Indonesia Property Watch dalam ajang Golden Property Awards 2025. Penghargaan ini diberikan atas kontribusinya dalam memajukan industri properti Indonesia.

### The Legacy Awards
Intiland's Founder, the late Mr. Hendro Santoso Gondokusumo was honored with The Legacy trophy by Indonesia Property Watch at the Golden Property Awards 2025, in recognition of his significant contributions to advancing Indonesia property industry.

### Peluncuran Regatta Residence
Intiland meluncurkan Regatta Residence, sebuah pengembangan perumahan tapak yang mengusung konsep *resort-style living*. Menjadi bagian dari pengembangan Regatta, Regatta Residence berlokasi di kawasan perumahan Pantai Mutiara, Pluit, Jakarta Utara.

### The Launch of Regatta Residence
Intiland launched Regatta Residence, a landed-residential development designed with a resort-style living concept. As part of the larger Regatta development, Regatta Residence is located within the Pantai Mutiara residential area in Pluit, North Jakarta.

## Oktober
October

### Intiland Fantastic Deals
Intiland meluncurkan program promo penjualan properti bertajuk Fantastic Deals yang berlangsung sejak Oktober-Desember 2025. Promo ini menghadirkan diskon spesial dan hadiah langsung untuk produk hunian dan komersial di kawasan strategis Jakarta dan Surabaya.

### Intiland Fantastic Deals
Intiland launched its sales program called Fantastic Deals from October to December 2025. The promotion offers special discounts and instant rewards for residential and commercial products located in Jakarta and Surabaya strategic areas.

**November**
November

### Program Intiland Peduli: Donasi untuk 100 Ibu dan Bayi

Intiland berkolaborasi dengan Pemerintah Kota Surabaya dan UMKM Bumbi memberikan bantuan dengan mendistribusikan popok dan pembalut kain ramah lingkungan kepada 100 ibu dan bayi di Kelurahan Lontar dan Babatan, Kota Surabaya, Jawa Timur.

### Intiland Peduli Program: Donation for 100 Mothers and Babies

Intiland collaborated with the Surabaya City Government and local SME Bumbi to distribute eco-friendly cloth diapers and pads to 100 mothers and babies in subdistricts of Lontar and Babatan, Surabaya, East Java.

**Desember**
December

### Pelunasan Sukuk Ijarah

Perseroan melakukan pelunasan Sukuk Ijarah Berkelanjutan I Intiland Development Tahap III Tahun 2022 Seri B senilai Rp125 miliar pada 2 Desember 2025.

### Sukuk Ijarah Repayment

The Company repaid the Sustainable Sukuk Ijarah I Intiland Development Tranche III 2022 Series B, amounting Rp125 billion, on December 2, 2025.

### South Quarter Raih Penghargaan Best Greenship Commitment

Perkantoran terpadu South Quarter meraih penghargaan Best Greenship Commitment dalam ajang Greenship Awards 2025 yang diselenggarakan pada tanggal 5 Desember 2025 oleh Konsil Bangunan Hijau Indonesia.

### South Quarter Wins Best Greenship Commitment

The integrated office complex, South Quarter received the Best Greenship Commitment award at the 2025 Greenship Awards held on December 5, 2025, by the Green Building Council Indonesia.

# PENGHARGAAN DAN SERTIFIKASI
## AWARDS AND CERTIFICATION




PT Intiland Development Tbk

**Saham Terbaik Tahun 2025**
(Kategori Kapitalisasi Pasar Menengah untuk Sektor properti & Real Estat)
**The Best Stock Awards 2025**
(Capitalization Middle Caps category for the Property & Real Estate Sector)

**Best Stock Awards 2025**

25 Februari 2025
February 25, 2025




Bapak Hendro S. Gondokusumo
Mr. Hendro S. Gondokusumo

**The Legacy**

**Golden Property Awards 2025**

29 September 2025
September 29, 2025




South Quarter

**Komitmen Greenship Terbaik**
**The Best Greenship Commitment**

**Greenship Awards 2025**

5 Desember 2025
December 5, 2025




South Quarter

**"Greenship Gedung Terbangun V1.1 – Peringkat Emas"**
**"Greenship V1.1 – Gold Rating for Existing Building"**

Dari: Konsil Bangunan Hijau Indonesia
2025 – 2028
From: Green Building Council Indonesia
2025 – 2028




ISO 9001

**Sistem Manajemen Mutu**
Intiland Hospitality and Property Management
**Quality Management System**
Intiland Hospitality and Property Management

Dari: Lloyd Register Indonesia Quality Assurance,
2024 – 2027
From: Lloyd Register Indonesia Quality Assurance
2024 – 2027

01
**IKHTISAR KINERJA**
PERFORMANCE HIGHLIGHTS

02
# LAPORAN MANAJEMEN
MANAGEMENT REPORT

03
**PROFIL PERUSAHAAN**
COMPANY PROFILE




Intiland Tower, Jakarta

# LAPORAN DEWAN KOMISARIS
## REPORT OF THE BOARD OF COMMISSIONERS



# Dr. Sofyan A. Djalil SH, MA

**Komisaris Utama dan Komisaris Independen**
President Commissioner and Independent Commissioner

**Pada aspek keuangan, Direksi berhasil dalam menjaga kinerja pendapatan usaha. Di tahun 2025, Perseroan membukukan pendapatan usaha Rp2,46 triliun, atau tercapai sebesar 97,2% dari target senilai Rp2,53 triliun. Pencapaian tersebut cukup stabil dibandingkan pendapatan usaha tahun 2024 sebesar Rp2,55 triliun.**

**From a financial perspective, the Board of Directors successfully maintained revenue performance. In 2025, the Company recorded operating revenue of Rp2.46 trillion, representing 97.2% of the target of Rp2.53 trillion. This achievement remained relatively stable compared to operating revenue of Rp2.55 trillion in 2024.**

## Pemegang Saham dan Pemangku Kepentingan yang terhormat,

Atas nama Dewan Komisaris, saya menyampaikan laporan pengawasan dan penilaian terhadap kinerja PT Intiland Development Tbk sepanjang tahun buku 2025. Laporan ini mencakup pertanggungjawaban, penilaian atas pencapaian kinerja, pandangan terhadap kondisi eksternal, implementasi strategi, praktik tata kelola, serta arahan terhadap prospek dan tantangan usaha di masa depan.

Segenap Dewan Komisaris menyampaikan duka yang mendalam atas wafatnya Bapak Hendro S. Gondokusumo pada 13 Maret 2025. Beliau merupakan pendiri sekaligus tokoh sentral dalam perjalanan Perseroan. Dedikasi dan kontribusi Beliau terus menjadi inspirasi bagi seluruh insan Perseroan.

Dewan Komisaris menyampaikan terima kasih dan apresiasi kepada para Pemegang Saham dan Pemangku Kepentingan atas dukungan dan kepercayaan yang diberikan selama ini untuk kemajuan perusahaan.

## PANDANGAN TERHADAP KONDISI EKSTERNAL

Kami mencermati perkembangan situasi dan kondisi sepanjang tahun 2025 masih penuh tantangan dan memunculkan ketidakpastian. Meskipun fundamental perekonomian Indonesia cukup kokoh dengan pertumbuhan yang stabil, namun tingkat risiko usaha mengalami eskalasi akibat perubahan stabilitas di tingkat regional dan dunia. Eskalasi keamanan yang terjadi di kawasan Timur Tengah berpotensi memberikan dampak negatif terhadap stabilitas kawasan, terjadinya defisit energi, serta terganggunya rantai pasok secara global.

## Honorable Shareholders and Stakeholders,

On behalf of the Board of Commissioners, I hereby present the supervisory report and evaluation of the performance of PT Intiland Development Tbk for the financial year 2025. This report covers accountability, performance assessment, views on external conditions, strategy implementation, governance practices, as well as perspectives on future business prospects and challenges.

The Board of Commissioners expresses its deepest condolences on the passing of the late Mr. Hendro S. Gondokusumo on March 13, 2025. He was the founder and a central figure in the Company's journey. His dedication and contributions will continue to serve as an inspiration to all members of the Company.

The Board of Commissioners would like to extend its gratitude and appreciation to Shareholders and Stakeholders for their continued support and trust in the advancement of the Company.

## OVERVIEW OF EXTERNAL CONDITIONS

We observed that the dynamics of the situation and conditions throughout 2025 remained challenging and continued to give rise to uncertainty. Although Indonesia's economic fundamentals remained relatively strong with stable growth, business risks escalated due to shifts in regional and global stability. Security escalation in the Middle East region has the potential to adversely affect regional stability, lead to energy deficits, and disrupt global supply chains.

Kami mencermati perekonomian Indonesia menunjukkan kinerja yang stabil dengan tingkat pertumbuhan sebesar 5,11% (yoy) di tahun 2025. Pencapaian ini lebih ditopang oleh konsumsi domestik yang masih kuat, meningkatnya investasi, serta belanja pemerintah yang cukup ekspansif. Angka pertumbuhan ini sekaligus menempatkan Indonesia sebagai salah satu negara dengan pertumbuhan perekonomian tertinggi di kawasan regional.

We observed that Indonesia's economy demonstrated stable performance, with growth of 5.11% (yoy) in 2025. This achievement was primarily supported by strong domestic consumption, increased investment, and relatively expansive government spending. This level of growth places Indonesia among the fastest-growing economies in the region.

Pemerintah juga berhasil menjaga tingkat inflasi sebesar 2,92% (yoy) yang mencerminkan keberhasilan kebijakan moneter dan fiskal dalam menjaga stabilitas harga dan daya beli masyarakat. Stabilitas makroekonomi ini mendorong meningkatnya kepercayaan investor dan pelaku usaha pasca periode transisi politik nasional pada tahun sebelumnya.

The Government also succeeded in maintaining of inflation 2.92% (yoy), reflecting the effectiveness of monetary and fiscal policies in preserving price stability and purchasing power. This macroeconomic stability has contributed to increased confidence among investors and business actors following the national political transition period in the previous year.

Kami percaya fundamental perekonomian nasional masih cukup kukuh untuk membendung dampak negatif yang timbul akibat dinamika yang terjadi di luar negeri. Perekonomian nasional masih memiliki ruang untuk menciptakan pertumbuhan dengan mengandalkan konsumsi dalam negeri, pertumbuhan investasi, serta peningkatan nilai ekspor terutama dari sektor komoditas, meskipun di tengah risiko melambungnya harga minyak dunia. Selain itu, stabilitas politik dan keamanan, serta pertumbuhan investasi menjadi salah satu faktor penting dalam menumbuhkan keyakinan dan kepercayaan diri para pelaku usaha maupun masyarakat.

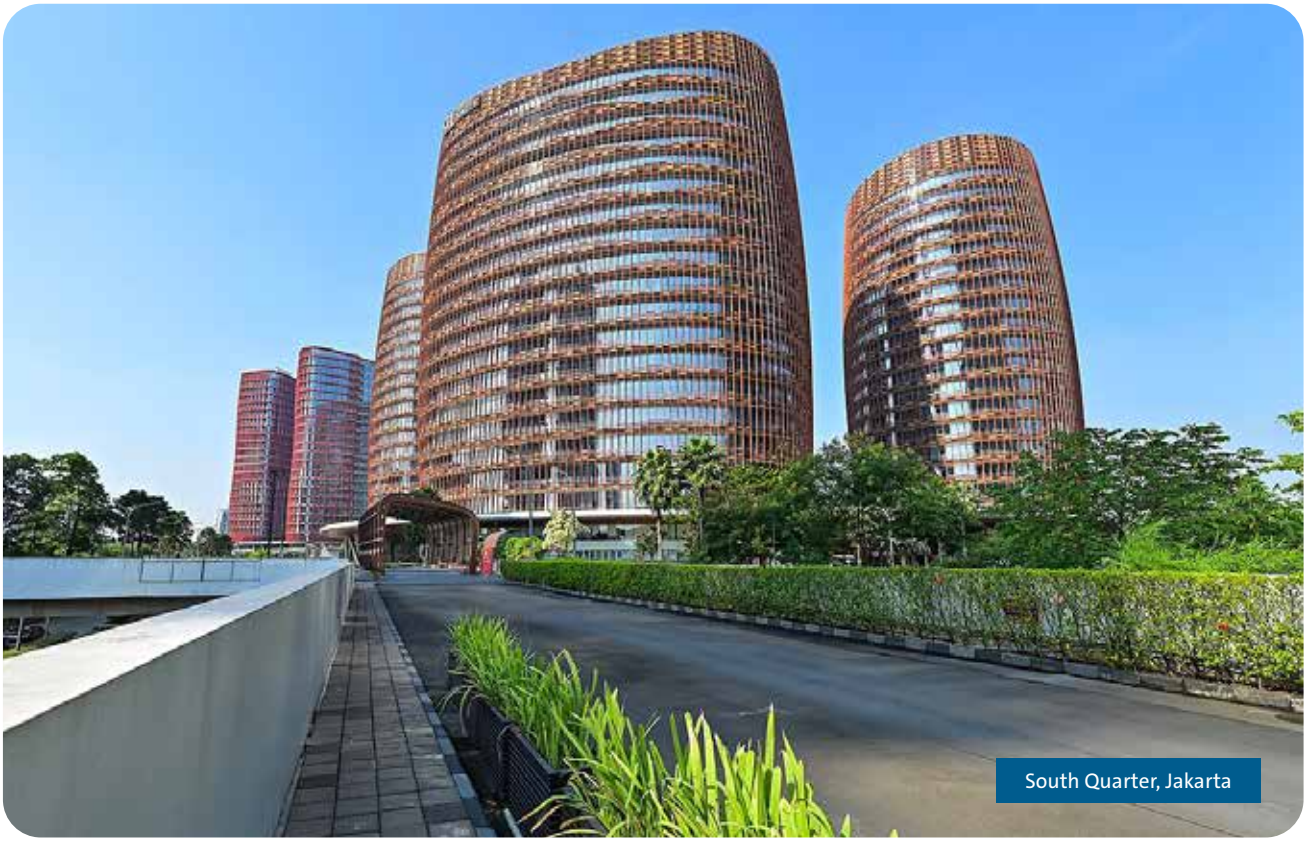
We believe that the national economic fundamentals remain sufficiently resilient to withstand the adverse impacts arising from external dynamics. The domestic economy still has room to generate growth, supported by domestic consumption, investment growth, and increased export value, particularly from the commodity sector, despite the risk of rising global oil prices. In addition, political and security stability, along with investment growth, are key factors in strengthening confidence among business actors and the public.

## TINJAUAN INDUSTRI PROPERTI

Di tengah pencapaian pertumbuhan ekonomi nasional, kami menilai industri properti masih menghadapi sejumlah tantangan yang dipengaruhi oleh faktor-faktor eksternal maupun perubahan yang terjadi pasar. Secara umum, industri properti di tahun 2025 menunjukkan tren konsolidasi ke arah pemulihan yang cukup solid, namun terdapat ketimpangan pertumbuhan antar sub-sektor. Perumahan masih sebagai sub-sektor properti yang menjadi pendorong utama pertumbuhan. Tren positif ini ditopang oleh masih tingginya kebutuhan hunian masyarakat dengan angka *backlog* yang berada pada kisaran 12–13 juta unit rumah. Faktor penting berikutnya adalah dukungan pemerintah untuk memperpanjang kebijakan insentif Pajak Pertambahan Nilai Ditanggung Pemerintah (PPN DTP) sebesar 100% hingga akhir 2025. Stimulus kebijakan ini semakin diperkuat dengan program pemerintah untuk membangun tiga juta rumah.

## OVERVIEW OF PROPERTY INDUSTRY

Amid the achievement of national economic growth, we assess that the property industry continues to face several challenges influenced by external factors as well as evolving market conditions. In general, the property sector in 2025 exhibited a consolidation trend toward a relatively solid recovery; however, disparities in growth across sub-sectors remain evident. The residential segment continues to serve as the primary driver of growth within the property sector. This positive trend is supported by persistently high housing demand, with a backlog estimated at approximately 12–13 million units. Another key supporting factor is the Government's extension of the 100% Government-Borne Value Added Tax (VAT DTP) incentive through the end of 2025. This policy stimulus is further reinforced by the Government's program to develop three million housing units.


South Quarter, Jakarta

Kami mencermati sub-sektor kawasan industri turut mencatatkan pertumbuhan positif seiring dengan meningkatnya investasi strategis, termasuk relokasi industri global ke Indonesia. Rencana strategis pemerintah untuk mengembangkan kawasan industri baru secara ekspansif juga menjadi bagian dari upaya mengejar pertumbuhan ekonomi sebesar 8% dan meningkatkan Produk Domestik Bruto industri non- migas hingga 8,58% pada tahun 2029.

We observed that the industrial estate sub-sector also recorded growth, in line with increasing strategic investments, including the relocation of global industries to Indonesia. The Government's strategic plan to expand new industrial estates is part of its broader efforts to achieve economic growth of 8% and to increase the non- oil and gas industrial Gross Domestic Product (GDP) to 8.58% by 2029.

Pencapaian positif di kedua sub-sektor properti tersebut, pada kenyataannya belum terjadi pada sub-sektor properti lainnya, seperti apartemen dan perkantoran. Pasar hunian apartemen masih relatif lesu dan belum kembali geliat dan mengalami pemulihan. Tingkat permintaan terhadap unit-unit apartemen masih sangat rendah, terutama disebabkan perubahan pola belanja dan investasi, preferensi masyarakat, serta jumlah pasokan unit yang relatif tinggi. Namun aspek yang lain, Kami juga mencermati adanya pergeseran positif terkait preferensi konsumen yang semakin mengarah pada hunian yang berkelanjutan serta terintegrasi dengan fasilitas pendukung.

The positive performance observed in these two property sub-sectors has not yet been reflected in other segments, such as apartments and office properties. The apartment residential market remains relatively subdued and has yet to regain momentum or show signs of recovery. Demand for apartment units continues to be low, primarily due to shifts in spending and investment patterns, changing consumer preferences, and relatively high supply levels. Nevertheless, we also observe a positive shift in consumer preferences toward more sustainable residential developments that are integrated with supporting facilities.

## PENILAIAN TERHADAP KINERJA DIREKSI DAN EVALUASI STRATEGI

Dewan Komisaris berpandangan bahwa Direksi telah menunjukkan kinerja yang baik dalam mengelola Perseroan di tahun 2025. Di tengah dinamika industri yang memiliki ruang untuk berkembang serta berbagai tantangan baru yang harus dihadapi, Direksi mampu secara jernih menetapkan dan menjalankan kebijakan dan strategi prioritas untuk menjaga pertumbuhan usaha secara jangka panjang. Arah perkembangan usaha Perseroan untuk jangka pendek maupun jangka panjang berada pada jalur yang benar. Direksi menetapkan sejumlah kebijakan dan strategi yang tepat dalam rangka memastikan operasional perusahaan dan pertumbuhan usaha dapat dicapai secara lebih substansial.

Kami menyampaikan apresiasi atas komitmen dan kontribusi Direksi dalam menjaga kinerja usaha, pengelolaan aspek risiko, dan tata kelola, serta menegaskan totalitas dalam menjaga kepercayaan pemegang saham dan pemangku kepentingan Perseroan.

Kebijakan dan strategi Direksi dalam mempertahankan kinerja penjualan patut mendapat apresiasi. Di tengah kondisi sektor properti yang belum pulih dan masih melemahnya minat beli konsumen, Perseroan berhasil menjaga kinerja penjualan dengan perolehan *marketing sales* sebesar Rp1,61 triliun. Meskipun pencapaian tersebut baru mencapai 80,4% dari target, jumlahnya relatif stabil dibandingkan *marketing sales* tahun 2024 sebesar Rp1,64 triliun. Keputusan Direksi untuk mempertahankan fokus penjualan di segmen kawasan perumahan dan kawasan industri menjadi langkah efektif dalam menjaga kinerja penjualan.

Pada aspek keuangan, Direksi berhasil dalam menjaga kinerja pendapatan usaha. Di tahun 2025, Perseroan membukukan pendapatan usaha Rp2,46 triliun, atau tercapai sebesar 97,2% dari target senilai Rp2,53 triliun. Pencapaian tersebut cukup stabil dibandingkan pendapatan usaha tahun 2024 sebesar Rp2,55 triliun. Belum tercapainya target pendapatan usaha terutama disebabkan masih rendahnya pengakuan penjualan dari segmen *mixed used & high rise*, terutama dari produk properti apartemen.

## PERFORMANCE ASSESSMENT OF THE DIRECTORS AND STRATEGY EVALUATION

The Board of Commissioners is of the view that the Directors has demonstrated solid performance in managing the Company in 2025. Amid industry dynamics that continue to offer growth opportunities, as well as emerging challenges, the Directors have been able to prudently establish and implement priority policies and strategies to sustain long-term business growth. The Company's business direction, both in the short and long term, remains on the right track. The Board of Directors has adopted appropriate policies and strategies to ensure that operational performance and business growth can be achieved in a more substantial manner.

We express our appreciation for the commitment and contributions of the Directors in maintaining business performance, managing risk aspects, and upholding governance practices, as well as demonstrating strong dedication in preserving the trust of the Company's shareholders and stakeholders.

The Directors' policies and strategies in maintaining sales performance are commendable. Amid a property sector that has yet to fully recover and continued weakness in consumer purchasing interest, the Company successfully sustained its sales performance, recording marketing sales of Rp1.61 trillion. Although this achievement represents 80.4% of the target, it remains relatively stable compared to marketing sales of Rp1.64 trillion in 2024. The decision to maintain a focus on residential and industrial estate segments has proven to be an effective strategy for sustaining sales performance.

From a financial perspective, the Director's successfully maintained revenue performance. In 2025, the Company recorded operating revenue of Rp2.46 trillion, representing 97.2% of the target of Rp2.53 trillion. This achievement remained relatively stable compared to operating revenue of Rp2.55 trillion in 2024.The shortfall in achieving the revenue target was primarily attributable to lower revenue recognition from the mixed-use and high-rise segment, particularly from apartment property products.

Kami juga mencermati adanya tekanan pada kinerja profitabilitas di tahun 2025. Meskipun Perseroan mencatatkan kenaikan laba usaha sebesar 48% menjadi Rp672,24 miliar (yoy), namun laba tahun berjalan menurun 32,3% menjadi Rp178,56 miliar dibandingkan tahun 2024 senilai Rp263,85 miliar. Kendati demikian, Perseroan berhasil mencapai target laba tahun berjalan yang dapat diatribusikan kepada pemilik entitas induk sebesar Rp64,26 miliar, atau 110,8% dari target sebesar Rp58 miliar. Apabila dibandingkan pencapaian tahun 2024, jumlah tersebut turun 63,2%.

We also observed pressure on profitability performance in 2025. Although the Company recorded a 48% increase in operating profit to Rp672.24 billion (yoy), profit for the year declined by 32.3% to Rp178.56 billion, compared to Rp263.85 billion in 2024. Nevertheless, the Company succeeded in achieving its target for profit for the year attributable to owners of the parent entity, amounting to Rp64.26 billion, or 110.8% of the target of Rp58 billion. Compared to the 2024 achievement, this figure represents a decrease of 63.2%

Catatan penting lainnya adalah kecakapan Direksi dalam menjaga rasio-rasio keuangan untuk menciptakan struktur keuangan Perseroan yang semakin sehat. Di tahun 2025, hampir semua rasio-rasio keuangan membaik dibandingkan tahun 2024. Perseroan juga berhasil menurunkan jumlah utang sebesar 25% (yoy) menjadi Rp3,08 triliun, dibandingkan Rp4,11 triliun di tahun 2024. Tren positif ini selaras dengan strategi penurunan utang (*deleveraging*) yang menjadi salah satu strategi prioritas yang ditempuh Direksi.

Another notable point is the Directors capability in maintaining financial ratios to support a healthier financial structure for the Company. In 2025, almost all financial ratios showed improvement compared to 2024. The Company also succeeded in reducing its total debt by 25% (yoy) to Rp3.08 trillion, from Rp4.11 trillion in 2024. This positive trend is in line with the deleveraging strategy, which has been one of the key priorities pursued by the Board of Directors.

## PEMANTAUAN TERHADAP PERUMUSAN DAN IMPLEMENTASI STRATEGI

Dewan Komisaris berpandangan bahwa Direksi telah menjalankan kebijakan dan strategi secara efektif dan mampu memberikan kepastian bagi operasional dan kelangsungan perusahaan. Kami percaya Direksi memiliki kapabilitas dan kemampuan dalam memanfaatkan peluang, menghadapi tantangan, mengoptimalkan sumber daya, dan membawa Perusahaan menuju kesuksesan. Hasil pencapaian kinerja tahun 2025, mencerminkan efektivitas kebijakan dan strategi yang dijalankan Direksi dalam menjaga keseimbangan antara mengejar pertumbuhan usaha dan pengelolaan risiko secara hati-hati.

## SUPERVISION OF STRATEGY FORMULATION AND IMPLEMENTATION

The Board of Commissioners is of the view that the Directors has implemented its policies and strategies effectively and has been able to ensure operational stability and business continuity. We believe the Directors possess the capability to capitalize on opportunities, address challenges, optimize resources, and lead the Company toward sustained success. The 2025 performance results reflect the effectiveness of the Directors policies and strategies in maintaining a balance between pursuing business growth and exercising prudent risk management.

Dewan Komisaris secara pro-aktif menjalankan fungsi pengawasan terhadap perumusan dan implementasi strategi yang dijalankan oleh Direksi sepanjang tahun 2025. Berdasarkan hasil evaluasi, kebijakan dan strategi yang ditempuh Perseroan sepanjang tahun 2025 dinilai adaptif dan relevan dengan perkembangan dan perubahan kondisi pasar. Dewan Komisaris memberikan dukungan atas langkah-langkah penting yang dijalankan Direksi dengan tetap menekankan pentingnya penerapan prinsip kehati-hatian, pengelolaan risiko yang terukur, serta disiplin dalam pengelolaan keuangan.

The Board of Commissioners has proactively carried out its supervisory function over the formulation and implementation of strategies undertaken by the Directors throughout 2025. Based on the evaluation results, the Company's policies and strategies during the year are considered adaptive and relevant to evolving market conditions. The Board of Commissioners supports the key initiatives undertaken by the Directors, while continuing to emphasize the importance of prudence, measured risk management, and financial discipline.



1Park Avenue, Jakarta

## PANDANGAN ATAS IMPLEMENTASI TATA KELOLA PERUSAHAAN YANG BAIK DAN EVALUASI KINERJA KOMITE

Dewan Komisaris melaksanakan fungsi pengawasan dan pemberian nasihat kepada Direksi dengan dukungan Komite Audit serta Komite Nominasi dan Remunerasi. Dengan didukung akses terhadap informasi yang komprehensif, proses evaluasi dilakukan melalui rapat internal Dewan Komisaris serta rapat gabungan bersama Direksi, serta hasil penilaian mandiri (*self-assessment*) yang dijalankan. Berdasarkan pemantauan dan hasil evaluasi tersebut, Dewan Komisaris dibantu Komite Audit dan Komite Nominasi dan Remunerasi, menilai bahwa Perseroan telah menerapkan prinsip-prinsip tata kelola perusahaan yang baik sepanjang tahun 2025 secara konsisten, yang mencakup aspek keuangan, sistem pengendalian internal, fungsi audit, manajemen risiko, serta kepatuhan terhadap peraturan perundang- undangan yang berlaku telah dilaksanakan secara efektif.

Dewan Komisaris menyelenggarakan sebanyak enam (enam) Rapat Internal, yang sebagian dihadiri oleh Komite Audit dan Komite Nominasi dan Remunerasi dengan tingkat kehadiran anggota Dewan Komisaris mencapai 100%. Dewan Komisaris juga menyelenggarakan Rapat Gabungan bersama Direksi sebanyak 10 (sepuluh) kali dengan tingkat

## OPINIONS ON THE IMPLEMENTATION OF GOOD CORPORATE GOVERNANCE AND PERFORMANCE EVALUATION OF THE COMMITTEES

The Board of Commissioners carries out its supervisory and advisory functions to the Directors with the support of the Audit Committee and the Nomination and Remuneration Committee. Supported by access to comprehensive information, the evaluation process is conducted through internal meetings of the Board of Commissioners, joint meetings with the Directors, as well as the results of self-assessment. Based on monitoring and evaluation outcomes, the Board of Commissioners, with the assistance of the Audit Committee and the Nomination and Remuneration Committee, concludes that the Company has consistently implemented the principles of good corporate governance throughout 2025. This includes financial aspects, internal control systems, audit functions, risk management, and compliance with applicable laws and regulations, all of which have been carried out effectively.

The Board of Commissioners held six (6) Internal Meetings, some of which were attended by the Audit Committee and the Nomination and Remuneration Committee, with a 100% attendance rate by members of the Board of Commissioners. The Board of Commissioners also convened ten (10) Joint Meetings with the Directors, with an average attendance

kehadiran rata-rata mencapai 100%. Penyelenggaraan Rapat Gabungan bertujuan untuk mengoordinasikan dan membahas laporan serta kinerja Direksi secara berkala, prospek dan kondisi usaha ke depan, kebijakan Pemerintah yang berpotensi memengaruhi kinerja Perseroan, serta isu-isu strategis lainnya yang memerlukan pembahasan kolektif. Dalam forum Rapat Gabungan tersebut, Dewan Komisaris telah menyampaikan arahan dan nasihat kepada Direksi terkait hal-hal penting yang perlu menjadi fokus perhatian, prioritas, dan tindaklanjut oleh Direksi.

rate of 100%. These Joint Meetings were conducted to coordinate and discuss periodic reports and the performance of the Directors, future business prospects and conditions, government policies that may affect the Company's performance, as well as other strategic issues requiring collective deliberation. In these Joint Meetings, the Board of Commissioners provided directions and advice to the Directors on key matters requiring attention, prioritization, and follow-up.

Dewan Komisaris juga memberikan penilaian terhadap kinerja Komite Audit dan Komite Nominasi dan Remunerasi yang sudah menjalankan peran dan tanggung jawabnya dengan efektif di tahun 2025. Dewan Komisaris memberikan apresiasi atas kinerja kedua komite tersebut yang secara berkala telah melaporkan aspek risiko, kontrol internal, dan strategi pengembangan sumber daya manusia.

The Board of Commissioners also evaluated the performance of the Audit Committee and the Nomination and Remuneration Committee, which have effectively carried out their roles and responsibilities throughout 2025. The Board of Commissioners expresses its appreciation for the performance of both committees, which have regularly reported on risk aspects, internal controls, and human capital development strategies.

Berdasarkan evaluasi terhadap hasil penilaian mandiri, Dewan Komisaris berpandangan bahwa masing-masing anggota komite telah menjalankan tugas dengan baik, memahami peran dan tanggung jawabnya secara efektif sesuai peraturan dan piagam perusahaan. Dewan Komisaris akan terus mendorong penguatan tata kelola perusahaan, khususnya dalam aspek transparansi, penerapan prinsip kehati-hatian dalam pengelolaan keuangan, implementasi aspek lingkungan, sosial, dan tata kelola, serta pemanfaatan teknologi digital dalam mendukung proses bisnis dan pengambilan keputusan.

Based on the evaluation of the self-assessment results, the Board of Commissioners has the view that each committee member has performed their duties effectively and has demonstrated a clear understanding of their roles and responsibilities in accordance with applicable regulations and the Company's Charters. The Board of Commissioners will continue to promote the strengthening of corporate governance, transparency, prudence in financial management, the implementation of ESG aspects, as well as the utilization of digital technology to support business processes and decision- making.

## PERUBAHAN KOMPOSISI DEWAN KOMISARIS

Di tahun 2025 terdapat perubahan susunan Dewan Komisaris Perseroan seiring dengan telah berakhirnya periode masa jabatan anggota Dewan Komisaris pada periode sebelumnya. Melalui Rapat Umum Pemegang Saham (RUPS) Tahunan yang diselenggarakan pada 28 Mei 2025, komposisi Dewan Komisaris Perseroan terdiri dari empat anggota meliputi Komisaris Utama dan Komisaris Independen, Wakil Komisaris Utama, dan dua Komisaris Independen. Keempat anggota Dewan Komisaris Perseroan meliputi Bapak Dr. Sofyan A. Djalil SH, MA, selaku Komisaris Utama dan Komisaris Independen, Bapak Sinarto Dharmawan selaku Wakil Komisaris Utama, Bapak Friso Palilingan dan Bapak Alexander S. Rusli masing-masing selaku Komisaris Independen.

## CHANGES IN THE COMPOSITION OF THE BOARD OF COMMISSIONERS

In 2025, there was a change in the composition of the Company's Board of Commissioners following the expiration of the previous term of office. Through the Annual General Meeting of Shareholders (AGMS) held on May 28, 2025, the composition of the Board of Commissioners consists of four members, namely the President Commissioner and Independent Commissioner, the Vice President Commissioner, and two Independent Commissioners. The members of the Board of Commissioners comprise Mr. Dr. Sofyan A. Djalil, SH, MA as President Commissioner and Independent Commissioner, Mr. Sinarto Dharmawan as Vice President Commissioner, and Mr. Friso Palilingan and Mr. Alexander S. Rusli, each serving as Independent Commissioners.

Dewan Komisaris menyampaikan apresiasi dan terima kasih kepada Ibu Ping Handayani Hanli, Bapak Thio Gwan Po Micky, dan Bapak Jahja Asikin atas pengabdian dan kontribusi yang luar biasa selama bertugas sebagai anggota Dewan Komisaris Perseroan.

Berdasarkan perubahan tersebut, Perseroan memiliki 3 (tiga) Komisaris Independen atau mewakili 75% dari seluruh anggota Dewan Komisaris, sehingga memenuhi persyaratan yang diatur dalam Peraturan Otoritas Jasa Keuangan No. 33/POJK.04/2014. Perubahan komposisi anggota Dewan Komisaris pada tahun 2025 tetap mencerminkan keseimbangan antara kompetensi, pengalaman, dan independensi. Keberagaman latar belakang anggota Dewan Komisaris menjadi faktor penting dalam memperkaya perspektif strategis dan meningkatkan kualitas pengambilan keputusan.

## PANDANGAN TERHADAP PROSPEK USAHA JANGKA PANJANG

Dewan Komisaris memandang bahwa prospek usaha Perseroan ke depan tetap solid positif, didukung oleh fundamental ekonomi nasional yang kuat serta peluang pertumbuhan di sektor properti. Terjadinya eskalasi situasi keamanan global perlu mendapatkan atensi serius terutama mengukur potensi dampak yang terjadi dan mempengaruhi stabilitas dalam negeri, serta kelangsungan operasional perusahaan.

Kami mencermati tingkat permintaan terhadap hunian masih cukup tinggi termasuk potensi pertumbuhan di sektor kawasan industri akan menjadi salah satu faktor utama yang dapat menopang kinerja usaha. Namun demikian, Perseroan perlu untuk mewaspadai berbagai risiko-risiko eksternal, dinamika suku bunga, serta perubahan preferensi pasar properti. Kami memberikan dukungan kepada Direksi atas kebijakan, strategi, dan target yang lebih realistis, dengan mempertimbangkan risiko dan sumber daya yang dimiliki. Dewan Komisaris mendorong Direksi untuk terus memperkuat strategi bisnis melalui inovasi produk, peningkatan efisiensi operasional, serta integrasi prinsip keberlanjutan dalam setiap pengembangan usaha.

The Board of Commissioners expresses its appreciation and gratitude to Mrs. Ping Handayani Hanli, Mr. Thio Gwan Po Micky, and Mr. Jahja Asikin for their dedication and outstanding contributions during their tenure as members of the Company's Board of Commissioners

Following this change, the Company has three (3) Independent Commissioners, representing 75% of the total members of the Board of Commissioners, thereby fulfilling the requirements set forth in Financial Services Authority Regulation No. 33/POJK.04/2014. The change in the composition of the Board of Commissioners in 2025 continues to reflect a balance of competence, experience, and independence. The diversity of backgrounds among the members of the Board of Commissioners serves as an important factor in enriching strategic perspectives and enhancing the quality of decision-making.

## VIEW ON LONG-TERM BUSINESS PROSPECTS

The Board of Commissioners views that the Company's future business prospects remain solid and positive, supported by strong national economic fundamentals and growth opportunities in the property sector. The escalation of global security requires serious attention, particularly assessing potential impacts on domestic stability and the continuity of the Company's operations.

We observe that demand for residential properties remains relatively strong, while growth potential in the industrial estate sector is expected to be a key factor in supporting business performance. Nevertheless, the Company must remain vigilant regarding various external risks, interest rate dynamics, and shifts in property market preferences. We support the Board of Directors in adopting more realistic policies, strategies, and targets, considering the associated risks and available resources. The Board of Commissioners encourages the Directors to further strengthen business strategies through product innovation, enhanced operational efficiency, and the integration of sustainability principles in all business developments.

## APRESIASI

Atas nama Dewan Komisaris, saya menyampaikan terima kasih dan penghargaan atas kerja keras Direksi beserta seluruh karyawan, anggota Komite Penunjang, pelanggan, mitra, pemegang saham, dan semua pemangku kepentingan atas kontribusi dan dukungan yang diberikan sepanjang tahun 2025.

Dengan komitmen yang kuat, strategi yang tepat, serta penerapan tata kelola perusahaan yang baik, Dewan Komisaris meyakini bahwa Perseroan akan mampu terus tumbuh secara berkelanjutan dan memberikan nilai tambah bagi pemegang saham dan seluruh pemangku kepentingan.

## APPRECIATION

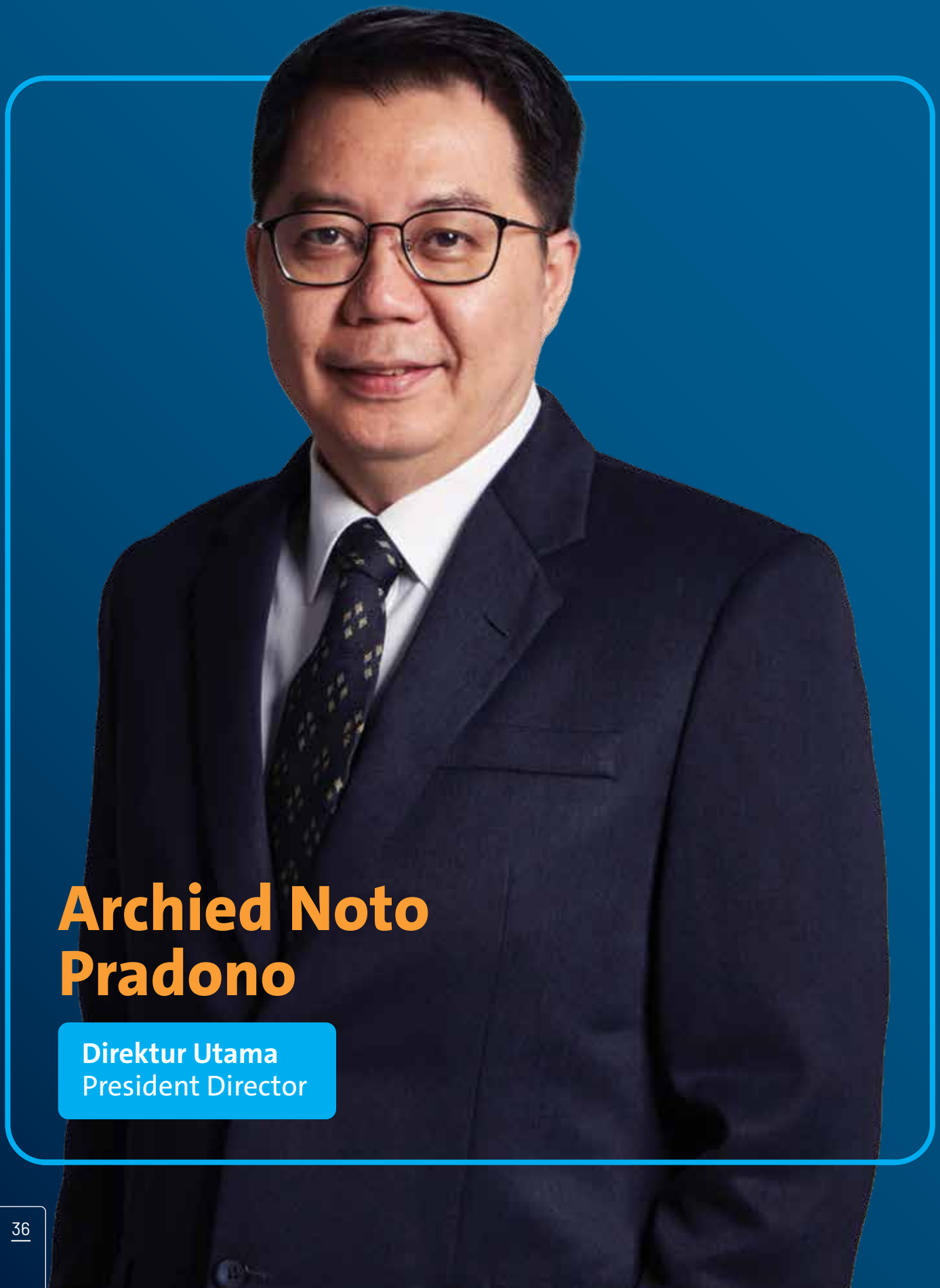
On behalf of the Board of Commissioners, I would like to express our gratitude and appreciation for the dedication and hard work of the Directors, employees, supporting committee members, customers, partners, shareholders, and all stakeholders for their contributions and support throughout 2025.

With strong commitment, sound strategies, and the implementation of good corporate governance, the Board of Commissioners is confident that the Company will continue to grow sustainably and create added value for shareholders and all stakeholders.

Atas nama Dewan Komisaris
On behalf of Board of Commissioners
**PT Intiland Development Tbk**

**Dr. Sofyan A. Djalil SH, MA**
Komisaris Utama dan Komisaris Independen
President Commissioner and Independent Commissioner

# LAPORAN DIREKSI
## REPORT OF THE BOARD OF DIRECTORS



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**Direktur Utama**
President Director

**Strategi Perseroan mengalihkan fokus penjualan ke sektor perumahan juga turut memberikan hasil yang positif. Kondisi ini turut ditopang oleh keputusan Pemerintah untuk memperpanjang periode berlakunya insentif Pajak Pertambahan Nilai Ditanggung Pemerintah (PPN DTP) hingga akhir tahun 2025.**

**The Company's strategy to shift its sales focus to the residential sector has also delivered positive results. This condition has been further supported by the Government's decision to extend the period of the Value Added Tax incentive borne by the Government (VAT DTP) until the end of 2025.**

## Pemegang Saham dan Pemangku Kepentingan yang terhormat,

Atas nama Direksi PT Intiland Development Tbk, saya dengan rasa syukur menyampaikan Laporan Tahunan PT Intiland Development Tbk tahun 2025 dengan hasil cukup baik. Pencapaian ini menjadi cerminan dari komitmen, kerja keras, dan semangat dari segenap manajemen dan seluruh karyawan.

Di sepanjang tahun 2025, kami mencermati dinamika sektor properti nasional menghadapi sejumlah tantangan dan peluang. Jajaran manajemen dan seluruh karyawan berusaha dengan sungguh-sungguh memanfaatkan setiap peluang dan menciptakan solusi terbaik demi menjaga kinerja operasional dan pertumbuhan usaha berkelanjutan.

## KEBIJAKAN STRATEGIS PERSEROAN

Direksi menetapkan arah kebijakan strategis yang berfokus pada pertumbuhan dan stabilitas usaha serta penguatan aspek finansial dengan memanfaatkan momentum stabilitas ekonomi dan perkembangan yang terjadi sektor properti nasional. Strategi utama tahun 2025 bertumpu pada penguatan kinerja penjualan, perbaikan struktur permodalan, serta pengembangan proyek-proyek yang sudah berjalan secara lebih efisien. Kami juga menempuh sejumlah langkah penting lain untuk menciptakan struktur keuangan yang lebih sehat melalui pengurangan beban utang dan pelepasan aset-aset non-inti agar Perseroan memiliki fleksibilitas keuangan yang lebih kuat untuk ekspansi di masa depan.

## Honorable Shareholders and Stakeholders,

On behalf of the The Board of Directors (the Directors) of PT Intiland Development Tbk, I present the 2025 Annual Report with positive results. These achievements reflect the commitment, hard work, and spirit of the management and all employees.

Throughout 2025, we closely observed the dynamics of the national property sector as it navigated a series of challenges and opportunities. Management and all employees have worked diligently to capitalize on every opportunity and create the best solutions to maintain operational performance and sustainable business growth.

## THE STRATEGIC POLICIES OF THE COMPANY

The Directors established strategic policy directions focused on business growth, stability, and financial strengthening by leveraging economic stability and development within the national property sector. The primary strategy for 2025 is centered on bolstering sales performance, improving the capital structure, and enhancing the efficiency of ongoing project developments. We also took several critical steps to foster a healthier financial structure by reducing debt burdens and divesting non-core assets to provide the Company with greater financial flexibility for future expansion.

Pada aspek operasional, kami lebih jeli membidik sektor perumahan dan kawasan industri sebagai mesin pertumbuhan utama tahun 2025. Pengembangan proyek hunian kami fokuskan pada proyek-proyek berjalan di wilayah-wilayah strategis seperti Jakarta, Tangerang, dan Surabaya. Pada segmen pengembangan kawasan industri, kami masih mengandalkan dari dua pengembangan proyek yakni Batang Industrial Park (BIP) dan Ngoro Industrial Park (NIP), serta kompleks pergudangan Aeropolis Techno Park sebagai tulang punggung penjualan maupun pendapatan usaha. Penjualan lahan industri di BIP yang lokasinya di kabupaten Batang, Jawa Tengah, memberikan kontribusi signifikan terhadap kinerja penjualan dan keuangan di tahun 2025.

From an operational perspective, we have more strategically targeted the residential and industrial estate sectors as the main growth drivers in 2025. The residential development projects are focused on ongoing developments in strategic areas such as Jakarta, Tangerang, and Surabaya. In the industrial estate development segment, we continue to rely on two key projects—Batang Industrial Park (BIP) and Ngoro Industrial Park (NIP)—as well as the Aeropolis Techno Park warehouse complex as the backbone of our sales and revenues. Land sales at Batang Industrial Park (BIP), located in Batang Regency, Central Java, made a significant contribution to the Company's sales performance and financial results in 2025.

Kesehatan kondisi finansial turut menjadi pencapaian penting sepanjang tahun 2025. Perseroan berhasil membuktikan komitmennya dalam menurunkan jumlah kewajiban dan beban utang. Total utang menurun 25% menjadi Rp 3.081,3 miliar di tahun 2025 dibandingkan dengan Rp 4.109,0 miliar di tahun 2024. Trend ini sesuai dengan strategi *deleveraging* Perseroan. Perseroan juga sudah melunasi Sukuk Ijarah Berkelanjutan I Intiland Development Tahap II Tahun 2022 senilai Rp250 miliar pada 25 Agustus 2025 dan Sukuk Ijarah Berkelanjutan I Intiland Development Tahap III Tahun 2022 Seri B senilai Rp125 miliar pada 2 Desember 2025.

Maintaining healthy financial condition was also a key achievement throughout 2025. The Company demonstrated its commitment to reducing liabilities and debt burdens. The total debt decreased by 25% yoy to Rp 3,081.3 billion in 2025, compared to Rp 4,109.0 billion in 2024. The trend was in line with the deleveraging strategy. The Company has also fully paid for the Sustainable Sukuk Ijarah I Intiland Development Tranche II Year 2022 amounting to Rp250 billion on August 25, 2025, and the Sustainable Sukuk Ijarah I Intiland Development Tranche III Year 2022 Series B amounting to Rp125 billion on December 2, 2025.

Melalui kombinasi dari kebijakan manajemen utang yang disiplin, fokus pengembangan proyek yang tepat sasaran, dan strategi penjualan yang fokus dan agresif, Perseroan kini berada dalam posisi yang lebih optimistik untuk menyambut tahun 2026 dengan kekuatan dan daya saing bisnis yang jauh lebih kukuh.

Through a combination of disciplined debt management policies, targeted project development, and focused and aggressive sales strategies, the Company is now in a more optimistic position to welcome 2026 with significantly stronger business strength and competitiveness.

## PERAN DIREKSI DALAM MERUMUSKAN KEBIJAKAN STRATEGIS

Direksi mengambil peran aktif dalam melaksanakan tugas, tanggung jawab, dan kewenangannya dengan berpedoman pada visi, misi, dan tujuan jangka panjang Perusahaan. Perumusan strategi ditempuh melalui penyelenggaraan rapat-rapat rutin maupun bersifat insidental bersama Dewan Komisaris atau pihak-pihak terkait untuk memastikan kebijakan yang diambil selaras dengan kepentingan Perusahaan jangka pendek dan jangka panjang.

## THE ROLE OF THE DIRECTORS IN FORMULATING STRATEGIC POLICIES

The Directors plays an active role in carrying out its duties, responsibilities, and authorities by adhering to the Company's vision, mission, and long-term objectives. The formulation of strategies is undertaken through regular as well as incidental meetings with the Board of Commissioners and relevant parties to ensure that the policies adopted are aligned with the Company's short-term and long-term interests.

Setiap pengambilan keputusan-keputusan strategis, Direksi selalu berpijak pada prinsip tata kelola yang baik dan aspek kepatuhan terhadap regulasi. Permintaan nasihat dan konsultasi dengan Dewan Komisaris menjadi bagian dari

In making strategic decisions, the Directors consistently adheres to the principles of good corporate governance and regulatory compliance. Seeking advice and consultation from the Board of Commissioners forms an integral part of

mekanisme kontrol internal yang dijalankan dalam upaya mengelola risiko dan menjaga reputasi Perusahaan.

## PROSES YANG DIJALANKAN DIREKSI DALAM IMPLEMENTASI STRATEGI

Direksi merumuskan dan menuangkan semua strategi dan prioritas Perseroan ke dalam Rencana Kerja Strategis yang disusun setiap tahun. Penerapan strategi ini dijalankan melalui proses pemantauan secara berkala serta pengukuran terhadap pencapaian kinerja maupun aspek risikonya. Hasil analisis terhadap kesenjangan antara target dan realisasi menjadi dasar pertimbangan penting dalam pengambilan keputusan dan menetapkan solusi yang bersifat strategis.

Pada tahun 2025, Direksi menjalankan strategi secara efektif melalui proses koordinasi internal, pengawasan, dan langkah korektif apabila diperlukan. Kami juga menyelenggarakan serangkaian pertemuan dan diskusi dengan pihak eksternal sebagai langkah antisipatif dan mitigasi risiko terhadap perubahan kondisi ekonomi, politik, atau regulasi. Secara umum, Direksi berpandangan bahwa pelaksanaan kebijakan strategis tahun 2025 berjalan dengan baik dan sesuai rencana.

## PENCAPAIAN KINERJA 2025

Dalam perspektif Perseroan, sektor properti nasional masih menghadapi tantangan cukup berat di tahun 2025. Melemahnya daya beli serta masih rendahnya minat beli dan investasi properti masyarakat masih menjadi faktor kendala utama yang dihadapi Perseroan, khususnya pada penjualan produk-produk hunian vertikal.

Di tengah tantangan dan kondisi ini, kinerja penjualan Perseroan tetap relatif stabil di tahun 2025. Perseroan mencatatkan *marketing sales* Rp1,61 triliun atau tercapai 80,4% dari target sebesar Rp2 triliun. Pencapaian ini sedikit menurun dibandingkan perolehan tahun 2024 sebesar Rp1,64 triliun. Secara fundamental, belum terpenuhinya target penjualan tahunan lebih dipengaruhi oleh volatilitas permintaan khususnya pada segmen *mixed-use* dan *high-rise*. Penjualan segmen ini masih rendah dengan kontribusi senilai Rp138,7 miliar, sebuah angka yang mencerminkan masih lemahnya daya serap pasar terhadap hunian vertikal.

Kebijakan Perseroan untuk tetap mengambil langkah konservatif, turut menjadi faktor penentu pencapaian kinerja penjualan. Perseroan memutuskan untuk menunda peluncuran sejumlah proyek baru. Sebagai langkah mitigasi risiko dan optimalisasi modal kerja, Perseroan secara konsisten memberikan prioritas pada percepatan penjualan

the internal control mechanism implemented to manage risks and safeguard the Company's reputation.

## THE PROCESS IMPLEMENTED BY THE DIRECTORS IN STRATEGY EXECUTION

The Directors formulates and incorporate all corporate strategies and priorities into the Annual Strategic Work Plan. The implementation of these strategies is carried out through periodic monitoring and measurement of performance achievements as well as risk aspects. The analysis of gaps between targets and actual realization serves as a critical basis for decision-making and the determination of strategic solutions.

In 2025, the Directors effectively executed strategies through internal coordination, oversight, and corrective measures were necessary. We also conducted a series of meetings and discussions with external parties as anticipatory steps and risk mitigation against changes in economic, political, or regulatory conditions. In general, the Directors is of the view that the implementation of 2025 strategic policies proceeded effectively and in accordance with the plan.

## 2025 PERFORMANCE ACHIEVEMENTS

In the Company's perspective, the national property sector continued to face significant challenges in 2025. Weakening purchasing power, coupled with low consumer interest and property investment, remained the primary constraints for the Company, particularly regarding the sales of vertical residential products.

Amid these challenges and conditions, the Company's sales performance remains relatively stable in 2025. The Company recorded marketing sales of Rp1.61 trillion, representing 80.4% of the target of Rp2 trillion. This achievement represents a slight decrease compared to the Rp1.64 trillion realized in 2024. Fundamentally, the shortfall in the annual sales target was largely driven by demand volatility, particularly in the mixed-use and high-rise segments. Sales in this segment remained low, contributing Rp138.7 billion, a figure that reflects the continued weak market absorption of vertical residential.

The Company's decision to maintain a conservative stance also determined sales performance. We have decided to postpone the launch of several new projects. As a risk mitigation measure and optimizing working capital, the Company consistently prioritized the accelerated sale of inventory units across ongoing projects. This strategic focus

unit-unit inventori di proyek-proyek yang sedang berjalan. Fokus strategis ini dalam rangka untuk memperkuat posisi likuiditas dan memastikan pengelolaan aset yang lebih efisien, seraya mempersiapkan fundamental bisnis yang lebih kukuh untuk menghadapi siklus dan dinamika pasar properti pasar ke depan.

aimed to strengthen liquidity and ensure more efficient asset management while building a more robust business fundamental to navigate future property market cycles and dynamics.

Kami bersyukur, keputusan untuk memperkuat penjualan lahan kawasan industri menjadi strategi yang tepat dan efektif. Segmen ini mencatatkan kontribusi *marketing sales* Rp638,2 miliar, jauh melampaui target awal senilai Rp401,2 miliar, yang sekaligus lebih tinggi 12,6% dibandingkan tahun 2024. Meningkatnya penjualan berasal dari kontribusi Batang Industrial Park (BIP) di Batang, Jawa tengah, Ngoro Industrial Park (NIP) di Mojokerto, Jawa Timur, serta pergudangan di Aeropolis, Tangerang.

We are grateful that the decision to bolster industrial land sales proved to be a precise and effective strategy. This segment recorded a marketing sales contribution of Rp638.2 billion, significantly exceeding the initial target of Rp401.2 billion and marking a 12.6% increase compared to 2024. This growth was driven by contributions from Batang Industrial Park (BIP) in Batang, Central Java; Ngoro Industrial Park (NIP) in Mojokerto, East Java; and the Aeropolis warehouse complex in Tangerang.

Strategi Perseroan mengalihkan fokus penjualan ke sektor perumahan juga turut memberikan hasil yang positif. Kondisi ini turut ditopang oleh keputusan Pemerintah untuk memperpanjang periode berlakunya insentif Pajak Pertambahan Nilai Ditanggung Pemerintah (PPN DTP) hingga akhir tahun 2025. Stimulus perpajakan ini memudahkan masyarakat untuk memiliki rumah dan sekaligus efektif membantu peningkatan penjualan, khususnya terhadap unit-unit rumah siap huni.

The Company's strategy to shift its sales focus to the residential sector has also delivered positive results. This condition has been further supported by the Government's decision to extend the period of the Value Added Tax incentive borne by the Government (VAT DTP) until the end of 2025. This tax stimulus has made it easier for the public to own homes and has effectively helped boost sales, particularly for ready-to-occupy housing units.

Segmen pengembangan kawasan perumahan mencatatkan *marketing sales* Rp830,8 miliar di tahun 2025 atau lebih rendah 5,5% dibandingkan tahun 2024. Penjualan dari proyek perumahan yang lokasinya di Jakarta dan Tangerang memberikan kontribusi Rp368,7 miliar dan proyek- proyek perumahan di Surabaya berkontribusi Rp462,1 miliar.

The landed residential segment recorded marketing sales of Rp830.8 billion in 2025, a 5.5% decrease compared to 2024. Residential projects in Jakarta and Tangerang contributed Rp368.7 billion, while projects in Surabaya contributed Rp462.1 billion.

Perseroan secara hati-hati berhasil menjaga kinerja keuangan dan mencatatkan pencapaian yang cukup baik . Merujuk laporan keuangan Perseroan per 31 Desember 2025 yang telah diaudit, pendapatan usaha tercatat sebesar Rp2,46 triliun, atau 97,2% dari target sebesar Rp2,53 triliun. Jumlah tersebut menurun 3,6% dibandingkan tahun 2024 sebesar Rp2,55 triliun. Pendapatan pengembangan yang bersumber dari penjualan unit properti memberi kontribusi Rp1,51 triliun atau 61,5% dari keseluruhan, mengalami penurunan 9,3% dibandingkan tahun 2024. Sisanya berasal dari pendapatan berkelanjutan yang berasal dari properti investasi sebesar Rp947,68 miliar atau 38,5% dari keseluruhan, yang meningkat 7,2% dibandingkan tahun 2024.

The Company prudently managed to maintain its financial performance and recorded fairly positive achievements. Based on the Company's audited financial statements as of December 31, 2025, revenue amounted to Rp2.46 trillion, representing 97.2% of the target of Rp2.53 trillion. This figure declined by 3.6% compared to IDR 2.55 trillion in 2024. Development income derived from property unit sales contributed Rp1.51 trillion, or 61.5% of the total, reflecting a decrease of 9.3% compared to 2024. The remainder came from recurring income generated from investment properties, amounting to Rp947.68 billion or 38.5% of the total, which increased by 7.2% compared to 2024.

Kontributor pendapatan usaha terbesar berasal dari segmen properti investasi sebesar 38,5%, dilanjutkan dari segmen kawasan perumahan dan kawasan industri yang masing-masing memberikan kontribusi sebesar 31,8% dan 20,7% dari keseluruhan. Sementara segmen pengembangan *mixed-use & high rise* memberikan kontribusi 9%. Pendapatan dari properti investasi bersumber dari penyewaan perkantoran, lapangan golf dan sarana olah raga, serta manajemen properti.

The largest contributor to revenue came from the investment property segment at 38.5%, followed by the landed residential and industrial estate segments, which contributed 31.8% and 20.7% of the total, respectively. Meanwhile, the mixed-use and high-rise development segment contributed 9%. Revenue from investment properties was generated from office leasing, golf courses and sports facilities, as well as property management services.

Kami mencermati bahwa kinerja profitabilitas tahun 2025 masih mengalami tekanan. Laba kotor dan laba usaha masing-masing tercatat sebesar Rp960,49 miliar dan Rp672,24 miliar, atau meningkat dibandingkan tahun 2024. Di tengah tantangan yang ada, Perseroan berhasil membukukan laba tahun berjalan yang dapat diatribusikan kepada pemilik entitas induk sebesar Rp64,26 miliar, atau tercapai 110,8% dari target sebesar Rp58 miliar. Dibandingkan pencapaian tahun 2024 sebesar Rp174,77 miliar, kinerja laba Perseroan tahun 2025 mengalami penurunan 63,2%.

We observed that profitability performance in 2025 remained under pressure. Gross profit and operating profit were recorded at Rp960.49 billion and Rp672.24 billion, respectively, representing an increase compared to 2024. Amid these challenges, the Company managed to record profit for the year attributable to owners of the parent Company amounting to Rp64.26 billion, or 110.8% of the target of Rp58 billion. Compared to the 2024 achievement of Rp174.77 billion, the Company's profit performance in 2025 declined of 63.2%.

Direksi berupaya menjaga stabilitas keuangan dengan tetap mendorong terciptanya pertumbuhan kinerja di tahun 2025. Perseroan berhasil menjaga rasio-rasio keuangan penting, seperti margin laba kotor, margin operasional, margin laba bersih dan *Earnings Before Interest, Taxes, Depreciation, and Amortization* (EBITDA). Perbaikan rasio-rasio keuangan menunjukkan efisiensi dalam pengelolaan biaya pokok penjualan, efisiensi biaya operasional, mencerminkan pertumbuhan profitabilitas yang lebih fundamental, serta kekuatan arus kas operasional yang semakin baik. Pencapaian lainnya yakni berhasil menekan beban operasional melalui optimalisasi proses dan pengendalian biaya di seluruh lini bisnis.

The Directors strives to maintain financial stability while continuing to drive performance growth in 2025.The Company successfully maintained key financial ratios, such as gross profit margin, operating margin, net profit margin, and Earnings Before Interest, Taxes, Depreciation, and Amortization (EBITDA). Improvements in these ratios reflect efficiency in managing the cost of goods sold and operating expenses, mirroring more fundamental profitability growth and improved operating cash flow. Another achievement was the successful reduction of operating expenses through process optimization and cost control across all business lines.

## PERKEMBANGAN PEREKONOMIAN DAN SEKTOR PROPERTI

Kami mencermati bahwa stabilitas perkembangan perekonomian dalam negeri membawa pengaruh signifikan terhadap dinamika sektor properti. Sepanjang tahun 2025, perekonomian Indonesia masih menunjukkan performa cukup tangguh di tengah ketidakpastian ekonomi dan keamanan global.

## ECONOMIC AND PROPERTY SECTOR DEVELOPMENTS

We observe that domestic economic stability significantly influences the dynamics of the property sector. Throughout 2025, the Indonesian economy demonstrated resilient performance amidst global economic and security uncertainties.

Berdasarkan laporan dari Badan Pusat Statistik (BPS), pertumbuhan ekonomi nasional tahun 2025 secara konsisten terjaga di kisaran 5,11,% yang menegaskan efektivitas kebijakan fiskal dan moneter dalam menjaga momentum pemulihan. Potret ketahanan ekonomi dalam negeri juga

According to reports from the Statistics Indonesia (BPS), Indonesia's economic growth in 2025 remained consistently maintained at around 5.11%, underscoring the effectiveness of fiscal and monetary policies in sustaining the recovery momentum. The resilience of the domestic economy was


Serenia Hills, Jakarta

ditopang oleh pengendalian inflasi yang cukup baik dengan angka inflasi tahunan berhasil dijaga dalam rentang 2,92%. Selain itu, nilai penyertaan modal asing (PMA) atau *foreign direct investment* yang terealisasi masuk ke Indonesia sepanjang 2025 mencapai Rp900,9 triliun, atau relatif stabil dibandingkan tahun sebelumnya. Keberhasilan dalam menjaga indikator makroekonomi pada level positif ini memberikan fondasi kuat bagi Indonesia untuk menghadapi tantangan tahun 2026.

Gambaran atas kondisi ini menjadi magnet dan memberikan rasa percaya diri bagi investor global untuk tetap menanamkan modalnya di Indonesia. Dengan tingkat konsumsi domestik yang tetap kuat dan inflasi yang terkendali, Indonesia dinilai memiliki daya tahan dalam meredam guncangan eksternal. Navigasi kebijakan yang tepat dan stabilitas makroekonomi yang terjaga sepanjang tahun 2025 menjadi pijakan krusial bagi masa depan Indonesia untuk unggul dalam persaingan.

Kami menyampaikan apresiasi atas keberhasilan Pemerintah dalam menjaga stabilitas ekonomi di tengah ketidakpastian global. Fundamental perekonomian yang kuat menjadi faktor kunci dalam mendukung daya tahan industri properti dalam negeri. Meskipun secara umum sektor properti masih berada pada fase konsolidasi, namun beberapa segmen masih mengalami pertumbuhan. Daya tahan sektor properti ini turut ditopang oleh intervensi kebijakan pemerintah melalui sejumlah kebijakan yang pro pasar. Salah satunya

also supported by well-controlled inflation, with the annual inflation rate maintained at around 2.92%. In addition, the realization of foreign direct investment (FDI) inflows into Indonesia throughout 2025 reached Rp900.9 trillion, remaining relatively stable compared to the previous year. The success in maintaining these macroeconomic indicators at positive levels provides a strong foundation for Indonesia in facing the challenges of 2026.

This landscape serves as a magnet for global investors, instilling confidence to continue investing in Indonesia. With strong domestic consumption and controlled inflation, Indonesia is regarded as having the resilience to mitigate external shocks. Precise policy navigation and maintained macroeconomic stability throughout 2025 have become crucial foundation for Indonesia's future competitive.

We express our appreciation for the Government's success in maintaining economic stability amid global uncertainties. Strong economic fundamentals have become a key factor in supporting the resilience of the domestic property industry. Although the property sector is generally still in a consolidation phase, several segments continue to experience growth. The resilience of the property sector has also been supported by government policy interventions through various pro-market measures. One of these is the

melalui perpanjangan periode pemberian insentif Pajak Pertambahan Nilai Ditanggung Pemerintah (PPN DTP) sebesar 100% yang berlaku hingga akhir tahun 2025. Stimulus ini memberikan dampak positif untuk menjaga minat beli konsumen, khususnya terhadap segmen properti hunian.

extension of the 100% Government-Borne Value Added Tax incentive (VAT DTP), which remains in effect until the end of 2025. This stimulus has had a positive impact in sustaining consumer purchasing interest, particularly in the residential property segment.

Perseroan mencermati tren pasar properti sepanjang tahun 2025 memperlihatkan dominasi penjualan rumah tapak dibandingkan apartemen atau kondominium. Berdasarkan data Bank Indonesia Penyaluran Kredit Properti ke perbankan terus menunjukkan tren positif. Hingga November 2025 kredit properti tumbuh 7,4% secara tahunan mencapai Rp1.513,5 triliun. Khusus KPR Subsidi FLPP (Fasilitas Likuiditas Pembiayaan Perumahan), mencetak rekor tertinggi dengan total sekitar 278.868 unit senilai Rp34,6 triliun. Meski masih dibayangi tantangan biaya konstruksi yang cenderung meningkat, stabilitas sektor properti pada 2025 menjadi aspek penting bagi proyeksi pertumbuhan ke depan. Sektor ini diharapkan mampu menjadi motor utama pertumbuhan ekonomi nasional bersama dengan sektor industri dasar lainnya.

The Company noted that property market trends throughout 2025 showed a dominance of landed house sales over apartments or condominiums. Based on Bank Indonesia data, the distribution of property credit to the banking sector continues to show a positive trend. As of November 2025, property credit grew by 7.4% year-on-year, reaching Rp1,513.5 trillion. Specifically, the FLPP (Housing Financing Liquidity Facility) subsidized mortgages set a record high, with approximately 278,868 units valued at Rp34.6 trillion. Despite challenges from rising construction costs, the stability of the property sector in 2025 is a vital aspect of future growth projections. This sector is expected to serve as a primary engine for national economic growth alongside other basic industrial sectors.

Kami berkeyakinan industri properti akan berangsur-angsur membaik dan memiliki ketahanan terhadap perubahan dan dinamika pasar. Meskipun tren pertumbuhan belum akan terjadi pada semua segmen properti, namun Perseroan berharap kondisi akan bergerak membaik seiring meningkatnya daya beli dan minat beli properti masyarakat. Stabilitas keamanan dan arah pertumbuhan ekonomi yang lebih fundamental, memberikan keyakinan terhadap prospek pertumbuhan sektor properti yang lebih positif secara jangka panjang.

We remain confident that the property industry will gradually improve and demonstrate resilience against market changes and dynamics. While growth trends may not yet occur across all segments, the Company expects conditions to improve alongside increasing purchasing power and public interest in property. Security stability and more fundamental economic growth provide confidence in the positive long-term prospects of the property sector.

## PERKEMBANGAN USAHA PERSEROAN

Tahun 2025 menjadi fase penting bagi perkembangan usaha Perseroan. Di tengah kondisi sektor properti yang masih menantang, Perseroan menyandarkan prioritas pada upaya memperkuat daya saing masa depan. Upaya ini dilakukan bukan hanya pada segi penjualan dan kinerja operasional, namun juga pada aspek penguatan struktur keuangan, profitabilitas, dan meletakkan fondasi baru untuk keberlangsungan usaha di masa depan.

## THE COMPANY'S BUSINESS DEVELOPMENT

The year 2025 marked a pivotal phase in the Company's business development. Amidst the ongoing challenges within the property sector, the Company prioritized strengthening its future competitiveness. These efforts were not limited to sales and operational performance but also extended to bolstering the financial structure, enhancing profitability, and laying a new foundation for long-term business sustainability.

Perseroan mencatatkan sejumlah pencapaian penting membawa dampak cukup signifikan bagi operasional dan pencapaian kinerja usaha. Proses adaptasi terhadap kondisi dan tantangan yang ada melahirkan sejumlah terobosan dan langkah inovasi. Perseroan terus berupaya mengefisiensikan

The Company recorded several key milestones that significantly impacted operations and overall business performance. The process of adapting to prevailing conditions and challenges sparked various breakthroughs and innovative measures. The Company continues to strive

proses usaha, memperkuat strategi pemasaran, serta mengatur prioritas untuk menjaga roda pertumbuhan dan stabilitas usaha.

Pada aspek pengembangan proyek, Perseroan masih memfokuskan pada proyek-proyek yang sudah ada, baik pada segmen perumahan, *mixed-use & high rise*, dan Industrial sebagai sumber penjualan, serta properti investasi sebagai sumber pendapatan berulang. Segmen pengembangan perumahan masih menjadi fokus pertumbuhan di tahun 2025. Pada saat ini terdapat 17 proyek perumahan yang dikembangkan Perseroan di sejumlah lokasi, seperti Jakarta, Tangerang, dan Surabaya. Salah satu pencapaian penting tahun 2025 adalah peluncuran Regatta Residence, perumahan baru bertemakan nautikal seluas 4,9 hektare yang menjadi bagian dari pengembangan kawasan Regatta, Pluit, Jakarta Utara. Pada bulan Februari 2025, Perseroan juga meluncurkan klaster Alba, sebagai pengembangan terbaru di perumahan Graha Famili, Surabaya. Sementara pada proyek perumahan lainnya dilakukan peluncuran tipe-tipe rumah baru yang lebih modern dan sesuai kebutuhan pasar.

Memperkuat sumber pendapatan berulang, Perseroan melalui PT Intiwhiz International meresmikan pembukaan Grand Whiz Hotel Praxis Surabaya. Hotel berstandar bintang empat ini melengkapi pengembangan Praxis sebagai superblok terpadu yang lokasinya di jantung kawasan pusat bisnis Surabaya. Menyediakan 267 kamar, hotel ini dilengkapi fasilitas lengkap. Perseroan juga memperluas portofolio layanan melalui peluncuran Keep Storage, sebuah solusi penyimpanan mandiri yang mengintegrasikan teknologi digital dengan kemudahan aksesibilitas, jaminan keamanan, dan efisiensi penggunaan ruang yang berlokasi di gedung Annexe Intiland Tower Jakarta.

Melalui entitas anak PT Intiland Alfa Rendita, Perseroan berkolaborasi dengan ION Network mendirikan perusahaan *joint venture* yang bergerak pada layanan penyediaan Pusat Data. Pembentukan perusahaan joint venture ini menjadi salah satu strategi untuk optimalisasi aset-aset properti yang dimiliki serta menjajaki peluang masuk ke bisnis pusat data yang berkembang pesat.

Untuk meningkatkan penjualan, Perseroan meluncurkan dua program promo penjualan di sepanjang tahun 2025. Pertama program "*Hot Summer Sale*" yang berlangsung sejak Juni-Agustus 2025 dan "*Fantastic Deals*" yang berlangsung Oktober-Desember 2025. Kedua program promosi ini menyediakan beragam produk properti pilihan

for greater efficiency in its business processes, strengthen marketing strategies, and manage priorities to maintain growth momentum and business stability.

Regarding project development, the Company remains focused on its existing portfolio across the residential, mixed-use & high-rise, and industrial segments as primary sales drivers, alongside investment properties as sources of recurring income. The residential development segment continued to be the focal point of growth in 2025. Currently, the Company is developing 17 residential projects across strategic locations, including Jakarta, Tangerang, and Surabaya. A notable achievement in 2025 was the launch of Regatta Residence, a new nautical-themed residential project spanning 4.9 hectares as part of the Regatta integrated development in Pluit, North Jakarta. In February 2025, the Company also launched the Alba cluster, the latest development within the Graha Famili residential estate in Surabaya. Meanwhile, other residential projects saw the launch of new, more modern housing types tailored to current market demands.

To strengthen its recurring income streams, the Company, through PT Intiwhiz International, inaugurated the opening of Grand Whiz Hotel Praxis Surabaya. This four-star hotel complements the development of Praxis as an integrated superblock located in the heart of Surabaya's Central Business District (CBD). Featuring 267 rooms, the hotel is equipped with comprehensive facilities. The Company also expanded its service portfolio by launching Keep Storage, a self-storage solution that integrates digital technology with accessibility, guaranteed security, and space efficiency, located in the Annexe building of Intiland Tower Jakarta.

Through its subsidiary, PT Intiland Alfa Rendita, the Company collaborated with ION Network to establish a joint venture company specializing in Data Center services. The formation of this joint venture is part of a strategy to optimize existing property assets and explore opportunities within the rapidly growing data center industry.

To boost sales, the Company launched two major promotional programs throughout 2025. The first was the "Hot Summer Sale," which ran from June to August 2025, followed by "Fantastic Deals," held from October to December 2025. Both programs offered a wide selection of property products—including landed houses, apartments, offices, SOHOs, and

seperti rumah tapak, apartemen, perkantoran, SOHO, dan pergudangan serta menyediakan kemudahan pembelian spesial. Program ini mendapat apresiasi yang cukup baik dari masyarakat.

warehouses—alongside special purchasing incentives. These programs were well-received and garnered significant appreciation from the public.

Di tengah kondisi pasar properti yang masih menantang, penerapan prinsip penuh kehati-hatian di setiap kebijakan menjadi langkah penting dalam pengelolaan risiko. Perseroan menempuh langkah konservatif dalam berekspansi dan investasi pengembangan proyek baru. Sumber daya didayagunakan secara ekstra hati-hati agar setiap kebijakan strategis dapat berjalan efektif untuk mencapai target pertumbuhan usaha secara jangka panjang.

Amidst the challenging property market conditions, implementing the principle of prudence in every policy has become a vital step in risk management. The Company has adopted a conservative approach toward expansion and investment in new project developments. Resources are deployed with extreme caution to ensure that every strategic policy is executed effectively to achieve long-term growth targets.

Kinerja saham Intiland di lantai bursa bergerak cukup dinamis namun mengalami penurunan di akhir tahun 2025. Pada sesi pembukaan perdagangan saham di awal tahun, saham berkode DILD ini ditransaksikan di harga Rp162 per lembar. Pada sesi penutupan perdagangan saham tanggal 31 Desember 2025, DILD ditutup di posisi Rp137 per lembar. Saham DILD sempat mencapai harga tertinggi Rp171 per lembar pada 6 Januari 2025 serta posisi terendah pada 4 Juli 2025 di harga Rp110 per lembar.

The performance of Intiland's shares on the stock exchange was quite dynamic, though it experienced a decline toward the end of 2025. At the opening of the year's trading session, shares coded DILD were traded at Rp162 per share. At the closing session on December 31, 2025, DILD closed at Rp137 per share. DILD shares reached a peak price of Rp171 per share on January 6, 2025, and hit a low of Rp110 per share on July 4, 2025.

Pada tahun 2025, Perseroan berusaha menjaga struktur keuangan perusahaan tetap sehat untuk memastikan ketersediaan dana untuk operasional dan pengembangan usaha ke depan. Setiap kebijakan keuangan yang dijalankan didasari oleh prinsip kehati-hatian dengan mempertimbangkan segala aspek risikonya. Salah satu pencapaian adalah keberhasilan dalam memperbaiki rasio-rasio penting keuangan, seperti solvabilitas, struktur modal, dan kemampuan profitabilitas.

In 2025, the Company remained committed to maintaining a sound financial structure to ensure the availability of funds for operational activities and future business development. All financial policies were implemented based on prudent principles, with careful consideration of associated risks. One of the key achievements during the year was the improvement in several critical financial ratios, including solvency, capital structure, and profitability indicators.

Pada aspek Sumber Daya Manusia (SDM), peningkatan mutu masih menjadi prioritas penting di tahun 2025. Kami memahami bahwa pengembangan SDM memiliki peran sangat penting bagi keberlangsungan dan masa depan perusahaan. Investasi pada SDM diwujudkan dalam berbagai program pengembangan, seperti pelatihan, internalisasi nilai, peningkatan kesejahteraan, hingga jenjang karier yang terbuka dan menantang. Di sepanjang tahun 2025, Perseroan mengadakan dan mengikuti sebanyak 343 kegiatan pelatihan dengan total waktu pembelajaran mencapai 9.011 jam pelatihan. Beberapa program pengembangan tersebut antara lain meliputi pelatihan teknis, peningkatan kompetensi, manajemen pengetahuan, lokakarya, sesi berbagi, *employee engagement*, dan kompetisi inovasi.

In terms of Human Resources (HR), quality enhancement remained a top priority in 2025. We recognize that HR development plays a crucial role in the Company's sustainability and future. Investment in HR is realized through various development programs, including training, values internalization, welfare improvement, and transparent, challenging career paths. Throughout 2025, the Company organized and participated in 343 training activities, totaling 9,011 learning hours. These programs included technical training, competency enhancement, knowledge management, workshops, sharing sessions, employee engagement initiatives, and innovation competitions.

Ajang kompetisi inovasi diselenggarakan setiap tahun. Di tahun 2025, kompetisi ini diikuti sebanyak 62 proyek inovasi yang menghasilkan sebanyak 10 inovasi terbaik di bidang pemasaran, proses bisnis, pengadaan, pengelolaan gedung, hingga layanan berbasis teknologi informasi. Gagasan menggelar ajang ini bertujuan sebagai wadah bagi segenap karyawan untuk membangun semangat perubahan dan perbaikan secara berkelanjutan. Seluruh karyawan berkesempatan membangun ide dan gagasan kreatif untuk memperbaiki proses bisnis dan efektivitas kerja secara maksimal.

The innovation competition is held annually. In 2025, the competition was participated in by 62 innovation projects, resulting in 10 best innovations in the areas of marketing, business processes, procurement, building management, and information technology–based services. This event serves as a platform for all employees to foster a spirit of change and continuous improvement. Every employee has the opportunity to develop creative ideas and concepts to improve business processes and maximize work effectiveness.

## PENERAPAN TATA KELOLA PERUSAHAAN

Kami berkeyakinan untuk mencapai pertumbuhan usaha secara berkelanjutan memerlukan komitmen terhadap Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*/ GCG). Implementasi GCG menjadi satu kesatuan yang tidak terpisahkan dengan komitmen untuk meningkatkan nilai perusahaan dan pemegang saham maupun strategi pertumbuhan jangka panjang. Governansi menjadi aspek penting bagi semua organ perusahaan yang selaras dengan Pedoman Tata Kelola Perusahaan yang diterbitkan oleh Otoritas Jasa Keuangan.

Penerapan GCG sepanjang tahun 2025 menegaskan kuatnya komitmen perusahaan untuk menjadikan prinsip tata kelola sebagai fondasi keberlangsungan bisnis. Perseroan secara konsisten mengintegrasikan nilai-nilai transparansi, akuntabilitas, dan kepatuhan terhadap etika bisnis guna memelihara kepercayaan para pemangku kepentingan, mulai dari pemegang saham hingga masyarakat luas. Fokus ini membuktikan bahwa GCG bukan dipandang sebagai kewajiban administratif, melainkan hadir sebagai aset strategis untuk menjaga reputasi dan kredibilitas korporasi secara jangka panjang.

Di Intiland, implementasi GCG mendapat sinergi dan dukungan penuh dari seluruh organ tata kelola. Dewan Komisaris berperan aktif dalam memberikan pengawasan dan nasihat strategis kepada Direksi. Melalui evaluasi berkala sepanjang tahun 2025, Perseroan memastikan bahwa sistem pengendalian internal dan manajemen risiko berjalan secara memadai. Pencapaian ini mencerminkan adanya mekanisme *checks and balances* yang sehat. Setiap keputusan strategis dan rencana kerja dievaluasi secara mendalam untuk memitigasi potensi risiko yang dapat merugikan Perusahaan.

## IMPLEMENTATION OF CORPORATE GOVERNANCE

We believe that achieving sustainable business growth requires a strong commitment to Good Corporate Governance (GCG). The implementation of GCG is an integral part of our commitment to enhancing corporate and shareholder value, as well as supporting long-term growth strategies. Governance has become an important aspect for all corporate organs in alignment with the Corporate Governance Guidelines issued by the Financial Services Authority.

The implementation of GCG throughout 2025 reaffirmed the Company's strong commitment to making governance principles the foundation of business sustainability. The Company consistently integrates the values of transparency, accountability, and adherence to business ethics in order to maintain the trust of stakeholders, ranging from shareholders to the broader community. This focus demonstrates that GCG is not merely regarded as an administrative obligation, but rather as a strategic asset to safeguard the Company's reputation and credibility in the long term.

At Intiland, the implementation of GCG receives full synergy and support from all governance bodies. The Board of Commissioners plays an active role in providing oversight and strategic advice to the Directors. Through periodic evaluations conducted throughout 2025, the Company ensures that internal control systems and risk management are functioning adequately. This achievement reflects the presence of a sound checks and balances mechanism. Every strategic decision and work plan is carefully evaluated to mitigate potential risks that could adversely affect the Company.

Sebagai wujud nyata dari transparansi dan tanggung jawab jangka panjang perusahaan, Kami menerbitkan Laporan Keberlanjutan (*Sustainability Report*) tahun 2025. Dengan mengusung tema "Tangguh Berkelanjutan", laporan ini mengukuhkan semangat Perusahaan untuk melangkah lebih jauh dengan menjadikan aspek-aspek tata kelola sebagai visi keberlanjutan. Melalui penguatan sistem manajemen berkelanjutan ini, perusahaan tidak hanya bertujuan memenuhi standar kepatuhan, tetapi juga berupaya meningkatkan daya saing dan mempererat hubungan harmonis dengan seluruh pemangku kepentingan.

As a tangible manifestation of the Company's transparency and long-term responsibility, we have published the 2025 Sustainability Report. Carrying the theme "Sustainable Resilience," this report reinforces the Company's commitment to move forward by positioning governance aspects as part of its sustainability vision. Through the strengthening of this sustainable management system, the Company not only aims to meet compliance standards, but also strives to enhance competitiveness and foster harmonious relationships with all stakeholders.

Di tahun 2025, Perseroan kembali menegaskan bahwa implementasi Tanggung Jawab Sosial dan Lingkungan Perusahaan (CSR) merupakan investasi jangka panjang yang menyatu dengan strategi bisnis berkelanjutan. Fokus utamanya mengerucut pada pelaksanaan program pemberdayaan masyarakat yang berada di sekitar wilayah operasional proyek. Dengan menyasar area-area strategis tersebut, Kami berupaya menciptakan kemandirian ekonomi dan meningkatkan kualitas hidup masyarakat lokal, yang pada akhirnya akan menciptakan ekosistem bisnis yang lebih stabil dan kondusif bagi pertumbuhan Perusahaan di masa depan.

In 2025, the Company once again reaffirmed that the implementation of Corporate Social and Environmental Responsibility (CSR) represents a long-term investment that is integrated with its sustainable business strategy. The primary focus is directed toward the implementation of community empowerment programs in areas surrounding the operational sites of the Company's projects. By targeting these strategic areas, we aim to create economic independence and improve the quality of life of local communities, which in turn will establish a more stable and conducive business ecosystem for the Company's future growth.

Pelaksanaan CSR juga mencerminkan tanggung jawab moral perusahaan terhadap dampak sosial dan lingkungan yang ditimbulkan oleh kegiatan operasionalnya. Melalui pendekatan yang berbasis pemberdayaan dan konservasi, kami berusaha memastikan bahwa keberadaan proyek-proyek dapat memberikan nilai tambah nyata bagi lingkungan sekitar. Komitmen ini memperkuat paradigma bahwa keberhasilan finansial harus berjalan selaras dengan kesejahteraan sosial, sehingga tercipta hubungan timbal balik yang harmonis antara perusahaan dan pemangku kepentingan dalam jangka panjang.

The implementation of CSR also reflects the Company's moral responsibility for the social and environmental impacts arising from its operational activities. Through an approach based on empowerment and conservation, we seek to ensure that the presence of our projects provides tangible added value to the surrounding environment. This commitment reinforces the paradigm that financial success must go hand in hand with social well-being, thereby creating a harmonious and mutually beneficial relationship between the Company and its stakeholders over the long term.

## PERUBAHAN KOMPOSISI SUSUNAN DEWAN KOMISARIS DAN DIREKSI

Pada tahun 2025 terdapat perubahan komposisi Dewan Komisaris dan Direksi Perseroan yang telah mendapat persetujuan Rapat Umum Pemegang Saham (RUPS) tanggal 28 Mei 2025. Perubahan komposisi Dewan Komisaris dan Direksi ini seiring berakhirnya periode masa jabatan seluruh anggota Dewan Komisaris dan Direksi Perseroan. Berdasarkan hasil keputusan RUPS Tahunan, komposisi Dewan Komisaris beranggotakan Bapak Dr. Sofyan A. Djalil selaku Komisaris Utama dan Komisaris Independen, Bapak

## CHANGES IN THE COMPOSITION OF THE BOARD OF COMMISSIONERS AND THE DIRECTORS

In 2025, there were changes in the composition of the Company's Board of Commissioners and the Directors, which were approved at the Annual General Meeting of Shareholders (AGMS) held on May 28, 2025. These changes were made in line with the expiration of the term of office of all members of the Company's Board of Commissioners and the Directors. Based on the resolution of the AGMS, the composition of the Board of Commissioners consists of Dr. Sofyan A. Djalil as President Commissioner and

Sinarto Dharmawan selaku Wakil Komisaris Utama, Bapak Friso Palilingan selaku Komisaris Independen, dan Bapak Alexander S. Rusli selaku Komisaris Independen.

Perubahan komposisi anggota Direksi Perseroan beranggotakan Bapak Archied Noto Pradono selaku Direktur Utama, Bapak Utama Gondokusumo selaku Wakil Direktur Utama, Ibu Novita Anggriani selaku Direktur, dan Bapak Simon Joseph Wirawan selaku Direksi. Susunan Dewan Komisaris dan Direksi efektif sejak ditetapkan oleh RUPS Tahunan untuk periode lima tahun ke depan yang akan berakhir pada tahun 2030.

Direksi menyampaikan terima kasih dan apresiasi kepada Bapak Thio Gwan Po Micky, Ibu Ping Handayani Hanli, Bapak Jahja Asikin, Bapak Suhendro Prabowo, Bapak, Perry Yoranouw, dan Bapak Permadi Indra Yoga atas kontribusi, dedikasi dan sumbangsih bagi Intiland selama menjabat anggota Dewan Komisaris dan Direksi Perseroan pada periode sebelumnya.

Seluruh anggota Direksi memiliki kompetensi, pengalaman, keahlian, dan latar belakang pendidikan formal beragam yang saling mendukung dan saling melengkapi. Keberagaman latar belakang pendidikan, keahlian, dan pengalaman ini sangat membantu Direksi dalam melaksanakan fungsi, tugas, tanggung jawab, maupun kewenangannya untuk memimpin dan menjalankan pengelolaan Perusahaan.

## PENGHARGAAN PERSEROAN

Kami bangga dan bersyukur atas apresiasi, pengakuan, atau penghargaan yang berhasil diraih Perseroan sepanjang tahun 2025. Perseroan menyampaikan terima kasih kepada seluruh pihak yang telah memberikan penghargaan dan apresiasi atas karya dan layanan properti yang dihadirkan Intiland selama ini.

Pada tahun 2025, Perseroan menerima tiga penghargaan yang membanggakan. Perseroan meraih Penghargaan Saham Terbaik 2025 untuk kategori perusahaan berkapitalisasi pasar menengah di sektor properti & real estat. Ajang penghargaan ini diselenggarakan oleh Investortrust dan InfoVesta pada 25 Februari 2025. Pendiri Intiland (Alm.) Bapak Hendro Santoso Gondokusumo juga menerima penganugerahan tropi *The Legacy* dari Indonesia Property Watch dalam ajang Golden Property Awards 2025. Penghargaan ini diberikan sebagai wujud apresiasi atas kontribusi Beliau dalam memajukan industri properti Indonesia. Selain itu, salah satu *flagship*

Independent Commissioner, Mr. Sinarto Dharmawan as Vice President Commissioner, Mr. Friso Palilingan as Independent Commissioner, and Mr. Alexander S. Rusli as Independent Commissioner.

The new composition of the Company's Directors consists of Mr. Archied Noto Pradono as President Director, Mr. Utama Gondokusumo as Vice President Director, Ms. Novita Anggriani as Director, and Mr. Simon Joseph Wirawan as Director. The composition of the Board of Commissioners and the Directors became effective as determined by the Annual AGMS for the next five-year period, which will end in 2030.

The Directors extends its gratitude and appreciation to Mr. Thio Gwan Po Micky, Ms. Ping Handayani Hanli, Mr. Jahja Asikin, Mr. Suhendro Prabowo, Mr. Perry Yoranouw, and Mr. Permadi Indra Yoga for their contributions, dedication, and services to Intiland during their tenure as members of the Company's Board of Commissioners and the Directors in the previous period.

All members of the Directors possess diverse competencies, experience, expertise, and educational backgrounds that complement and support one another. This diversity of educational backgrounds, expertise, and experience greatly assists the Board of Directors in carrying out its functions, duties, responsibilities, and authority in leading and managing the Company.

## CORPORATE AWARDS

We are proud and grateful for the appreciation, recognition, and awards received by the Company throughout 2025. The Company extends its sincere thanks to all parties who have provided recognition and appreciation for the property developments and services delivered by Intiland over the years.

In 2025, the Company received three prestigious awards. The Company received the Best Stock Award 2025 in the mid-market capitalization category in the property & real estate sector. This award event was organized by Investortrust and InfoVesta on February 25, 2025. The founder of Intiland, the late Mr. Hendro Santoso Gondokusumo, also received The Legacy trophy from Indonesia Property Watch at the Golden Property Awards 2025. This award was presented in recognition of his contributions to advancing Indonesia's property industry. In addition, one of the Company's flagship properties, South Quarter integrated office complex,


Amesta Living, Surabaya

properti Perseroan, perkantoran terpadu South Quarter meraih penghargaan *Best Greenship Commitment* dalam ajang Greenship Awards 2025 yang diselenggarakan oleh Konsil Bangunan Hijau Indonesia.

Seluruh prestasi dan penghargaan ini memberikan dorongan semangat dan motivasi bagi keluarga besar Intiland untuk menghadirkan inovasi dan layanan properti terbaik sepanjang waktu.

## KENDALA YANG DIHADAPI PERSEROAN

Mencermati dinamika perkembangan perekonomian, investasi, dan sektor properti nasional, Perseroan berpandangan masih adanya sejumlah tantangan dan kendala yang dihadapi di tahun 2025. Sektor properti belum menunjukkan sinyalemen pertumbuhan yang signifikan, khususnya pada segmen hunian vertikal. Minat beli dan investasi konsumen masih cukup rendah meskipun Pemerintah memberikan sejumlah insentif kemudahan pembelian properti bagi masyarakat.

Kondisi ini menjadi dilematik bagi banyak perusahaan pengembang properti nasional, termasuk bagi Perseroan. Sebagai bagian dari mitigasi risiko, Perseroan cenderung memilih langkah konservatif dan sangat hati-hati untuk meluncurkan proyek baru. Penjualan lebih mengandalkan dari unit-unit stok yang ada di proyek-proyek yang telah berjalan.

received the Best Greenship Commitment award at the Greenship Awards 2025 organized by the Green Building Council Indonesia.

All these achievements and awards serve as encouragement and motivation for the entire Intiland family to continue delivering innovation and the best property services at all times.

## CHALLENGES FACED BY THE COMPANY

Amid the evolving dynamics of the economic landscape, investment climate, and the national property sector, the Company acknowledges that several challenges persisted throughout 2025. The property market has yet to demonstrate strong growth momentum, particularly within the vertical residential segment. Consumer purchasing and investment interest remained relatively subdued, despite the Government's providing various incentives aimed at facilitating property ownership.

These conditions have presented challenges for many property developers in Indonesia, including the Company. As part of its risk mitigation efforts, the Company adopted a prudent and measured approach in launching new projects. Consequently, sales performance was largely supported by the existing inventory within ongoing developments.

Mengantisipasi kondisi dan tantangan tersebut, Perseroan menjalankan sejumlah kebijakan dan strategi untuk menjaga kinerja pertumbuhan. Selain mengalihkan fokus penjualan ke segmen properti lain yang lebih prospektif, Perseroan juga menjalankan serangkaian program pemasaran, peluncuran produk baru di proyek-proyek berjalan, serta penjualan aset non-core. Strategi ini efektif untuk menjaga operasional dan kinerja usaha.

In response to these conditions and challenges, the Company implemented a range of strategic initiatives to maintain business resilience and performance. In addition to refocusing sales efforts on property segments with stronger growth potential, the Company also undertook various marketing initiatives, introduced new product offerings within active projects, and optimized its portfolio through the divestment of non-core assets. These initiatives contributed to sustaining operational stability and overall business performance.

## GAMBARAN TERHADAP PROSPEK USAHA

Kami percaya industri properti memiliki peran penting dalam perkembangan masyarakat. Meskipun pasar masih cenderung selektif, sektor properti memiliki peran penting sebagai penggerak ekonomi, penyerap tenaga kerja, dan penyedia kebutuhan primer di tengah masih tingginya angka *backlog* di tahun 2025. Gambaran ini memberikan keyakinan bagi Perseroan terhadap prospek usaha ke depan. Keyakinan pemerintah terhadap prospek usaha ke depan tercermin dari penetapan target pertumbuhan ekonomi sebesar 5,4% dengan inflasi terkendali pada kisaran 2,5%.

Kebijakan dan program pemerintah untuk mengakselerasi industri properti berperan penting dalam mempengaruhi prospek usaha ke depan. Program pembangunan tiga juta rumah dan perpanjangan insentif PPN-DTP, diharapkan mendorong permintaan properti, khususnya untuk properti hunian. Di tahun 2026, pemerintah mengalokasikan Anggaran Pendapatan dan Belanja Negara (APBN) sebesar Rp58 triliun, untuk mendukung program tiga juta rumah melalui Kementerian Perumahan dan Kawasan Permukiman.

Kami memproyeksikan prospek sektor properti masih berfokus pada fase ketahanan, adaptasi segmen menengah-bawah, penerapan kaidah bangunan hijau, dan transformasi digital atau kecerdasan buatan. Di tengah dinamika pasar, Perseroan optimistik punya sumber daya yang mencukupi untuk menjaga pertumbuhan kinerja secara jangka panjang. Memiliki Melalui empat ragam segmen pengembangan, kawasan perumahan, *mixed-use & high rise*, kawasan industri dan properti investasi, Perseroan memiliki fleksibilitas untuk menentukan prioritas penjualan dan sumber pendapatan usaha di saat pasar bergejolak.

Untuk memastikan pertumbuhan usaha, Perseroan memfokuskan pada empat strategi utama, meliputi pertumbuhan organik, peluang akuisisi, kemitraan strategis,

## OUTLOOK ON BUSINESS PROSPECTS

We believe that the property industry plays an important role in societal development. Although the market remains relatively selective, the property sector continues to serve as a key driver of economic activity, a major source of employment, and a provider of primary needs, particularly amid the still high housing backlog in 2025. This outlook strengthens the Company's confidence in its future business prospects. The Government's optimism regarding prospects is reflected in the economic growth target of 5.4%, with inflation expected to remain under control at around 2.5%.

Government policies and programs aimed at accelerating the property industry will play an important role in shaping future business prospects. The three-million-housing program and the extension of the VAT incentive borne by the Government (VAT DTP) are expected to stimulate property demand, particularly in the residential segment. In 2026, the Government allocated Rp58 trillion in the State Budget (APBN) to support the three-million-housing program through the Ministry of Housing and Settlement Areas.

We anticipate that the property sector will continue to focus on resilience, adaptation within the middle-to-lower market segments, the adoption of green building principles, and digital transformation, including the utilization of artificial intelligence. Amid market dynamics, the Company remains confident in its capacity and resources to sustain long-term performance growth. Through its four development segments—residential estates, mixed-use and high-rise developments, industrial estates, and investment properties—the Company retains the flexibility to prioritize sales strategies and revenue streams during periods of market volatility.

To support sustainable growth, the Company continues to emphasize four strategic priorities: organic growth, acquisition opportunities, strategic partnerships, and

serta pengelolaan modal dan investasi. Memperkuat penjualan proyek-proyek berjalan, meningkatkan kontribusi pendapatan berulang, meningkatkan nilai aset properti, dan rencana pengembangan proyek kawasan industri baru akan menjadi program prioritas yang dijalankan Perseroan.

disciplined capital and investment management. Strengthening sales from ongoing projects, increasing recurring income contributions, enhancing property asset value, and advancing the development of new industrial estate projects will remain among the Company's key focus areas.

Berbekal pengalaman dan rekam jejak kesuksesan, kompetensi, sumber daya, dan keberagaman portofolio usaha, Perseroan tetap yakin akan mampu tumbuh dan terus berkembang di masa depan.

With its strong track record, capabilities, resources, and diversified portfolio, the Company remains confident in its ability to sustain growth and continue creating long-term value.

## APRESIASI

Atas nama Direksi, saya mengucapkan terima kasih kepada pemegang saham, investor, mitra, dan pelanggan atas kepercayaan dan dukungan yang luar biasa. Kami juga menyampaikan apresiasi dan terima kasih atas arahan Dewan Komisaris dan Komite Penunjang dalam mewujudkan tata kelola yang baik dan pertumbuhan berkelanjutan.

Saya juga menyampaikan apresiasi kepada manajemen dan seluruh karyawan atas dedikasi, kontribusi, dan kerja keras yang luar biasa sehingga Perseroan berhasil melewati tahun 2025 dengan cukup baik, dan lebih siap menghadapi tantangan dan peluang di masa depan. Sejalan dengan tema Laporan Tahunan 2025, Intiland siap menapak tahun 2026 dengan lebih optimistik dan memperkukuh daya saing untuk tumbuh secara berkelanjutan.

## APPRECIATION

On behalf of the Directors, I would like to express our sincere appreciation to our shareholders, investors, business partners, and customers for their continued trust and support. We also extend our gratitude to the Board of Commissioners and the Supporting Committees for their guidance and oversight in strengthening good corporate governance and sustainable growth.

I would also like to acknowledge the dedication, commitment, and contributions of the management team and all employees, whose collective efforts enabled the Company to navigate 2025 with resilience and to be better prepared for the challenges and opportunities ahead. In line with the theme of the 2025 Annual Report, Intiland is well-positioned to enter 2026 with renewed optimism and to further strengthen its competitiveness in achieving sustainable growth.

Atas nama Direksi
On behalf of Board of Directors
**PT Intiland Development Tbk**

**Archied Noto Pradono**
Direktur Utama
President Director

# SURAT PERNYATAAN ANGGOTA DIREKSI DAN ANGGOTA DEWAN KOMISARIS TENTANG TANGGUNG JAWAB ATAS LAPORAN TAHUNAN 2025 PT INTILAND DEVELOPMENT TBK

## STATEMENT LETTER OF THE MEMBERS OF THE DIRECTORS AND THE BOARD OF COMMISIONERS RELATING TO THE RESPONSIBILITY OF THE 2025 ANNUAL REPORT OF PT INTILAND DEVELOPMENT TBK

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

We, the undersigned, hereby declare that all information contained in the 2025 Annual Report of PT Intiland Development Tbk has been fully disclosed, and we are responsible for the accuracy of the content of this Annual Report. This statement was made with actual.

Jakarta, 15 April 2026
Jakarta, 15 April 2026

**Anggota Direksi**
Members of the Directors



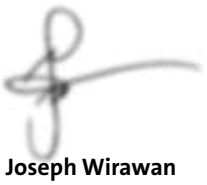
**Archied Noto Pradono**
Direktur Utama
President Director



**Utama Gondokusumo**
Wakil Direktur Utama
Vice President Director

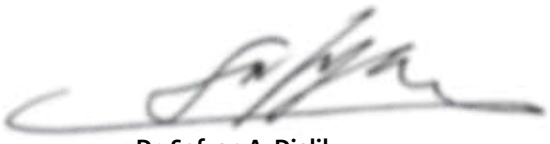


**Novita Anggriani B**
Direktur
Director



**Simon Joseph Wirawan**
Direktur
Director

**Anggota Dewan Komisaris**
Member of the Board of Commissioners



**Dr. Sofyan A. Djalil**
Komisaris Utama & Komisaris Independen
President Commissioner & Independent Commissioner



**Sinarto Dharmawan**
Wakil Komisaris Utama
Vice President Commissioner



**Friso Palilingan**
Komisaris Independen
Independent Commissioner



**Alexander S. Rusli**
Komisaris Independen
Independent Commissioner



1Park Avenue, Jakarta

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**LAPORAN MANAJEMEN**
MANAGEMENT REPORT

# 03
# PROFIL PERUSAHAAN
## COMPANY PROFILE

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MANAGEMENT DISCUSSION AND ANALYSIS



Praxis, Surabaya

# DATA PERUSAHAAN
## COMPANY DATA

**Nama Perusahaan**
Name of the Company

**PT Intiland Development Tbk**

**Kode Saham**
Ticker Code

**DILD**

**Status Perusahaan**
Company Status

Perseroan Terbatas
Limited Liability Company

**Tanggal Pendirian**
Date of Establishment

10 Juni 1983
June 10, 1983

**Landasan Hukum Pendirian**
Legal basis of Establishment

Akta Notaris No. 118 tanggal 10 Juni 1983 dan Surat Keputusan No. C2-6668-HT.01.01 Th.83 tanggal 10 Oktober 1983
Deed no. 118 dated June 10, 1983 and Decree of Minister of Justice of the Republic of Indonesia No. C2-6668-HT.01.01 Th.83 dated October 10, 1983

**Bidang Usaha**
Line of Business

Sesuai dengan pasal 3 Anggaran Dasar Perseroan, Perseroan melaksanakan kegiatan usaha utama, yaitu pengembang, perdagangan dan jasa *real estate* dan properti.
In accordance with article 3 of the Company's Articles of Association, the Company carries out its main business activities, namely development, trading, and real estate and property services.

**Segmen Usaha**
Business Segments

Pengembangan, perdagangan dan jasa realestat dan properti.
Real estate and property development, trading and services.

**Penawaran Umum Saham Perdana di Bursa Efek Jakarta**
Initial Public Offering on Jakarta Stock Exchange

1 September 1991
September 1, 1991

**Modal Dasar**
Authorized Capital

Rp6.000.000.000.000
(enam triliun Rupiah)
(six trillion Rupiah)

**Modal Ditempatkan dan Disetor Penuh**
Issued and Fully Paid-in Capital

Rp2.591.463.546.250
(dua triliun lima ratus sembilan puluh satu miliar empat ratus enam puluh tiga juta lima ratus empat puluh enam ribu dua ratus lima puluh Rupiah)
(two trillion five hundred and ninetyone billion four hundred and sixty-three million five hundred and forty-six thousand two hundred and fifty Rupiah)


Intiland Tower, Jakarta

**Jumlah Karyawan**
Total Employees
**1.163**

**Telepon**
Telephone
**+62 21 570 1912 / 570 8808**

**Faksimili**
Facsimile
**+62 21 570 0014 / 570 0015**

**Surel**
Email
**info@intiland.com**

**Situs Web**
Website
**www.intiland.com**

**Alamat Kantor Pusat**
Head Office Address

Intiland Tower, lantai Penthouse
Jl. Jendral Sudirman 32, Jakarta
10220

**Sekretaris Perusahaan**
Corporate Secretary

**Theresia Rustandi**
Surel /Email :
theresia.rustandi@intiland.com
Alamat /Address:
Intiland Tower, Lantai Penthouse
Jalan Jend. Sudirman 32, Jakarta
Pusat 10220

**Hubungan Investor**
Investor Relation

**Nathan Tanugraha**
Surel /Email :
nathan.tanugraha@intiland.com
Alamat /Address:
Intiland Tower, Lantai Penthouse
Jalan Jend. Sudirman 32, Jakarta
Pusat 10220

**@intilanddev** **Intiland Development Tbk** **Intiland Development** **PT Intiland Development Tbk**

# RIWAYAT SINGKAT PERUSAHAAN
## COMPANY AT GLANCE



**Menapak dekade tahun 2000-an, Perseroan mengalami momen-momen penting dalam pengembangan dan restrukturisasi usaha. Pasca terdampak badai krisis ekonomi tahun 1998, pada tahun 2007, Perseroan sukses melakukan proses restrukturisasi dan bertransformasi menjadi PT Intiland Development Tbk sesuai dengan akta Nomor 16 tanggal 29 Juni 2007 dan Surat Keputusan Menteri Kehakiman Nomor W7-10019 HT.01.04-TH.2007 tanggal 11 September 2007.**

In decade of 2000s, Intiland experienced important moments in business development and restructuring. In 2007, after being affected by the 1998 economic crisis, the company successfully completed a restructuring process and transformed into PT Intiland Development Tbk, as per Deed Number 16 dated June 29, 2007, and Decree of the Minister of Justice Number W7-10019 HT.01.04-TH.2007 dated September 11, 2007.

Sejarah awal Intiland dimulai pada era tahun 1970-an saat pendiri Perseroan, Bapak Hendro S. Gondokusumo mulai menekuni bisnis properti. Perumahan Cilandak Garden Housing di Jakarta Selatan dan Satelit Darmo di Surabaya, Jawa Timur, menjadi dua proyek perdana yang sukses dikembangkan.

The early history of Intiland began in the 1970s when the company's founder, Mr. Hendro S. Gondokusumo began his venture in the property business. The Cilandak Garden Housing in South Jakarta and the Darmo Satellite in Surabaya, East Java, were the first successful projects developed.

Sepanjang dekade tahun 1980-an, Perseroan sukses melakukan sejumlah langkah penting dan strategis yang menjadi fondasi dari perkembangan Perusahaan hingga saat ini. Perseroan secara resmi berdiri dengan nama PT Wisma Dharmala Sakti berdasarkan Akta Notaris dari Kartini Mulyadi No.118 tanggal 10 Juni 1983. Akta pendirian disetujui dan disahkan dalam Surat Keputusan No.C2-6668 HT.01.01 Th.83 tanggal 10 Oktober 1983. Di tahun yang sama, Perseroan memulai pembangunan Intiland Tower Jakarta, sebuah bangunan gedung ikonis yang dirancang oleh sosok arsitek tersohor Paul Rudolph.

Throughout the 1980s, the Company successfully took several important and strategic steps that laid the foundation for its development up to the present day. The Company was officially established under the name PT Wisma Dharmala Sakti based on a Notarial Deed by Kartini Mulyadi No. 118 dated June 10, 1983. The deed of establishment was approved and legalized in a Decree No. C2-6668 HT.01.01 Th.83 dated October 10, 1983. In the same year, the Company began the construction of Intiland Tower Jakarta, an iconic building designed by the renowned architect Paul Rudolph.

Pada fase pertumbuhan tersebut, Perseroan menjadi pelopor pengembangan hunian reklamasi pertama di Asia Tenggara melalui pengembangan kawasan Pantai Mutiara yang berlokasi di Pluit, Jakarta Utara. Perseroan juga

During this growth phase, the Company pioneered the first reclaimed residential development in Southeast Asia with the development of Pantai Mutiara located in Pluit, North Jakarta. The Company also recorded a successful history in



Spazio Surabaya

mencatat sejarah sukses dalam mengembangkan banyak proyek perumahan di Jabodetabek dan Surabaya, antara lain Wisma Sarinah, Taman Harapan Indah, Taman Mutiara, Taman Gading Indah, dan Talaga Bestari serta proyek-proyek di Surabaya seperti perumahan Wonokitri Indah, Chris Kencana, Darmo Harapan, Darmo Indah, Bogasari Residence, dan Bank Indonesia Housing. Langkah penting lainnya yakni ketika Perseroan mengambil langkah ekspansi ke bisnis kawasan Industri melalui pengembangan Ngoro Industrial Park, di Mojokerto, Jawa Timur.

Perseroan berubah nama menjadi PT Dharmala Intiland Tbk berdasarkan akta no. 46 tanggal 14 Juni 1991 dan Surat Keputusan No. C2-3868 HT tanggal 1 April 1991. Tak berselang lama, Perseroan secara resmi mencatatkan saham di Bursa Efek Indonesia pada 1 September 1991.

Memasuki dasawarsa tahun 1990-an, Perseroan aktif mengembangkan beragam proyek properti dengan segmen yang lebih luas, meliputi kawasan *mixed-use* dan *high-rise*, hunian untuk segmen menengah atas, kawasan industri, hingga properti investasi. Pengembangan proyek properti di era tersebut di antaranya gedung perkantoran Graha

developing many residential projects in Jabodetabek and Surabaya, including Wisma Sarinah, Taman Harapan Indah, Taman Mutiara, Taman Gading Indah, and Talaga Bestari and projects in Surabaya such as Wonokitri Indah housing, Chris Kencana, Darmo Harapan, Darmo Indah, Bogasari Residence, and Bank Indonesia Housing. Another important step was the Company's expansion into the Industrial estate business through the development of Ngoro Industrial Park, in Mojokerto, East Java.

The Company changed its name to PT Dharmala Intiland Tbk based as per Deed No. 46 dated June 14, 1991, and Decree No. C2-3868 HT dated April 1, 1991. Shortly thereafter, the Company officially listed its shares on the Indonesia Stock Exchange on September 1, 1991.

Entering the 1990s, the Company was actively developing various property projects with a broader range of segments, including mixed-use and high-rise areas, residential properties for the upper-middle class, industrial estate, and investment properties. Property projects developed during this era included the Graha Pratama office building, The

Pratama, The Canary Pantai Mutiara, Taman Pegangsaan Indah, Kondominium Kintamani, pusat perbelanjaan Menteng Prada, hingga perumahan Kemang Pratama 1 di Bekasi. Di Surabaya, Perseroan sukses mengembangkan Intiland Tower Surabaya, Plaza Segi Delapan, Kota Satelit, Graha Famili, World Trade Center, Graha Residen, hingga Mercure Grand Hotel.

Canary Pantai Mutiara, Taman Pegangsaan Indah, Kintamani Condominium, Menteng Prada shopping center, and Kemang Pratama 1, a residential area in Bekasi. In Surabaya, Intiland successfully developed Intiland Tower Surabaya, Plaza Segi Delapan, Kota Satellit, Graha Famili, World Trade Center, Graha Residen, and Mercure Grand Hotel.

Era ini menjadi fase pertumbuhan cepat bagi perkembangan usaha Perseroan serta memperoleh sejumlah rekognisi dari berbagi pihak. Perseroan di tahun 1996 dinobatkan oleh Majalah Asia Inc. sebagai salah satu dari 88 perusahaan dengan pertumbuhan tercepat di Asia. Penilaian tersebut didasarkan pada pertumbuhan penjualan Perseroan selama 1992-1995 sebesar 472%. Pengembangan proyek perumahan Graha Famili di Surabaya, meraih penghargaan Griya Cipta Nugraha dari Suara Indonesia, sebuah surat kabar harian bisnis di Jawa Timur. Kemudian pada tahun 1997, Indeks Morgan Stanley Capital Industrial (MSCI) menobatkan saham Perseroan sebagai salah satu dari 16 saham paling berkualitas.

This era marked a phase of rapid growth for the Company's business development and earned several recognitions from various parties. In 1996, the Company was named by Asia Inc. Magazine as one of the 88 fastest-growing companies in Asia. This recognition was based on the Company's sales growth of 472% from 1992 to 1995. The development of the Graha Famili project in Surabaya received the Griya Cipta Nugraha award from Suara Indonesia, a daily business newspaper in East Java. Then, in 1997, the Morgan Stanley Capital International (MSCI) Index named the Company's stock as one of the 16 highest-quality stocks.

Menapak dekade tahun 2000-an, Perseroan mengalami momen-momen penting dalam pengembangan dan restrukturisasi usaha. Pasca terdampak badai krisis ekonomi tahun 1998, pada tahun 2007, Perseroan sukses melakukan proses restrukturisasi dan bertransformasi menjadi PT Intiland Development Tbk sesuai dengan akta Nomor 16 tanggal 29 Juni 2007 dan Surat Keputusan Menteri Kehakiman Nomor W7-10019 HT.01.04-TH.2007 tanggal 11 September 2007.

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Seiring dengan selesainya proses restrukturisasi dan transformasi, Perseroan memasuki babak baru dan aktif mengembangkan proyek-proyek properti di sejumlah segmen. Beberapa di antaranya perumahan Taman Semanan Indah, apartemen Semanan Indah, dan pengembangan klaster baru Inspira Leaf dan The Platinum di Graha Famili, Surabaya. Kesuksesan pada era ini juga ditandai dengan pembangunan dan penyelesaian apartemen Regatta yang menjadi ikon di kawasan Jakarta Utara. Mengusung konsep nautikal, Regatta dirancang oleh Tom Wright, sosok arsitek di balik bangunan ikonis Burj Al-Arab, Dubai.

With the completion of the restructuring and transformation process, Intiland entered a new chapter and actively developed property projects across various development segments. Some of these projects included Taman Semanan Indah residential area, Semanan Indah apartments, and the development of new clusters such as Inspira Leaf and The Platinum at Graha Famili in Surabaya. Success during this era was also marked by the construction and completion of the Regatta apartments, which became an icon in North Jakarta. Featuring a nautical concept, Regatta was designed by Tom Wright, the architect behind the iconic Burj Al Arab in Dubai.

Memasuki dekade tahun 2010-an, Intiland kembali menempuh strategi ekspansif melalui banyak gebrakan dengan meluncurkan dan membangun proyek-proyek properti di segmen pengembangan *mixed-use and high rise*. Di Jakarta, Perseroan meluncurkan apartemen 1Park

Entering the 2010s, Intiland once again adopted an expansive strategy through numerous breakthroughs, launching and building property projects in the mixed-use and high-rise development segments. In Jakarta, the Company launched the 1Park Residences apartment, Serenia Hills residential

Residences, perumahan Serenia Hills, kawasan perkantoran terpadu South Quarter, dan kawasan *mixed-use* Aeropolis di Tangerang. Perseroan juga sukses meluncurkan pengembangan kawasan *mixed use* terpadu melalui apartemen Fifty Seven Promenade, yang berlokasi di kawasan pusat bisnis Thamrin, Jakarta. Sementara kiprah Perseroan di kota Surabaya ditandai dengan pengembangan kawasan superblok Graha Festival melalui pembangunan perkantoran Spazio dan Spazio Tower, Praxis, apartemen Sumatra36, kondominium Graha Golf, hingga The Rosebay di Graha Famili.

area, the integrated office complex South Quarter, and the Aeropolis mixed-use development in Tangerang. The Company also successfully launched the integrated mixed-use development with the Fifty Seven Promenade apartment, located in the central business district of Thamrin, Jakarta. Meanwhile, the company's presence in Surabaya was marked by the development of the Graha Festival superblock, which included the Spazio office building and Spazio Tower, Praxis, Sumatra36 apartments, Graha Golf condominium, and The Rosebay at Graha Famili.

Dekade ini turut menjadi momentum Perseroan melakukan ekspansi bisnis dan portofolio dengan merambah ke bisnis *hospitality* melalui Intiwhiz International, sebuah jaringan hotel yang mengelola berbagai merek seperti Whiz Hotel, Whiz Prime Hotel, Grand Whiz Hotel, dan Whiz Luxe, serta masuk ke bisnis *healthcare* melalui pendirian National Hospital di Surabaya. Di pasar modal, Perseroan mengukir prestasi setelah sukses melakukan Penawaran Umum Terbatas III dalam rangka Penerbitan Efek Dengan Hak Memesan Efek Terlebih Dahulu senilai Rp2,07 triliun.

This decade also marked a significant momentum for Intiland, as it expanded its business and portfolio by entering the hospitality industry through Intiwhiz International, a hotel chain managing various brands such as Whiz Hotel, Whiz Prime Hotel, Grand Whiz Hotel, and Whiz Luxe. The Company also ventured into the healthcare business by establishing National Hospital in Surabaya. In the capital market, the Company achieved a significant milestone by successfully conducting a Limited Public Offering III for the issuance of Pre-emptive Rights, raising IDR2.07 trillion.

Atas pencapaian dan komitmen yang dijalankan, Perseroan berhasil mendapatkan beragam pengakuan dan penghargaan. Di tahun 2010, proyek Regatta meraih penghargaan tertinggi dalam dunia properti global, *Bali Congress Award*, salah satu dari 12 kategori yang diumumkan dalam BNI-FIABCI Prix d'Excellence Awards 2010. Intiland juga dinobatkan menjadi salah satu dari 50 perusahaan publik terbaik Indonesia versi Majalah Forbes di tahun 2014 atas keberhasilan dalam menjaga kinerja keuangan dan saham selama tiga tahun terakhir. Apresiasi lainnya adalah penghargaan Desain Perkantoran Terbaik di Asia Tenggara untuk proyek South Quarter dalam ajang *South East Asia Property Awards* (SEAPA) tahun 2016.

Due to its achievements and commitment, the Company has successfully received various recognitions and awards. In 2010, the Regatta project won the highest honor in the global real estate industry, the Bali Congress Award, one of the 12 categories announced at the BNI-FIABCI Prix d'Excellence Awards 2010. In 2014, Intiland was named one of the top 50 public companies in Indonesia by Forbes Magazine, recognized for its success in maintaining financial performance and stock value over the past three years. Another notable recognition was for Best Office Design in Southeast Asia, awarded to the South Quarter project at the South-East Asia Property Awards (SEAPA) 2016.

Menapak era tahun 2020-an, Industri properti nasional menghadapi tantangan cukup berat akibat pandemi Covid-19. Penjualan properti menurun signifikan seiring dengan melemahnya daya beli masyarakat. Seperti dialami banyak pengembang properti lainnya, kondisi ini telah berdampak langsung terhadap operasional dan kinerja usaha Perseroan.

Entering the 2020s, the national property industry faced significant challenges due to the Covid-19 pandemic. Property sales declined sharply as public purchasing power weakened. Like many other property developers, this situation directly impacted on the Company's operations and business performance.

Di tengah situasi dan kondisi yang penuh tantangan tersebut, Intiland masih berhasil menorehkan sejumlah pencapaian melalui pengembangan proyek baru maupun pada proyek-proyek berjalan. Di tengah periode sulit ini,

Despite these challenging circumstances, Intiland managed to achieve several milestones through the development of new projects and ongoing projects. During this difficult period, the Company successfully completed two apartment



Graha Natura, Surabaya

Perseroan berhasil menyelesaikan pembangunan dua proyek apartemen, yakni SQ Res dan Fifty Seven Promenade. Di penghujung tahun 2022, Perseroan secara bertahap memulai tahapan serah terima unit-unit kedua apartemen tersebut kepada para konsumen.

Perseroan terus berkomitmen mengembangkan properti-properti baru untuk memenuhi kebutuhan masyarakat. Sejumlah pencapaian penting antara lain meluncurkan Aurora, area komersial berkonsep SOHO dan klaster baru Lily di Graha Natura, serta Tierra, sebuah kawasan superblok di Darmo Harapan yang berlokasi di kota Surabaya. Keberhasilan lainnya melakukan ekspansi pengembangan kawasan industri baru melalui peluncuran Batang Industrial Park di Batang, provinsi Jawa Tengah. Di Jakarta Perseroan sukses meluncurkan Brezza, perumahan baru yang berlokasi di kawasan Pantai Mutiara, Pluit, Jakarta serta klaster Virya Semanan di Jakarta Barat.

projects, namely SQ Res and Fifty Seven Promenade. By the end of 2022, the Company had also gradually begun delivering units of these two apartment projects to consumers.

The Company remained committed to developing new properties to meet the needs of the community. Key achievements included the launch of Aurora, a commercial area with a SOHO concept, and the new Lily cluster at Graha Natura, as well as Tierra, a superblock area in Darmo Harapan, Surabaya. Another success was the Company's expansion into the industrial estate sector with the launch of Batang Industrial Park in Batang, Central Java. In Jakarta, the Company successfully launched Brezza, a new residential development located in the Pantai Mutiara area in Pluit, Jakarta, as well as the Virya Semanan cluster in West Jakarta.

Prestasi membanggakan di kancah internasional juga berhasil ditorehkan Perseroan melalui sejumlah penghargaan bergengsi. South Quarter dinobatkan sebagai perkantoran terbaik di dunia dengan meraih penghargaan bergengsi World Gold Winner pada ajang FIABCI Prix d'Excellence Awards tahun 2022. Pengembangan perumahan Serenia Hills yang berlokasi di Lebak Bulus Jakarta Selatan juga mendapat pengakuan sebagai perumahan terbaik di dunia setelah meraih penghargaan World Gold Winner pada kompetisi properti paling bergengsi FIABCI World Prix d'Excellence Award tahun 2021.

On the international stage, the Company also achieved remarkable success through several prestigious awards. South Quarter was named the best office building in the world, winning the prestigious World Gold Winner at the FIABCI Prix d'Excellence Awards in 2022. The Serenia Hills residential development, located in Lebak Bulus, South Jakarta, was also recognized as the best residential project in the world, winning the World Gold Winner at the highly regarded FIABCI World Prix d'Excellence Award in 2021.

Pada tahun 2025, Perseroan memfokuskan pengembangan pada proyek-proyek yang ada untuk memperkuat portofolio usaha. Intiland meluncurkan klaster Alba di kawasan perumahan prestisius Graha Famili, Surabaya dan Regatta Residence yang merupakan bagian dari pengembangan kawasan Regatta, Jakarta. Di segmen properti investasi, Perseroan melalui jaringan PT Intiwhiz International meresmikan pembukaan Grand Whiz Hotel Praxis di Surabaya pada bulan Juni tahun 2025. Kehadiran hotel bintang empat ini memperkuat posisi Praxis sebagai pengembangan mixed-use terpadu.

In 2025, the Company focused on developing existing projects while expanded its business portfolio. Intiland has launched Alba cluster in the prestigious residential area Graha Famili, Surabaya and Regatta Residence, which is part of Regatta development in Jakarta. Within the investment properties segment, the Company through PT Intiwhiz International has launched Grand Whiz Hotel Praxis in Surabaya on Juni 2026. This four-star hotel strengthens Praxis' position as an integrated mixed-use development.

Pencapaian penting lainnya, Perseroan memperluas portofolio jasa layanan melalui peluncuran Keep Storage, sebuah solusi layanan penyimpanan mandiri yang mengintegrasikan teknologi digital yang berlokasi di Gedung Annexe, Intiland Tower Jakarta. Perseroan juga berkolaborasi dengan ION Network membangun Data Center di Intiland Tower Surabaya.

In another key achievement, the Company expanded its service portfolio by launching Keep Storage, a self-storage solution integrating digital technology located at the Annexe Building, Intiland Tower Jakarta. The Company also collaborated with ION Network to develop a Data Center at Intiland Tower Surabaya.

Sebagai *trendsetter* di industri properti Indonesia, Intiland berkomitmen untuk terus berkembang, berinovasi, dan meningkatkan keuntungan jangka panjang dengan tetap berlaku adil terhadap semua pemangku kepentingan. Perseroan terus menjalankan nilai-nilai keberlanjutan *Environment, Social*, dan *Governance* (ESG) melalui serangkaian inisiatif hijau di seluruh proyek dan menerapkan prinsip keberlanjutan pada seluruh aspek operasional perusahaan. Komitmen ini menjadi wujud upaya nyata Perseroan untuk memberikan mahakarya properti dan layanan terbaik bagi konsumen dan masyarakat di Indonesia.

As a trendsetter in the Indonesian property industry, Intiland is committed to continuing its growth, innovation, and long-term profitability while ensuring fairness to all stakeholders. The Company continues to uphold the values of Environmental, Social, and Governance (ESG) through a series of green initiatives in its projects, applying sustainability principles across all aspects of its operations. This commitment reflects the Company's genuine effort to deliver exceptional property masterpieces and the best services for consumers and society in Indonesia.

# PERISTIWA PENTING PERUSAHAAN
## CORPORATE MILESTONE

**1974**

Pendiri Perseroan, Bapak Hendro S. Gondokusumo, mengembangkan Perumahan Cilandak Garden Housing di Jakarta Selatan.

The Company's founder, Mr. Hendro S. Gondokusumo, developed the Cilandak Garden Housing in South Jakarta.

**1981**

Pengembangan proyek pertama di Surabaya, Perumahan Darmo Baru.

Development of the first project in Surabaya, Darmo Baru Housing.

**1982**

Pengembangan Perumahan Taman Harapan Indah di Jakarta.

Development of the Taman Harapan Indah Housing in Jakarta.

**1983**

Perseroan resmi beroperasi dengan nama PT Wisma Dharmala Sakti dan memulai pembangunan gedung perkantoran Intiland Tower Jakarta.

The Company officially began operations under the name of PT Wisma Dharmala Sakti and started the construction of the Intiland Tower Jakarta office building.

**1986**





Bangunan ikonis Intiland Tower Jakarta selesai dibangun dan mulai beroperasi.

The iconic Intiland Tower Jakarta was completed and began operations.

**1989**

Dimulainya pengembangan Pantai Mutiara, kawasan perumahan berkonsep kanal laut pertama di Asia Tenggara, berlokasi di Pluit, Jakarta Utara.

The development of Pantai Mutiara began, the first canal-estate area in Southeast Asia, located in Pluit, North Jakarta.

**1990**

Mengembangkan kawasan industri perdana melalui Ngoro Industrial Park, Mojokerto, Jawa Timur.

Developed its first industrial estate through Ngoro Industrial Park in Mojokerto, East Java.

**1991**

Mencatatkan saham di Bursa Efek Indonesia (BEI) dan menjadi perusahaan publik.

The Company listed its shares on the Indonesia Stock Exchange (IDX) and became a public company.

**1992**

Peluncuran Graha Famili, kawasan perumahan prestisius di Surabaya Barat.

The launch of Graha Famili, a prestigious residential area in West Surabaya.

**1997**






Menyelesaikan pembangunan dan mulai beroperasinya Intiland Tower Surabaya.

The construction of Intiland Tower Surabaya was completed, and it began operations.

**2007**

Perseroan sukses melakukan restrukturisasi dan bertransformasi menjadi PT Intiland Development Tbk.

The Company successfully completed its restructuring and transformed into PT Intiland Development Tbk.

**2008**

Penyelesaian pembangunan Regatta tahap I yang terdiri dari empat tower apartemen.

The completion of Phase I of the Regatta development, which consists of four apartment towers.

**2010**

- Penawaran Umum Terbatas III dengan nilai Rp2,7 triliun.
- Dimulainya pengembangan kawasan perumahan Graha Natura Surabaya.
- Peresmian Whiz Hotel Yogyakarta, hotel pertama di bawah bendera PT Intiwhiz International.

- Limited Public Offering III with a value of Rp2.7 trillion.
- Commencement of development of landed Graha Natura, Surabaya.
- Inauguration of Whiz Hotel Yogyakarta, the first hotel under PT Intiwhiz International.

**2011**





- Peluncuran South Quarter, pengembangan kawasan *mixed-use* terpadu di Jakarta Selatan.
- Pengembangan kawasan *mixed-use* Aeropolis yang berlokasi dekat dengan Bandara Internasional Soekarno-Hatta, Tangerang.

- The launch of South Quarter, an integrated mixed-use development in South Jakarta.
- The development of Aeropolis, a mixed-use area located close to Soekarno-Hatta International Airport, Tangerang.

## 2013

- Pembangunan apartemen 1Park Avenue di Jakarta Selatan.
- Penerbitan obligasi senilai Rp500 miliar.
- Regatta meraih penghargaan kondominium terbaik di Indonesia di ajang South East Asia Property Awards 2013.

- Starting construction of 1Park Avenue apartment in South Jakarta.
- Issuance of bonds worth Rp500 billion.
- Regatta was awarded the best condominium in Indonesia at the Southeast Asia Property Awards 2013.

## 2014

- Divestasi 60% saham PT Intiland Infinita, entitas induk dari jaringan hotel Intiwhiz.
- Pembangunan kawasan *mixed-use* terpadu Praxis dan perkantoran Spazio Tower, Surabaya.
- Meraih penghargaan Top 50 Perusahaan Publik Terbaik di Indonesia dari Forbes Indonesia dan Top 10 Developer dari Building & Construction Interchange (BCI) Asia Award.
- Pembangunan Regatta tahap II, yang meliputi tower London, New York, dan Shanghai.
- Peluncuran Intiland Teduh, program kepedulian yang bertujuan membantu penyediaan fasilitas tempat tinggal yang layak bagi masyarakat kurang mampu.

- The divestment of 60% stake in PT Intiland Infinita, the parent entity of Intiwhiz hotel chain.
- Construction of Praxis, an integrated mixed-use area and Spazio Tower offices, Surabaya.
- Awarded Top 50 Best Public Companies in Indonesia by Forbes Indonesia and Top 10 Developer by Building & Construction Interchange (BCI) Asia Award.
- Construction of Regatta phase II, which includes London, New York, and Shanghai towers.
- Launching of Intiland Teduh, an awareness program aimed at providing decent living facilities for the underprivileged.

## 2015

- Penyelesaian South Quarter tahap I dan memperoleh sertifikasi *Gold-Design Recognition* dari Green Building Council Indonesia (GBCI).
- Peluncuran Graha Golf, kondominium dengan panorama padang golf, di Graha Famili, Surabaya.
- Pembentukan dua perusahaan baru, PT Intiland Alfa Rendita dan PT Inti Algoritma Perdana sebagai entitas anak usaha yang fokus pada dukungan layanan infrastruktur dan jaringan sistem teknologi informasi di proyek-proyek Perseroan.

- Completion of South Quarter phase I and obtained Gold-Design Recognition certification from Green Building Council Indonesia (GBCI).
- Launch of Graha Golf, a condominium with golf course views, at Graha Famili, Surabaya.
- Establishment of two new companies, PT Intiland Alfa Rendita and PT Inti Algoritma Perdana as subsidiaries that focus on supporting infrastructure services and information technology system networks in the Company's projects.

## 2016





- Peluncuran proyek *low-rise residential* The Rosebay, Graha Famili, Surabaya.
- Memulai pengembangan kawasan Graha Natura tahap II.
- Penerbitan Obligasi II Intiland Development Tahun 2016 senilai Rp590 miliar.
- Perseroan melalui entitas anak menjalin kerja sama strategis dengan Reco Kris Pte Ltd, entitas anak GIC Singapura untuk kepemilikan dan pengembangan tahap I dan II South Quarter.

- Launch of low-rise residential project The Rosebay, Graha Famili, Surabaya.
- Commencement of Graha Natura phase II development.
- Issuance of Bonds II Intiland Development 2016 worth Rp590 billion.
- The Company through its subsidiaries established a strategic partnership with Reco Kris Pte Ltd, a subsidiary of GIC Singapore for the ownership and development of South Quarter phase I and II.

## 2017

- Pengembangan South Quarter tahap II, melalui peluncuran apartemen SQ Res.
- *Joint venture* dengan GIC Singapore untuk kepemilikan dan pengembangan tahap I proyek Fifty Seven Promenade dan peluncuran apartemen Fifty Seven Promenade.
- Presiden Direktur & CEO Intiland Bapak Hendro S. Gondokusumo meraih penghargaan Asian Enterpreneur Awards for Real Estate Development dari Fortune Times Awards.
- Meraih penghargaan *Top 50 Mid Cap Public Listed Companies* dari The 9th IICD Corporate Governance Awards 2017.

- South Quarter phase II development, through the launched of SQ Res apartment.
- Joint venture with GIC Singapore for the ownership and development of phase I of the Fifty Seven Promenade project and the launch of Fifty Seven Promenade apartments.
- Intiland's President Director & CEO Mr. Hendro S. Gondokusumo won the Asian Entrepreneur Awards for Real Estate Development from Fortune Times Awards.
- Received the Top 50 Mid Cap Public Listed Companies award from the 9th IICD Corporate Governance Awards 2017.

## 2018

- Memulai pembangunan apartemen SQ Res, Jakarta.
- *Groundbreaking* program perumahan rakyat di Pacitan, Jawa Timur dengan berkolaborasi dengan para pengembang daerah.
- Perseroan mendapatkan sindikasi pinjaman perbankan senilai Rp2,8 triliun dari PT Bank Negara Indonesia (Persero) Tbk dan PT Bank Central Asia Tbk.

- Construction of SQ Res apartment, Jakarta.
- Groundbreaking of public housing program in Pacitan, East Java by collaborating with regional developers.
- The Company obtained a syndicated bank loan worth Rp2.8 trillion from PT Bank Negara Indonesia (Persero) Tbk and PT Bank Central Asia Tbk.

## 2019

- Kerja sama strategis dengan PT Menara Prambanan untuk pengembangan proyek *mixed-use* dan *high rise* Poins Square di Jakarta Selatan.
- Menandatangani *Conditional Sale and Purchase Agreement* (CSPA) untuk menjual 9% saham di South Quarter senilai Rp244 miliar kepada Reco Kris Private Limited.
- Divestasi saham dan piutang dari anak perusahaan yang mengoperasikan National Hospital Surabaya.

- Strategic partnership with PT Menara Prambanan for the development of mixed-use and high rise project Poins Square in South Jakarta.
- Signed Conditional Sale and Purchase Agreement (CSPA) to sell 9% stake in South Quarter for Rp244 billion to Reco Kris Private Limited.
- Divestment of shares and receivables from a subsidiary that operates National Hospital Surabaya.

## 2020





- Serah terima unit kondominium Graha Golf kepada pembeli.
- Meluncurkan Intiland Youth Panel, program *Corporate Social Responsibility* (CSR) yang fokus pada pemberdayaan generasi muda.

- Handover of Graha Golf condominium units to buyers.
- Launched Intiland Youth Panel, a Corporate Social Responsibility (CSR) program that focuses on youth empowerment.

## 2021

- Peluncuran proyek baru Tierra, pengembangan *mixed-use* seluas 7,5 hektare di Surabaya.
- Meluncurkan proyek baru Amesta Living, sebuah pengembangan kawasan *mixed-use* terpadu yang meliputi perumahan, apartemen, komersial, ritel dan perkantoran di Surabaya Timur.
- Akuisisi saham PT Segajung dan pengaktifan kembali izin usaha kawasan industri melalui entitas anak perusahaan PT Jateng Industri Intiland.
- Serenia Hills dinobatkan sebagai perumahan terbaik di dunia setelah meraih penghargaan *World Gold Winner* Fiabci Prix d'Excellence Awards.
- Penawaran Umum Berkelanjutan Sukuk Ijarah Berkelanjutan I Intiland Development senilai Rp250 miliar.

- Launched the new project Tierra, a 7.5-hectare mixed-use development in Surabaya.
- Launched the new project "Amesta Living," an integrated mixed-use development comprising residential, apartment, commercial, retail, and office space in East Surabaya.
- Acquired PT Segajung shares and reactivated the industrial estate business permit through the subsidiary PT Jateng Industri Intiland.
- Serenia Hills was named the best housing estate in the world after winning the World Gold Winner award at the FIABCI Prix d'Excellence Awards.
- Conducted a Sustainable Public Offering of Sukuk Ijarah I Intiland Development worth Rp250 billion.

## 2022

- Dimulainya pengembangan kawasan industri Batang Industrial Park (BIP), Batang, Jawa Tengah.
- Kerja sama strategis dengan Mitbana Urban Development Fund ("Mitbana") untuk pengembangan kawasan Transit-Oriented Development terpadu seluas 51 hektare di Talaga Bestari, Tangerang.
- Penawaran Umum Berkelanjutan Sukuk Ijarah Berkelanjutan I tahap II tahun 2022 senilai Rp250 miliar dan Sukuk Ijarah Berkelanjutan I Intiland Development Tahap III tahun 2022 senilai Rp250 miliar.
- South Quarter dinobatkan sebagai Perkantoran Terbaik di Dunia setelah meraih penghargaan *World Gold Winner*, dari FIABCI World Prix d'Excellence Awards 2022.
- Intiland meraih penghargaan TrenAsia ESG Excellence 2022 kategori *Commercial Property for Sustainability*.

- Commenced development of Batang Industrial Park (BIP), Batang, Central Java.
- Formed a strategic partnership with Mitbana Urban Development Fund ("Mitbana") for the development of a 51-hectare integrated Transit-Oriented Development area in Talaga Bestari, Tangerang.
- Conducted the Sustainable Public Offering of Sukuk Ijarah Berkelanjutan I Phase II in 2022 worth Rp250 billion and Sukuk Ijarah Berkelanjutan I Intiland Development Phase III in 2022 worth Rp250 billion.
- South Quarter was named the best office in the world after winning the World Gold Winner award at the FIABCI World Prix d'Excellence Awards 2022.
- Intiland won the TrenAsia ESG Excellence 2022 award in the "Commercial Property for Sustainability" category.

## 2023

- Beroperasinya pabrik pertama di Batang Industrial Park, Batang, Jawa Tengah.
- Peresmian Whiz Luxe Hotel Spazio Surabaya, hotel bintang lima pertama di jaringan hotel Intiwhiz.
- Peluncuran proyek baru Brezza, komplek hunian townhouse modern di Pantai Mutiara, Pluit, Jakarta Utara.
- Peluncuran Green Bestari Park, pengembangan kawasan terpadu seluas 51 hektare di Talaga Bestari Tangerang, melalui perusahaan *joint venture* PT Inti Mitbana Development.
- Pendiri dan Direktur Utama Intiland Bapak Hendro S. Gondokusumo menerima penghargaan sebagai Tokoh Perumahan Nasional Terfavorit dari Himpunan Pengembang Permukiman dan Perumahan Rakyat (HIMPERRA).

- Began operations at the first factory in Batang Industrial Park, Batang, Central Java.
- Inaugurated the Whiz Luxe Hotel Spazio Surabaya, the first five-star hotel in the Intiwhiz hotel chain.
- Launched the new project "Brezza," a modern townhouse residential complex in Pantai Mutiara, Pluit, North Jakarta.
- Launched Green Bestari Park, a 51-hectare integrated development in Talaga Bestari, Tangerang, through a joint venture with PT Inti Mitbana Development.
- Intiland's Founder and President Director, Mr. Hendro S. Gondokusumo, received the Most Favorite National Housing Figure award from the Association of Settlement and Housing Developers (HIMPERRA).

## 2024

- *Groundbreaking* tiga proyek unggulan Perseroan di Ibu Kota Nusantara (IKN) oleh Presiden Republik Indonesia Bapak Joko Widodo di Kawasan Inti Pusat Pemerintahan (KIPP) IKN 1B, Kalimantan.
- Meraih penghargaan Best Sukuk Ijarah di acara *Best Sharia Awards* 2024 yang digelar oleh Investortrust.id.
- Serah terima lahan CSR di perumahan Puri Permata Indah, Pacitan, Jawa Timur, kepada Pemerintah Kabupaten Pacitan, Jawa Timur.
- Proyek Poins meraih penghargaan dari Dewan Transportasi Kota Jakarta (DTKJ) Awards 2024 sebagai Kawasan Komersial/Gedung yang menyediakan fasilitas terbaik untuk mendukung integrasi angkutan umum, moda transportasi aktif, serta mobilitas untuk penyandang disabilitas.
- Pelunasan pokok Sukuk Ijarah Berkelanjutan I Intiland Development Tahap III Tahun 2022 Seri A senilai Rp125 miliar.

- Held the groundbreaking ceremony for the Company's three flagship projects in the Capital City of Nusantara (IKN), led by the President of the Republic of Indonesia, Mr. Joko Widodo, in the Government Core Center Area (KIPP) IKN 1B, Kalimantan.
- Won the Best Sukuk Ijarah award at the Best Sharia Awards 2024 organized by Investortrust.id.
- Completed the handover of CSR land in the Puri Permata Indah housing complex, Pacitan, East Java, to the Pacitan Regency Government, East Java.
- Poins project received an award from the Jakarta Transportation Council (DTKJ) Awards 2024 for being a commercial area/building that provides the best facilities to support the integration of public transportation, active transportation modes, and accessibility for people with disabilities.
- The principal repayment of the Sustainable Sukuk Ijarah I Intiland Development Phase III of 2022 Series A amounting to Rp125 billion.

## 2025





- Intiland menerima Penghargaan *Best Stock Awards* 2025 untuk kategori Kapitalisasi *Middle Caps* Sektor Properti & Real Estat.
- Peluncuran Klaster Alba di Graha Famili, Surabaya dan Keep Storage di Gedung Annexe Intiland Tower Jakarta.
- Berkolaborasi dengan ION Network membangun *Data Center* di Intiland Tower Surabaya.
- Peresmian pembukaan Grand Whiz Hotel Praxis Surabaya.
- Pelunasan Sukuk Ijarah Berkelanjutan I Intiland Development Tahap II Tahun 2022 (Sukuk Ijarah) senilai Rp250 miliar dan Sukuk Ijarah Berkelanjutan I Intiland Development Tahap III Tahun 2022 Seri B senilai Rp125 miliar.
- Pendiri Intiland (Alm.) Hendro Santoso Gondokusumo dianugerahi tropi The Legacy oleh Indonesia Property Watch dalam ajang *Golden Property Awards*.
- Peluncuran Regatta Residence, sebuah pengembangan properti yang mengusung konsep *resort-style living* di kawasan pengembangan Regatta, Jakarta Utara.
- South Quarter meraih penghargaan *Best GREENSHIP Commitment* dalam ajang *GREENSHIP Awards* 2025 yang diselenggarakan Green Building Council Indonesia (GBCI).

- Intiland received Best Stock Awards 2025 in the Capitalization Middle Caps category of Property & Real Estate Sector.
- Launched Alba Cluster at Graha Famili, Surabaya and Keep Storage at Annexe Building Intiland Tower Jakarta.
- Intiland collaborate with ION Network to develop Data Center at Intiland Tower Surabaya
- Grand Opening Grand Whiz Hotel Praxis Surabaya.
- Repayment of the Sustainable Sukuk Ijarah I Intiland Development Phase II of 2022 amounting to Rp250 billion and the Sustainable Sukuk Ijarah I Intiland Development Phase III of 2022 (Sukuk Ijarah) B Series amounting to Rp125 billion.
- Intiland's Founder, the late Hendro Santoso Gondokusumo was honored with The Legacy trophy by Indonesia Property Watch at the Golden Property Awards.
- Launched Regatta Residence, a residential development designed with a resort-style living concept located in the development area of Regatta, North Jakarta.
- South Quarter received the Best GREENSHIP Commitment award at the 2025 GREENSHIP Awards organized by Green Building Council Indonesia (GBCI).

# VISI, MISI, DAN NILAI PERUSAHAAN
## VISION, MISSION, AND CORPORATE VALUES


South Quarter, Jakarta

### VISI
VISION

Intiland memberi peluang bagi seluruh masyarakat Indonesia untuk menikmati kehidupan yang nyaman. Kehidupan yang nyaman adalah hidup yang bahagia dan sejahtera, dikelilingi oleh orang-orang yang dikasihi dan teman-teman dekat, dalam rumah yang nyaman dan indah, di lingkungan yang bersih dan menyenangkan dengan fasilitas terbaik.

Intiland provides possibility to experience of not only living, but living well throughout Indonesia. Living well is living a happy life surrounded by loved ones and good friends in a comfortable and beautiful home in a clean and picturesque environment with excellent facilities.

### MISI
MISSION

Intiland memiliki reputasi sebagai pengembang properti yang transparan, terpercaya, penggagas tren terdepan, berkomitmen untuk berkembang dan meningkatkan keuntungan jangka panjang, serta berlaku adil terhadap semua pemangku kepentingan.

Intiland is reputed as a transparent, trustworthy and trendsetting property developer committed to highly sustainable and long-term growth and profitability that deals fairly with all stakeholders.

# NILAI PERUSAHAAN
## CORPORATE VALUES

### Satu Atap, Lima Pilar

Nilai-nilai Perusahaan merupakan sikap yang dijunjung tinggi dalam pelaksanaan segala aktivitas pertumbuhan dan perkembangan Intiland. Perseroan menjunjung tinggi lima nilai yang dikenal sebagai **TRICE**, yaitu:

### One Roof, Five Pillars

Corporate Values are the attitude that is continuously upheld in carrying out all activities for the growth and development of the Company. Intiland stands tall on five values known as **TRICE**, namely:

**Trustworthy**
**(Kepercayaan)**

Kami membangun KEPERCAYAAN dengan menjunjung tinggi komitmen kami untuk membawa diri kami dengan integritas dan rasa tanggung jawab.

We build TRUSTWORTHINESS by upholding our commitment to carrying ourselves with integrity and a sense of responsibility.

**Respect**
**(Hormat)**

HORMAT merupakan bagian integral dari kepercayaan, dan kami menaruh hormat kepada pemangku kepentingan kami serta lingkungan di mana kami beroperasi.

RESPECT is integral to this trustworthiness, and we have as much regard to our stakeholders as to the environment in which we operate.

**Innovation**
**(Inovasi)**

Dalam mengatasi tantangan kami sangat percaya kepada INOVASI yang mengagumkan yang hanya dapat berkembang di dalam budaya yang mendukung keterbukaan dan keberanian untuk mencoba.

We are firm believers in conquering challenges through awesome INNOVATION, which can only thrive in a culture that endorses openness and the courage to try.

**Caring**
**(Kepedulian)**

Namun, inovasi adalah kosong tanpa sentuhan kemanusiaan dan inilah alasan mengapa kami menanamkan empati dalam tindakan KEPEDULIAN kami, apakah itu melalui pelayanan yang tulus atau bantuan kepada mereka yang membutuhkan.

Yet, innovation is empty without the human touch and this is the reason why we ingrain empathy in our acts of CARE, whether it be through our sincere service or assistance to those in need of relief.

**Excellence**
**(Keunggulan)**

Kami menjalankan operasional kami dengan cara-cara tersebut di atas untuk mencapai KEUNGGULAN dalam semua usaha kami dan dengan demikian memantapkan peran kami dalam kehidupan masyarakat pada hari ini dan di masa datang.

We operate in the above ways to attain EXCELLENCE in all our ventures and thus, cement our role in the lives of people today and in the future.

## Peninjauan Kembali Visi dan Misi Perusahaan

Direksi dan Dewan Komisaris Perseroan secara berkala melakukan peninjauan kembali atas visi dan misi Perusahaan. Berdasarkan peninjauan dan kajian yang dijalankan di tahun 2025, Direksi dan Dewan Komisaris menilai bahwa visi dan misi Perusahaan masih relevan dan sesuai dengan tujuan dan arah pengembangan Perusahaan.

## Review of The Company's Vision and Mission

The Board of Directors and Board of Commissioners periodically review the Company's vision and mission. Based on the review and study carried out in 2025, the Company's vision and mission were considered to still be relevant and in line with the Company's goals and direction of development.

## Strategi Perusahaan

**Pertumbuhan Organik**

Pertumbuhan organik merupakan salah satu strategi kunci dengan model pendekatan dan fokus utama pada peningkatan nilai aset dan cadangan lahan secara optimal. Kebijakan ini bertujuan untuk memaksimalkan tingkat pengembalian investasi bagi para pemegang saham dengan mengutamakan prinsip kehati-hatian dalam setiap tahapan perencanaan, pengembangan, dan pengelolaan aset serta cadangan lahan.

Kunci dari strategi ini adalah melakukan evaluasi secara berkala terhadap kualitas aset sehingga memungkinkan Perseroan untuk mengidentifikasi aset yang kurang menguntungkan atau tidak lagi sesuai dengan strategi bisnis. Dengan cara tersebut, Perseroan juga dapat mengidentifikasi aset-aset yang memiliki potensi pengembalian investasi yang lebih tinggi.

Strategi pertumbuhan organik membantu dalam melakukan divestasi terhadap aset-aset yang kurang menguntungkan dan mengalokasikan sumber daya ke aset yang lebih potensial, sehingga portofolionya lebih optimal dan meningkatkan nilai perusahaan. Penerapan strategi ini mencerminkan komitmen perusahaan untuk mencapai pertumbuhan berkelanjutan dan memberikan nilai tambah yang signifikan bagi pemegang saham melalui pengelolaan aset yang efisien.

**Peluang Akuisisi**

Akuisisi merupakan strategi kunci untuk mencapai pertumbuhan berkelanjutan dan menciptakan nilai jangka panjang bagi pemegang saham. Setiap rencana akuisisi dipertimbangkan secara strategis untuk mendukung visi dan misi Perusahaan yang tujuannya memperluas pangsa pasar dan mengembangkan bisnis dengan cepat.

Strategi ini meliputi akuisisi lahan baru, perusahaan properti yang sudah mapan, atau potensi bisnis lain di sektor properti. Perusahaan dapat menangkap peluang-peluang yang muncul, seperti lahan strategis, properti yang menguntungkan, atau kolaborasi bisnis, terutama pada

## Corporate Strategy

**Organic Growth**

Organic growth is one of the key strategies, with an approach model and main focus is on optimizing asset value and land bank reserves. This policy aims to maximize the return on investment for shareholders by prioritizing the principle of prudence at every stage of planning, development, and asset and land bank management.

The key to this strategy is conducting regular evaluations of asset quality, allowing the Company to identify assets that are less profitable or no longer in line with the business strategy. Through this approach, the Company can identify assets with higher investment return potential.

The organic growth strategy aids in divesting less profitable assets and reallocating resources to more potential assets, thus optimizing the portfolio and increasing the company's value. The implementation of this strategy reflects the company's commitment to achieving sustainable growth and delivering significant added value for shareholders through efficient asset management.

**Acquisition Opportunities**

Acquisition is a key strategy to achieving sustainable growth and providing long-term value for shareholders. Each acquisition plan is strategically considered to support the Company's vision and mission, aiming to expanding market share and rapidly grow the business.

This strategy is pursued to obtain acquisition opportunities in the form of developing new land, acquiring established property companies, or even other business potential related to the property sector. The Company can seize opportunities that arise, such as strategic land, profitable properties,

segmen pengembangan kawasan perumahan, *mixed-use and high-rise*, dan kawasan industri.

Strategi akuisisi membantu Perusahaan dalam memperluas portofolio, meningkatkan pendapatan, memperkuat posisi pasar, serta memperoleh akses ke segmen pasar baru, teknologi, maupun keahlian yang meningkatkan daya saing di industri properti.

**Kerja Sama Strategis**

Kerja sama strategis merupakan langkah penting bagi Perseroan untuk menciptakan pertumbuhan melalui pendekatan kolaborasi dan kerja sama dengan para pemilik lahan, investor, dan pemilik modal yang memiliki visi dan tujuan yang sejalan dengan strategi pertumbuhan perusahaan. Melalui strategi ini Perusahaan dapat memperluas dan meningkatkan akses terhadap berbagai sumber daya penting untuk pengembangan proyek-proyek properti yang lebih besar dan lebih kompleks.

Perseroan dapat memanfaatkan keahlian dan pengalaman masing-masing pihak untuk mengoptimalkan nilai proyek, manajemen risiko, dan mencapai hasil yang lebih baik secara keseluruhan. Kerja sama strategis menjadi instrumen penting untuk meningkatkan kemampuan Perseroan dalam mengakses sumber daya, mengurangi risiko, dan mencapai tujuan pertumbuhan yang berkelanjutan.

**Manajemen Modal dan Investasi**

Pengelolaan keuangan yang baik menjadi salah satu aspek terpenting dalam upaya menjaga ketersediaan dana bagi pengembangan saat ini maupun rencana pengembangan di masa mendatang. Perseroan secara hati-hati menjalankan pengawasan modal kerja dan laporan posisi keuangan untuk menjaga fleksibilitas keuangan serta memastikan ketersediaan cadangan.

Perseroan juga secara terus menerus menjajaki peluang-peluang untuk meningkatkan kemampuan pendanaan untuk pengembangan proyek-proyek secara jangka menengah atau jangka panjang. Upaya mengamankan sumber daya keuangan yang memadai serta menciptakan fleksibilitas sumber pendanaan menjadi salah satu prioritas untuk mendukung pertumbuhan dan ekspansi perusahaan. Upaya ini membantu Perusahaan dalam mengurangi risiko keuangan dan meningkatkan fleksibilitas dalam menghadapi perubahan kondisi pasar yang dinamis.

or even potentially profitable business collaborations, especially in the residential, mixed use and high rise, and industrial area development segments.

The acquisition strategy helps the company expand their portfolio, increase revenue, strengthen its market position, and gain access to new market segments, technologies, and expertise that enhance its competitiveness in the property industry.

**Strategic Cooperation**

Strategic cooperation is an important step for the Company to create growth through a collaborative approach and cooperation with land owners, investors and capital owners who have visions and goals that are in line with the company's growth strategy. Through this strategy the Company can expand and increase access to various important resources for the development of larger and more complex property projects.

The Company can utilize the expertise and experience of each party to optimize project value, risk management, and achieve better results overall. Strategic cooperation is an important instrument to improve the Company's ability to access resources, reduce risks, and achieve sustainable growth goals.

**Capital and Investment Management**

Good financial management is one of the most important aspects in efforts to maintain the availability of funds for current development and future development plans. The Company carefully monitors working capital and financial position reports to maintain financial flexibility and ensure the availability of reserves.

The Company also continuously explores opportunities to increase its funding capacity for developing projects in the medium or long term. Efforts to secure adequate financial resources and create flexibility in funding sources are one of the priorities to support company growth and expansion. This effort helps the Company reduce financial risk and increase flexibility in facing dynamic changes in market conditions.

# KEGIATAN USAHA
## BUSINESS ACTIVITIES


Spazio, Surabaya

Perseroan menjalankan kegiatan usaha ke dalam empat segmen portofolio utama yang meliputi pengembangan *mixed-use* dan *high rise*, perumahan, kawasan industri, dan properti investasi di sekitar wilayah Jabodetabek (Jakarta, Bogor, Depok, Tangerang, Bekasi), Surabaya dan sekitarnya, serta Batang, Jawa Tengah.

Dari segi pendapatan usaha, Perusahaan membukukan pendapatan dari pengakuan penjualan real estat dan pendapatan berulang (*recurring income*) atas usaha sewa perkantoran, usaha pengembangan jaringan hotel, dan pengelolaan lapangan golf serta fasilitas olahraga di sejumlah kota di Indonesia.

Informasi mengenai kegiatan usaha Perseroan dan segmen pengembangan properti dibahas lebih detail pada bab Analisa dan Diskusi Manajemen.

The Company divides its business activities into 4 core segments portfolio namely, development of mixed-use and high-rise, landed residential, industrial estate, and investment properties in the Greater Jakarta area (Jakarta, Bogor, Depok, Tangerang and Bekasi) as well as Surabaya and its surrounding areas and Batang, Central Java.

In terms of revenue, the Company earns revenue from sales of real estate and recurring income from office rental, the development of hotel chain and management of golf course as well as sports facilities in several cities in Indonesia.

Information on the Company's business activities and development segment is discussed in greater detail in the Management Discussion and Analysis chapter.



Intiland Tower, Jakarta

# PETA OPERASIONAL
## OPERATIONAL MAPS

### Peta Operasional Pulau Jawa
**Java Island Operational Map**




### Peta Operasional Jakarta
**Jakarta Operational Map**

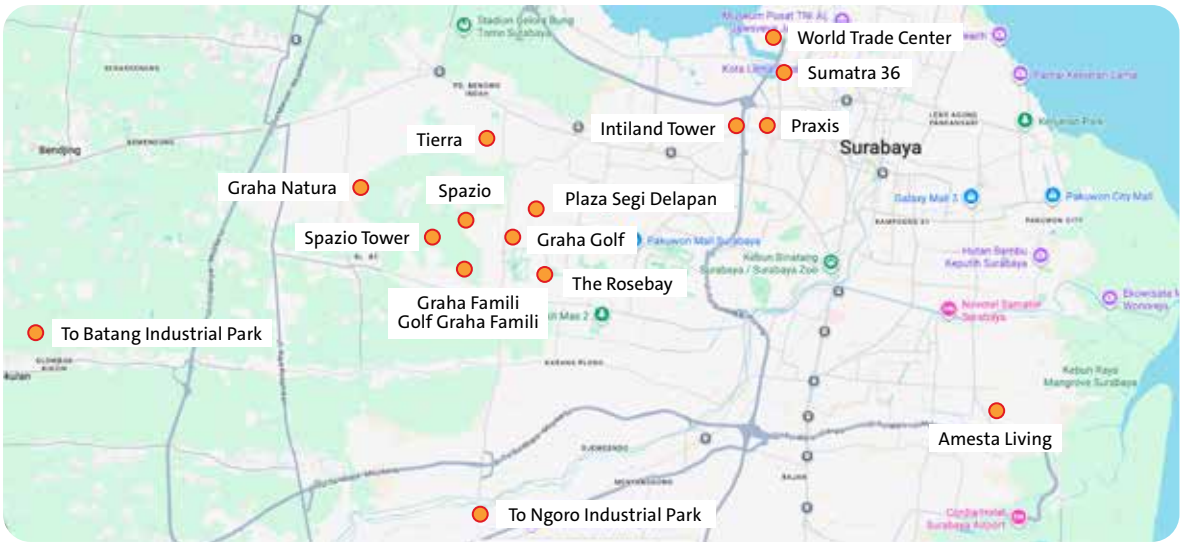



Radius 5 km dari Semanggi Interchange, CBD
5 km radius from Semanggi Interchange, CBD
- Intiland Tower
- Fifty Seven Promenade
- Graha Pratama
- 1Park Avenue
- 1Park Homes

Radius 10 km dari Semanggi Interchange, CBD
10 km radius from Semanggi Interchange, CBD
- South Quarter
- SQ Res
- South Grove
- Serenia Hills
- Delima House
- Pinang Residences
- Serenia Estate
- Poins
- Virya Semanan
- Sakha Semanan
- West One City

Proyek lain di Jakarta dan sekitarnya
Other projects within Jakarta and its Greater Area
- Pantai Mutiara
- Regatta
- Regatta Residence
- Brezza
- Aeropolis
- Talaga Bestari
- Green Bestari Park
- Magnolia Residence
- Maja

## Peta Operasional Surabaya
### Surabaya Operational Map




Radius 5 km dari Jl. Panglima Sudirman, CBD Surabaya
5 km radius from Jl. Panglima Sudirman, CBD Surabaya
- Intiland Tower
- Praxis
- Sumatra 36
- World Trade Center

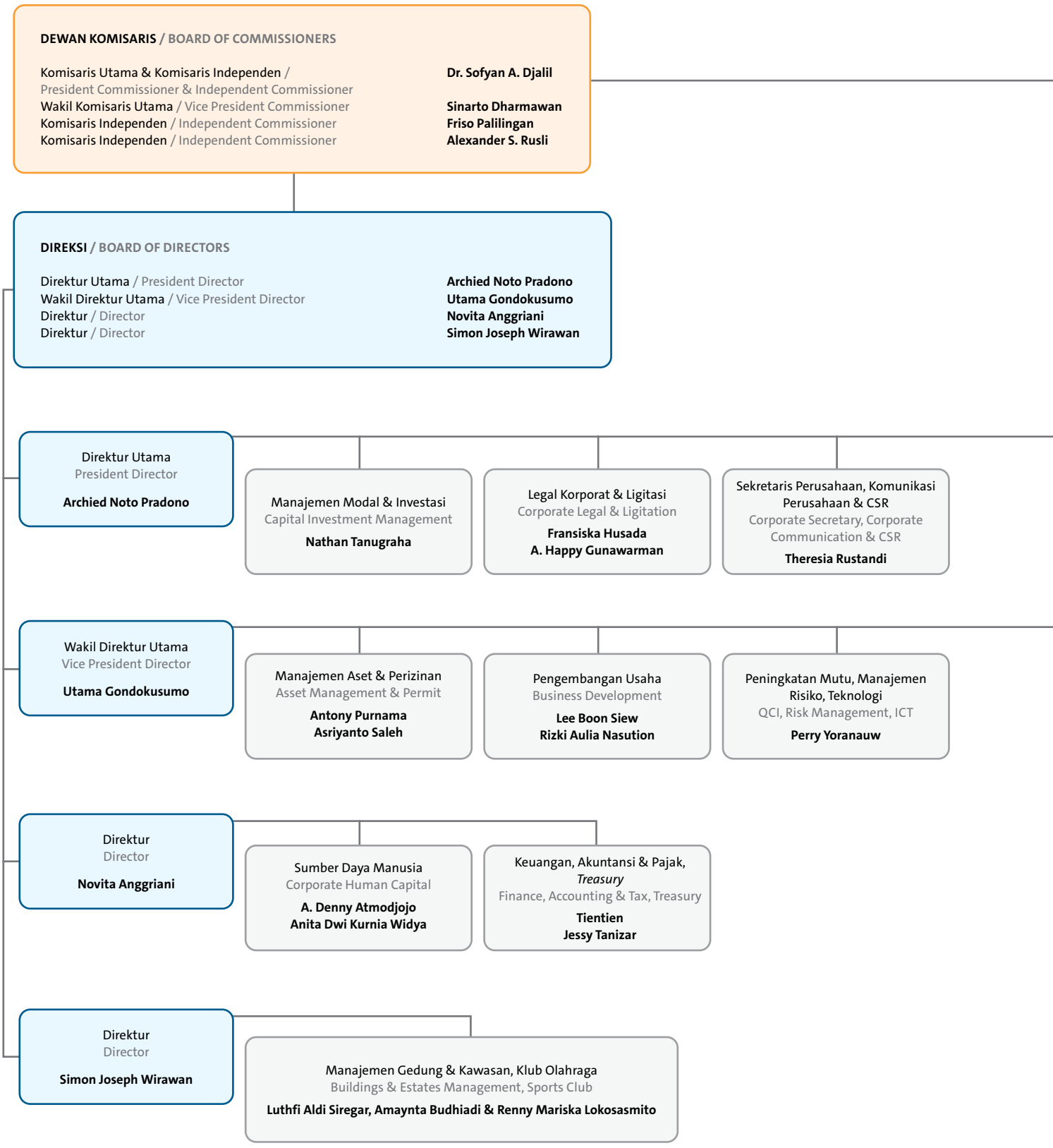
Radius 10 km dari Jl. Panglima Sudirman, CBD Surabaya
10 km radius from Jl. Panglima Sudirman, CBD Surabaya
- Graha Famili
- Spazio
- Spazio Tower
- Graha Golf
- The Rosebay
- Golf Graha Famili
- Tierra
- Graha Natura
- Plaza Segi Delapan
- Amesta Living

Proyek lain di Surabaya dan sekitarnya
Other projects within Surabaya and its Greater Area
- Ngoro Industrial Park

Proyek lain di Batang dan sekitarnya
Other projects within Batang and its Greater Area
- Batang Industrial Park


Graha Golf, Surabaya

# STRUKTUR ORGANISASI
## ORGANIZATION STRUCTURE



**KOMITE AUDIT** / AUDIT COMMITTEE

| | |
|---|---|
| Ketua / Chairman | Alexander S. Rusli |
| Anggota / Member | Atik Susanto |
| Anggota / Member | Fransiscus Alip |

**KOMITE NOMINASI & REMUNERASI** /
NOMINATION & REMUNERATION COMMITTEE

| | |
|---|---|
| Ketua / Chairman | Dr. Sofyan A. Djalil |
| Anggota / Member | Sinarto Dharmawan |
| Anggota / Member | A. Denny Atmodjojo |

Audit Internal
Internal Audit
**David Kurniawan**

Pemasaran & Penjualan
Marketing & Sales
**Moedjianto S. Tjahjono**

Pimpinan Proyek
Heads of Project
**Fransiska Tatik Yudianti**
**Ganesha Prabowo**
**Trijas Hwe B. Hokgiarto**

Proyek Surabaya
Surabaya Project
**David Hosea**

Perencanaan & Pengadaan
Planning & Procurement
**Poppy Tan**
**Satrio Pembayun**

Penyewaan
Lease
**Susan Pranata**

Pimpinan Proyek
Heads of Project
**Budiman Kurniawan**
**Chandra M. Makmoen**
**Wihardi Hosen**

# DAFTAR KEANGGOTAAN ORGANISASI ATAU ASOSIASI

## MEMBERS OF ORGANIZATION OR ASSOCIATION

| No | Organisasi<br>Organization | Posisi<br>Position |
|---|---|---|
| 1 | Konsil Bangunan Hijau Indonesia<br>Green Building Council of Indonesia | Pendiri Korporat<br>Corporate Founder<br>Keanggotaan Perusahaan<br>Corporate Member |
| 2 | Kamar Dagang dan Industri Indonesia<br>Indonesia of Chamber and Commerce and Industry (KADIN) | Keanggotaan Perusahaan<br>Corporate Member |
| 3 | Real Estate Indonesia (REI)<br>Indonesia Real Estate Assossiation | Keanggotaan Perusahaan<br>Corporate Member |
| 4 | Federasi Real Estat Internasional<br>International Real Estate Federation (FIABCI) | Keanggotaan Perusahaan<br>Corporate Member |
| 5 | Asosiasi Pengusaha Indonesia<br>Indonesia Employers Associations | Keanggotaan Perusahaan<br>Corporate Member |
| 6 | Asosiasi Emiten Indonesia<br>Indonesian Listed Companies Association | Keanggotaan Perusahaan<br>Corporate Member |
| 7 | Asosiasi Pengelola Pusat Belanja Indonesia<br>Indonesian Shopping Center Management Association | Keanggotaan Perusahaan<br>Corporate Member |
| 10 | Asosiasi Pemilik Lapangan Golf Indonesia<br>Indonesian Golf Course Owners Association | Keanggotaan Perusahaan<br>Corporate Member |
| 11 | Asosiasi Manajer Lapangan Golf Indonesia<br>Golf Club Manager Association of Indonesia | Keanggotaan Perusahaan<br>Corporate Member |
| 12 | Himpunan Kawasan Industri Indonesia<br>Indonesia Indutrial Estates Associations | Keanggotaan Perusahaan<br>Corporate Member |
| 13 | Asosiasi Real Estate Broker Indonesia<br>Indonesia Real Estate Broker Association | Anggota Dewan Penasehat<br>Member of Advisory Board |
| 14 | Persatuan Perhimpunan Penghuni Rumah Susun Indonesia<br>Indonesian Flat Residents Association | Keanggotaan Perusahaan<br>Corporate Member |

# PROFIL DIREKSI
## BOARD OF DIRECTORS PROFILE



## Archied Noto Pradono

**Direktur Utama**
President Director

**Warga Negara Indonesia**
Indonesian Citizen

**53 Tahun**
53 Years Old

**Domisili** : **Jakarta**
Domicile : Jakarta

| | | |
|---|---|---|
| **Riwayat Pendidikan**<br>Educational Background | 1993 International Business dari Oregon State University, Amerika Serikat | 1993 Degree in International Business from Oregon State University, USA |
| **Pengalaman Kerja**<br>Professional Experience | • 2025 – sekarang, Direktur Utama PT Intiland Development Tbk<br>• 2007 – 2025, Direktur PT Intiland Development Tbk<br>• 2003 – 2007, Treasury Senior Manager PT Dharmala Intiland Tbk<br>• 1999 – 2003, Direktur PT Sakura Sekuritas<br>• 1994 – 1999, Treasury Manager PT Dharmala Intiland Tbk | • 2025 – present, President Director PT Intiland Development Tbk<br>• 2007 – 2025, Director PT Intiland Development Tbk<br>• 2003 – 2007, Treasury Senior Manager PT Dharmala Intiland Tbk<br>• 1999 – 2003, Director PT Sakura Sekuritas<br>• 1994 – 1999, Treasury Manager PT Dharmala Intiland Tbk |
| **Dasar Hukum**<br>Basis of Appointment | Akta No.68 tanggal 28 Mei 2025 | Deed No.68 dated May 28, 2025 |
| **Periode Jabatan**<br>Term of Office | Periode ke-5 | Fifth Period |
| **Masa Jabatan**<br>Tenure | 2025 – 2030 | 2025 - 2030 |
| **Rangkap Jabatan**<br>Concurrent Position | Menjabat sebagai komisaris dan direktur di beberapa entitas anak perusahaan | Serving as commissioners and directors in several subsidiaries of Intiland |
| **Hubungan Afiliasi**<br>Affiliate Relationship | Tidak ada hubungan afiliasi. | No Affiliate relationship. |



# Utama Gondokusumo

**Wakil Direktur Utama**
Vice President Director

**Warga Negara Indonesia**
Indonesian Citizen

**49 Tahun**
49 Years Old

**Domisili** : **Jakarta**
Domicile : Jakarta

| | | |
|---|---|---|
| **Riwayat Pendidikan**<br>Educational Background | 2000 Sarjana teknik sipil dari Purdue University, Indiana, Amerika Serikat | 2000 Bachelor's degree in civil engineering from Purdue University, Indiana, USA |
| **Pengalaman Kerja**<br>Professional Experience | • 2018 – sekarang, Wakil Direktur Utama PT Intiland Development Tbk<br>• 2016 – 2018, Direktur PT Intiland Development Tbk<br>• 2004, Direktur Leads Global Property<br>• 2002, Bekerja untuk McCarthy Construction dan CCCS Planning and Engineering, San Fransisco, Amerika Serikat | • 2018 – present, Vice President Director PT Intiland Development Tbk<br>• 2016 – 2018, Director PT Intiland Development Tbk<br>• 2004, Director Leads Global Property<br>• 2002, Working with McCarthy Construction and CCCS Planning and Engineering, San Francisco, USA |
| **Dasar Hukum**<br>Basis of Appointment | Akta No.68 tanggal 28 Mei 2025 | Deed No.68 dated May 28, 2025 |
| **Periode Jabatan**<br>Term of Office | Periode ke-3 | Third Period |
| **Masa Jabatan**<br>Tenure | 2025 – 2030 | 2025 - 2030 |
| **Rangkap Jabatan**<br>Concurrent Position | • Menjabat sebagai komisaris dan direktur di beberapa entitas anak Perusahaan<br>• 2004 – sekarang Direktur PT Graha Adikarsa<br>• 2024 – sekarang, Direktur Leads Global Property | • Serving as commissioners and directors in several subsidiaries of Intiland<br>• 2004 – present, Director PT Graha Adikarsa<br>• 2004 – present, Director Leads Global Property |
| **Hubungan Afiliasi**<br>Affiliate Relationship | Hubungan afiliasi dengan Pemegang Saham Utama.<br><br>(Alm. Bapak Hendro S. Gondokusumo) | Affiliate Relationship with the Major/Controlling Shareholders.<br><br>(The late Mr. Hendro S. Gondokusumo) |



# Novita Anggriani

**Direktur**
Director

**Warga Negara Indonesia**
Indonesian Citizen

**51 Tahun**
51 Years Old

**Domisili** : **Tangerang**
Domicile : Tangerang

| | | |
|---|---|---|
| **Riwayat Pendidikan**<br>Educational Background | • 2005 Magister Bisnis bidang Perbankan dan Keuangan, Monash University, Australia<br>• 1996 Sarjana Real Estate, Universitas Tarumanegara, Jakarta | • 2005 Master of Business in Banking and Finance, Monash University, Australia<br>• 1996 Bachelor of Real Estate, Tarumanegara University, Jakarta |
| **Pengalaman Kerja**<br>Professional Experience | • 2024 – sekarang, Direktur PT Intiland Development Tbk<br>• 2015 – 2024, General Manager PT Intiland Development Tbk<br>• 2011 – 2015, Manajer Senior Jones Lang LaSalle Indonesia<br>• 2000 – 2003, Wakil Manajer Senior Badan Penyehatan Perbankan Nasional<br>• 1996 – 2000, PT Colliers Jardine Indonesia | • 2024 – present, Director of PT Intiland Development Tbk<br>• 2015 – 2024, General Manager PT Intiland Development Tbk<br>• 2011 – 2015, Senior Manager of Jones Lang LaSalle Indonesia<br>• 2000 – 2003, Deputy Senior Manager of National Banking Restructuring Agency<br>• 1996 – 2000, PT Colliers Jardine Indonesia |
| **Dasar Hukum**<br>Basis of Appointment | Akta No.68 tanggal 28 Mei 2025 | Deed No.68 dated May 28, 2025 |
| **Periode Jabatan**<br>Term of Office | Periode ke-2 | Second Period |
| **Masa Jabatan**<br>Tenure | 2025 – 2030 | 2025 - 2030 |
| **Rangkap Jabatan**<br>Concurrent Position | Menjabat sebagai direktur di beberapa entitas anak perusahaan | Serving as directors in several subsidiaries of Intiland |
| **Hubungan Afiliasi**<br>Affiliate Relationship | Tidak ada hubungan afiliasi. | No Affiliate relationship. |



# Simon Joseph Wirawan

**Direktur**
Director

**Warga Negara Indonesia**
Indonesian Citizen

**59 Tahun**
59 Years Old

**Domisili** : **Surabaya**
Domicile : Surabaya

| | | |
|---|---|---|
| **Riwayat Pendidikan**<br>Educational Background | 1991 Sarjana Teknik Elektro, Universitas Kristen Satya Wacana, Salatiga | 1991 Bachelor of Electronic Engineering, Kristen Satya Wacana University, Salatiga |
| **Pengalaman Kerja**<br>Professional Experience | • 2025 – sekarang, Direktur PT Intiland Development Tbk<br>• 2006 – 2015, General Manager PT Grande Family View<br>• 1999 – 2006, Manajer Teknologi Informasi PT Dharmala Intiland Tbk<br>• 1997 – 1999, Asisten Manajer PT Sinar Puspa Persada<br>• 1994 – 1997, Staf Perencanaan PT Dharmala Intiland Tbk<br>• 1991 – 1994, Supervisor PT Harissma Agung Jaya | • 2025 – present, Director PT Intiland Development Tbk<br>• 2006 – 2015, General Manager PT Grande Family View<br>• 1999 – 2006, IT Manager PT Dharmala Intiland Tbk<br>• 1997 – 1999, Assistant Manager PT Sinar Puspa Persada<br>• 1994 – 1997, Planning Staff, PT Dharmala Intiland Tbk<br>• 1991 – 1994, Supervisor PT Harissma Agung Jaya |
| **Dasar Hukum**<br>Basis of Appointment | Akta No.68 tanggal 28 Mei 2025 | Deed No.68 dated May 28, 2025 |
| **Periode Jabatan**<br>Term of Office | Periode ke-1 | First Period |
| **Masa Jabatan**<br>Tenure | 2025 – 2030 | 2025 - 2030 |
| **Rangkap Jabatan**<br>Concurrent Position | Menjabat sebagai komisaris dan direktur di beberapa entitas anak perusahaan. | Serving as commissioners and directors in several subsidiaries of Intiland |
| **Hubungan Afiliasi**<br>Affiliate Relationship | Hubungan afiliasi dengan Pemegang Saham Utama.<br><br>(Alm. Bapak Hendro S. Gondokusumo) | Affiliate Relationship with the Major/Controlling Shareholders.<br><br>(The late Mr. Hendro S. Gondokusumo) |

# PROFIL DEWAN KOMISARIS
## BOARD OF COMMISSIONERS PROFILE



## Dr. Sofyan A. Djalil

**Komisaris Utama dan Komisaris Independen**
President Commissioner and Independent Commissioner

**Warga Negara Indonesia**
Indonesian Citizen

**72 Tahun**
72 Years Old

**Domisili** : **Jakarta**
Domicile : Jakarta

| | | |
|---|---|---|
| **Riwayat Pendidikan**<br>Educational Background | • 1993 Ph.d Hukum dan Kebijakan Pasar Modal, Fletcher School of Law and Diplomacy, Tufts University, USA<br>• 1992 Master of Arts dalam Hukum dan Diplomasi, Tufts University, USA<br>• 1989 Master of Arts dalam Kebijakan Publik, Tufts University, USA<br>• 1984 Sarjana Hukum Universitas Indonesia | • 1993 PhD in Capital Market Law and Policy, Fletcher School of Law and Diplomacy, Tufts University, USA<br>• 1992 Master of Arts in Law and Diplomacy, Tufts University, USA<br>• 1989 Master of Arts in Public Policy, Tufts University, USA<br>• 1984 Bachelor of Law, University of Indonesia |
| **Pengalaman Kerja**<br>Professional Experience | • 2025 – sekarang, Komisaris Utama dan Komisaris Independen PT Intiland Development Tbk, Komisaris Utama dan Komisaris di sejumlah perusahaan publik lainnya<br>• 2023 – 2025, Wakil Komisaris Utama dan Komisaris Independen PT Intiland Development Tbk.<br>• 2016 – 2022, Menteri Agraria dan Tata Ruang/ Kepala Badan Pertanahan Nasional Republik Indonesia<br>• 2015 – 2016, Menteri Perencanaan Pembangunan Nasional/Kepala Badan Perencanaan Pembangunan Nasional Republik Indonesia<br>• 2014 – 2015, Menteri Koordinator Bidang Perekonomian Republik Indonesia<br>• 2010 – 2014, Ketua Tim Kajian Strategis Wakil Presiden Republik Indonesia<br>• 2007 – 2009, Menteri Badan Usaha Milik Negara Republik Indonesia<br>• 2004 – 2007, Menteri Komunikasi dan Informatika Republik Indonesia<br>• 2000 – 2004, Konsultan Tata Kelola Perusahaan yang Baik dan penasihat di sejumlah perusahaan nasional dan multinasional. Komisaris Utama atau komisaris di berbagai Perusahaan terbuka<br>• 1998 – 2000, Asisten Menteri Badan Usaha Milik Negara Republik Indonesia<br>• 1998, Wakil Kepala Riset dan Pengembangan Bursa Efek Jakarta<br>• 1994 – 1998, Dosen di Universitas Indonesia dan universitas lain<br>• 1984 – 1995, Peneliti di Pusat Studi Kebijakan dan Implementasi | • 2025 – present, President Commissioner and Independent Commissioner PT Intiland Development Tbk, President Commissioner and Commissioner at several public companies<br>• 2023 – 2025, Vice President Commissioner and Independent Commissioner PT Intiland Development Tbk<br>• 2016 – 2022, Minister of Agrarian Affairs and Spatial Planning/Head of the National Land Agency of The Republic of Indonesia<br>• 2015 – 2016, Minister of National Development Planning/Head of National Development Planning Agency of The Republic of Indonesia<br>• 2014 – 2015, Coordinating Minister for the Economic Affairs of the Republic of Indonesia<br>• 2010 – 2014, Chairman of the Strategic Study Team Vice President of the Republic of Indonesia<br>• 2007 – 2009, Minister of State-Owned Enterprises of the Republic of Indonesia<br>• 2004 – 2007, Minister of Communication and Informatics of the Republic of Indonesia<br>• 2000 – 2004, Good Corporate Governance (GCG) Consultant and Advisor at several national and multinational companies. President Commissioner and Commissioner at several public companies<br>• 1998 – 2000, Assistant to the Minister for State-Owned Enterprises of the Republic of Indonesia<br>• 1998, Vice President of Research and Development for the Jakarta Stock Exchange<br>• 1994 – 1998, Lecturer at University of Indonesia and other universities<br>• 1984 – 1995, Researcher/fellow at the Center for Policy and Implementation Studies |

| | | |
|---|---|---|
| **Dasar Hukum**<br>Basis of Appointment | Akta No.68 tanggal 28 Mei 2025 | Deed No.68 dated May 28, 2025 |
| **Periode Jabatan**<br>Term of Office | Periode ke-2 | Second Period |
| **Masa Jabatan**<br>Tenure | 2025 – 2030 | 2025 - 2030 |
| **Rangkap Jabatan**<br>Concurrent Position | • 2025 – sekarang, Ketua Komite Nominasi dan Remunerasi Perseroan<br>• Komisaris Utama PT Indika Nature<br>• Komisaris Utama PT Pintar Group/Pasifik Satelit Nusantara<br>• Komisaris Utama PT Citra Borneo Utama Tbk<br>• Komisaris PT Aneka Kimia Raya Tbk<br>• Komisaris Independen PT Austindo Nusantara Jaya, Tbk | • 2025 – present, Chairman of Nomination and Remuneration Committee of the Company<br>• President Commissioner at PT Indika Nature<br>• President Commissioner at PT Pintar Group/ Pasifik Satelit Nusantara<br>• President Commissioner at PT Citra Borneo Utama Tbk<br>• Commissioner at PT Aneka Kimia Raya Tbk<br>• Independent Commissioner at PT Austindo Nusantara Jaya, Tbk |
| **Pernyataan Independensi**<br>Statement of Independence | Telah diperbaharui pada tahun 2025. | Renewed in 2025. |
| **Hubungan Afiliasi**<br>Affiliate Relationship | Tidak ada hubungan afiliasi. | No Affiliate relationship. |


The Rosebay, Surabaya



# Sinarto Dharmawan

## Wakil Komisaris Utama
## Vice President Commissioner

**Warga Negara Indonesia**
Indonesian Citizen

**71 Tahun**
71 Years Old

**Domisili** : **Surabaya**
Domicile : Surabaya

| | | |
|---|---|---|
| **Riwayat Pendidikan**<br>Educational Background | • 1988 Master of Business Administration dari IPMI Jakarta<br>• 1980 Sarjana Teknik Sipil dari Universitas Parahyangan, Bandung | • 1988 Master of Business Administration from IPMI, Jakarta<br>• 1980 Bachelor's degree in civil engineering from Parahyangan University, Bandung |
| **Pengalaman Kerja**<br>Professional Experience | • 2025 – sekarang, Wakil Komisaris Utama PT Intiland Development Tbk<br>• 2020 – 2025, Komisaris Utama PT Intiland Development Tbk<br>• 2007 – 2020, Wakil Direktur Utama PT Intiland Development Tbk<br>• 2004 – 2020, Direktur Utama PT Intiland Grande<br>• 2003 – 2007, Wakil Direktur Utama PT Dharmala Intiland Tbk<br>• 1998 – 2004, Direktur PT Intiland Grande<br>• 1993 – 1998, General Manager PT Dharmala Land<br>• 1989 – 1992, Planning Manager PT Dharmala Land<br>• 1987 – 1988, Sales dan Marketing Manager PT Dharmala Land<br>• 1984 – 1986, Sales Supervisor PT Dharmala Land<br>• 1982 – 1983, Site Engineer PT Dharmala Land<br>• 1981 – 1982, Manajer Perencanaan PT Way Halim Permai | • 2025 – present, Vice President Commissioner PT Intiland Development Tbk<br>• 2020 – 2025, President Commissioner PT Intiland Development Tbk<br>• 2007 – 2020, Vice President Director PT Intiland Development Tbk<br>• 2004 – 2020, President Director PT Intiland Grande<br>• 2003 – 2007, Vice President Director PT Dharmala Intiland Tbk<br>• 1998 – 2004, Director PT Intiland Grande<br>• 1993 – 1998, General Manager PT Dharmala Land<br>• 1989 – 1992, Planning Manager PT Dharmala Land<br>• 1987 – 1988, Sales and Marketing Manager PT Dharmala Land<br>• 1984 – 1986, Sales Supervisor PT Dharmala Land<br>• 1982 – 1983, Site Engineer PT Dharmala Land<br>• 1981 – 1982, Planning Manager PT Way Halim Permai |
| **Dasar Hukum**<br>Basis of Appointment | Akta No.68 tanggal 28 Mei 2025 | Deed No.68 dated May 28, 2025 |
| **Periode Jabatan**<br>Term of Office | Periode ke-2 | Second Period |
| **Masa Jabatan**<br>Tenure | 2025 – 2030 | 2025 - 2030 |
| **Rangkap Jabatan**<br>Concurrent Position | • Menjabat sebagai komisaris di beberapa entitas anak perusahaan<br>• 2025 – sekarang, Anggota Komite Nominasi dan Remunerasi Perseroan | • Serving as commissioners in several subsidiaries of the Company<br>• 2025 – present, Member of Nomination and Remuneration Committee of the Company |
| **Hubungan Afiliasi**<br>Affiliate Relationship | Tidak ada hubungan afiliasi. | No Affiliate relationship. |



# Friso Palilingan

**Komisaris Independen**
Independent Commissioner

**Warga Negara Indonesia**
Indonesian Citizen

**42 Tahun**
42 Years Old

**Domisili** : **Jakarta**
Domicile : Jakarta

| | | |
|---|---|---|
| **Riwayat Pendidikan**<br>Educational Background | • 2025 Sertifikasi Manajemen Risiko, Badan Sertifikasi Manajemen Risiko<br>• 2016 Certified Audit Committee Practitioner, Ikatan Komite Audit Indonesia<br>• 2013 Chartered Accountant ("CA"), IAI<br>• 2011 Diploma International Financial Reporting, Iverson School of Business<br>• 2008 Certified Public Accountant ("CPA"), IAI<br>• 2008 Magister Akuntansi, Kwik Kian Gie School of Business<br>• 2006 Pendidikan Profesi Akuntansi, Kwik Kian Gie School of Business<br>• 2005 Sarjana Ekonomi Akuntansi, Kwik Kian Gie School of Business | • 2025 Certification in Risk Management, Risk Management Certification Body<br>• 2016 Certified Audit Committee Practitioner, Indonesian Institute of Audit Committee<br>• 2013 Chartered Accountant ("CA"), IAI<br>• 2011 Diploma in International Financial Reporting, Iverson School of Business<br>• 2008 Certified Public Accountant ("CPA"), IAI<br>• 2008 Master's degree in Accounting, Kwik Kian Gie School of Business<br>• 2006 Accounting Professional Education, Kwik Kian Gie School of Business<br>• 2005 Bachelor of Economics Degree in Accounting, Kwik Kian Gie School of Business |
| **Pengalaman Kerja**<br>Professional Experience | • 2023 – 2025, Komisaris PT Mitra Ananda Megadistrindo<br>• 2023 – 2025, Komite Audit PT BNI Sekuritas<br>• 2022 – 2024, Komite Audit PT Provident Investasi Bersama Tbk<br>• 2021 – 2024, Komite Audit PT Cisarua Mountain Dairy Tbk<br>• 2013 – sekarang, Komisaris Independen PT Intiland Development Tbk<br>• 2019 – 2025, Komite Audit PT Asahimas Flat Glass Tbk<br>• 2017 – 2020, Komite Audit PT Medikaloka Hermina Tbk<br>• 2013 – 2025, Komite Audit PT Intiland Development Tbk<br>• 2016 – 2020, Komite Audit PT Duta Intidaya Tbk<br>• 2014 – 2020, Anggota Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia<br>• 2008 – 2013, Partner KAP Tanubrata Sutanto Fahmi & Rekan (anggota BDO International Limited)<br>• 2004 – 2008, Supervisor KAP Abubakar Usman & Rekan (Anggota GMN International) | • 2023 – 2025, Commissioner PT Mitra Ananda Megadistrindo<br>• 2023 – 2025, Audit Committee of PT BNI Sekuritas<br>• 2022 – 2024, Audit Committee of PT Provident Investasi Bersama Tbk<br>• 2021 – 2024, Audit Committee of PT Cisarua Mountain Dairy Tbk<br>• 2013 – present, Independent Commissioner of PT Intiland Development Tbk<br>• 2019 – 2025, Audit Committee of PT Asahimas Flat Glass Tbk<br>• 2017 – 2020, Audit Committee PT Medikaloka Hermina Tbk<br>• 2013 – 2025, Audit Committee PT Intiland Development Tbk<br>• 2016 – 2020, Audit Committee PT Duta Intidaya Tbk<br>• 2014 – 2020, Member of the Financial Accounting Standards Board of the Indonesian Institute of Accountants ("IAI")<br>• 2008 – 2013, Partner KAP Tanubrata Sutanto Fahmi & Partners (member of BDO International Limited)<br>• 2004 – 2008, Supervisor KAP Abubakar Usman & Partners (Member of GMN International) |
| **Dasar Hukum**<br>Basis of Appointment | Akta No.68 tanggal 28 Mei 2025 | Deed No.68 dated May 28, 2025 |
| **Periode Jabatan**<br>Term of Office | Periode ke-2 | Second Period |

| | | |
|---|---|---|
| **Masa Jabatan**<br>Tenure | 2025 – 2030 | 2025 - 2030 |
| **Rangkap Jabatan**<br>Concurrent Position | • 2024 – sekarang, Anggota Komite Audit PT Profesional Telekomunikasi Indonesia<br>• 2020 – sekarang, Komisaris PT Kiat Ananda Cold Storage<br>• 2020 – sekarang, Komisaris PT Manggala Kiat Ananda<br>• 2020 – sekarang, Komisaris PT Ananda Solusindo<br>• 2015 – sekarang, Komite Audit PT BFI Finance Indonesia Tbk<br>• 2013 – sekarang, Senior Partner KAP Paul Hadiwinata, Hidajat, Arsono, Retno, Palilingan & Rekan (anggota PKF International Limited) | • 2024 – present, Member of Audit Committee of PT Profesional Telekomunikasi Indonesia<br>• 2020 – present, Commissioner of PT Kiat Ananda Cold Storage<br>• 2020 – present, Commissioner PT Manggala Kiat Ananda<br>• 2020 – present, Commissioner PT Ananda Solusindo<br>• 2015 – present, Audit Committee PT BFI Finance Indonesia Tbk<br>• 2013 – present, Senior Partner KAP Paul Hadiwinata, Hidajat, Arsono, Retno, Palilingan & Rekan (Member of PKF International Limited) |
| **Pernyataan Independensi**<br>Statement of Independence | Telah diperbaharui pada tahun 2025. | Renewed in 2025. |
| **Hubungan Afiliasi**<br>Affiliate Relationship | Tidak ada hubungan afiliasi. | No Affiliate relationship. |


Sumatra36, Surabaya



# Alexander S. Rusli

**Komisaris Independen**
Independent Commissioner

**Warga Negara Indonesia**
Indonesian Citizen

**54 Tahun**
54 Years Old

**Domisili** : **Jakarta**
Domicile : Jakarta

| | | |
|---|---|---|
| **Riwayat Pendidikan**<br>Educational Background | • 2000 Doktor Filsafat bidang Sistem Informasi, Curtin University of Technology, Perth, Australia<br>• 1993 Sarjana Perdagangan bidang Sistem Informasi, Curtin University of Technology, Perth, Australia<br>• 1992 Sarjana Bisnis bidang Sistem Informasi, Curtin University of Technology, Perth, Australia | • 2000 Doctor of Philosophy (Ph.D) in Information System, Curtin University of Technology, Perth, Australia<br>• 1993 Bachelor of Commerce (Hons) in Information System, Curtin University of Technology, Perth, Australia<br>• 1992 Bachelor of Business in Information System, Curtin University of Technology, Perth, Australia |
| **Pengalaman Kerja**<br>Professional Experience | • 2025 – sekarang, Komisaris Indepeden PT Intiland Development Tbk<br>• 2020 – 2025, Komisaris Independen PT Link Net Tbk<br>• 2019 – 2025, Staf Ahli Menteri Keuangan untuk Sistem Perpajakan Nasional Kementerian Keuangan Republik Indonesia<br>• 2019 – 2022, Komisaris PT Solusi Sinergi Digital<br>• 2018 – 2020, Chairman iFlix Indonesia<br>• 2018 – 2019, Komisaris Independen PT Sarana Menara Nusantara Tbk<br>• 2012 – 2017, Presiden Direktur PT Indosat Tbk<br>• 2011 – 2013, Komisaris Independen PT Asuransi Tugu Pratama Indonesia Tbk<br>• 2010 – 2012, Komisaris Independen PT Indosat Tbk<br>• 2009 – 2012, Managing Director PT Northstar Pacific Capital<br>• 2007 – 2009, Presiden Komisaris PT Geodipa Energi<br>• 2007 – 2009, Komisaris PT Kertas Kraft Aceh<br>• 2007 – 2009, Komisaris PT Krakatau Steel Tbk<br>• 2007 – 2009, Staf Ahli Kementerian Badan Usaha Milik Negara (BUMN) Republik Indonesia<br>• 2001–2007, Staf Ahli Kementerian Komunikasi dan Informatika Republik Indonesia<br>• 1997–2001, Konsultan Senior PricewaterhouseCoopers Consulting Asia Pacific | • 2025 – 2025, Independent Commissioner of PT Intiland Development Tbk<br>• 2022 -2025, Independent Commissioner PT Link Net Tbk<br>• 2019 – 2025, Special Advisor for National Taxation System to Finance Minister of the Finance Ministry of Republic of Indonesia<br>• 2019 – 2022, Commissioner PT Solusi Sinergi Digital<br>• 2018 – 2020, Chairman iFlix Indonesia<br>• 2018 – 2019, Independent Commissioner PT Sarana Menara Nusantara Tbk<br>• 2012 – 2017, President Director PT Indosat Tbk<br>• 2011 – 2013, Independent Commissioner PT Asuransi Tugu Pratama Indonesia Tbk<br>• 2010 – 2012, Independent Commissioner PT Indosat Tbk<br>• 2009 – 2012, Managing Director PT Northstar Pacific Digital<br>• 2007 – 2009, President Commissioner PT Geodipa Energi<br>• 2007–2009, Commissioner of PT Kertas Kraft Aceh<br>• 2007–2009, Commissioner of PT Krakatau Steel Tbk<br>• 2007–2009, Special Advisor to the Minister of Ministry of State-Owned Enterprises Republic of Indonesia<br>• 2001–2007, Special Advisor to Minister of Ministry of Communication and Informatics Republic of Indonesia<br>• 1997 – 2001 Senior Consultant of PricewaterhouseCoopers Consulting Asia Pacific |
| **Dasar Hukum**<br>Basis of Appointment | Akta No.68 tanggal 28 Mei 2025 | Deed No.68 dated May 28, 2025 |

| | | |
|---|---|---|
| **Periode Jabatan**<br>Term of Office | Periode ke-1 | First Period |
| **Masa Jabatan**<br>Tenure | 2025 – 2030 | 2025 - 2030 |
| **Rangkap Jabatan**<br>Concurrent Position | • 2025 – sekarang, Ketua Komite Audit PT Intiland Development Tbk<br>• 2024 – sekarang, Country Head PT ARES Management Asia Indonesia (ARES Private Equity)<br>• 2022 – sekarang, *Advisor* PT WIR Asia Tbk<br>• 2022 – sekarang, *Advisor* PT Inclusive Finance Group ("Danacita")<br>• 2022 – sekarang, Komisaris PT Sumitomo Indonesia<br>• 2021 – sekarang, Komisaris Independen PT Cisarua Mountain Dairy Tbk<br>• 2021 – sekarang, Komisaris Independen PT Multipolar Tbk<br>• 2018, *Co-founder* PT Digi Asia Bios<br>• 2018 – sekarang, Komisaris Independen PT Unilever Indonesia Tbk<br>• 2018 – sekarang, Komisaris Independen PT Medikaloka Hermina Tbk<br>• 2014 – sekarang, Chairman WWF Indonesia Foundation | • 2025 – present, Chairman of Audit Committee PT Intiland Development Tbk<br>• 2024 – present, Country Head PT ARES Management Asia Indonesia (ARES Private Equity)<br>• 2022 – present, Advisor PT WIR Asia Tbk<br>• 2022 – present, Advisor PT Inclusive Finance Group ("Danacita")<br>• 2022 – present, Commissioner PT Sumitomo Indonesia<br>• 2021 – present, Independent Commissioner PT Cisarua Mountain Dairy Tbk<br>• 2021 – present, Independent Commissioner PT Multipolar Tbk<br>• 2018, Co-founder PT Digi Asia Bios<br>• 2018 – present, Independent Commissioner PT Unilever Indonesia Tbk<br>• 2018 – present, Independent Commissioner PT Medikaloka Hermina Tbk<br>• 2014 – present, Chairman WWF Indonesia Foundation |
| **Pernyataan Independensi**<br>Statement of Independence | Telah menyatakan independensi tahun 2025. | Have declared independence in 2025. |
| **Hubungan Afiliasi**<br>Affiliate Relationship | Tidak ada hubungan afiliasi. | No Affiliate relationship. |


Brezza, Jakarta

# HUBUNGAN AFILIASI ANTARA DEWAN KOMISARIS, DIREKSI DAN PEMEGANG SAHAM UTAMA/PENGENDALI

AFFILIATE RELATIONS BETWEEN BOARD OF COMMISSIONERS, DIRECTORS, AND MAJORITY/CONTROLLING SHAREHOLDERS

| | | Dewan Komisaris Board of Commissioners | | | | Direksi Directors | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | Dr. Sofyan A. Djalil | Sinarto Dharmawan | Friso Palilingan | Alexander S. Rusli | Archied Noto Pradono | Utama Gondokusumo | Novita Anggriani | Simon Joseph Wirawan |
| Dewan Komisaris Board of Commissioners | Dr. Sofyan A. Djalil | | - | - | - | - | - | - | - |
| | Sinarto Dharmawan | - | | - | - | - | - | - | - |
| | Friso Palilingan | - | - | | - | - | - | - | - |
| | Alexander S. Rusli | - | - | - | | - | - | - | - |
| Direksi Directors | Archied Noto Pradono | - | - | - | - | | - | - | - |
| | Utama Gondokusumo | - | - | - | - | - | | - | - |
| | Novita Anggriani | - | - | - | - | - | - | | - |
| | Simon Joseph Wirawan | - | - | - | - | - | - | | |
| Hubungan Afiliasi dengan Pemegang Saham Utama/ Pengendali<br>Affiliate Relationship with the Major/ Controlling Shareholders | | - | - | - | - | - | ✓ | - | ✓ |

## Pernyataan Independensi Komisaris Independen

Perseroan memiliki sebanyak 3 (tiga) Komisaris Independen dan telah memenuhi syarat ketentuan yang tertuang di dalam peraturan, yakni sebanyak 30%. Dari ketiga Komisaris Independen tersebut, terdapat 2 (dua) Komisaris Independen yang menjabat pada periode ke-2 (kedua) dan 1 (satu) Komisaris Independen yang menjabat di periode ke-1 (kesatu). Setiap anggota Komisaris Independen telah menyatakan status independensinya dalam menjalankan tugas dan atas seluruh keputusan yang dibuat selama periode menjabat.

## Independence Statement of Independent Commissioner

The Company has three (3) Independent Commissioners, complying with the regulatory requirement of 30%. Of these three Independent Commissioners, 2 (two) serve in the second period, and 1 (one) serves in the first period. Each Independent Commissioner has declared their independent statement in performing their duties and in all decisions made during their tenure.

Bapak Dr. Sofyan A. Djalil, Bapak Friso Palilingan, dan Bapak Alexander S. Rusli diangkat sebagai Komisaris Independen Perseroan berdasarkan Akta No.68 tertanggal 28 Mei 2025 dan secara resmi telah menyatakan independensinya. Pernyataan independensi disahkan melalui penandatanganan Surat Pernyataan Independen yang merupakan bentuk kepatuhan Perseroan dalam mematuhi Peraturan Otoritas Jasa Keuangan No. 33/POJK.04/2014 mengenai Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik.

## Perubahan Komposisi Dewan Komisaris dan/atau Direksi

Berdasarkan keputusan RUPS Tahunan yang diselenggarakan tanggal 28 Mei 2025, terdapat perubahan susunan Direksi dan Dewan Komisaris Perseroan seiring dengan berakhirnya periode masa jabatan Direksi dan Dewan Komisaris di tahun 2025. RUPS Tahunan menyetujui perubahan susunan anggota Direksi dengan menetapkan Bapak Archied Noto Pradono sebagai Direktur Utama, Bapak Utama Gondokusumo sebagai Wakil Direktur Utama, Ibu Novita Anggriani sebagai Direktur, serta mengangkat Bapak Simon Joseph Wirawan ke dalam jajaran anggota Direksi baru.

Keputusan RUPS Tahunan turut menetapkan Bapak Dr. Sofyan A. Djalil sebagai Komisaris Utama dan Komisaris Independen, Bapak Sinarto Dharmawan sebagai Wakil Komisaris Utama, Bapak Friso Palilingan sebagai Komisaris Independen dan Bapak Alexander S. Rusli sebagai Komisaris Independen.

Keputusan perubahan susunan Direksi dan Dewan Komisaris ini telah dituangkan ke dalam Akta No.68 tertanggal 28 Mei 2025.

Mr. Dr. Sofyan A. Djalil, Mr. Friso Palilingan, and Mr. Alexander S. Rusli have been appointed as Independent Commissioners of the Company based on Deed No.68 dated May 28, 2025, and have officially declared their independence. This declaration of independence was formalized through the signing of the Independence Statement, which reflects the Company's compliance with the Financial Services Authority Regulation No. 33/POJK.04/2014 on the Board of Directors and Board of Commissioners of Issuers or Public Companies.

## Changes of Board of Commissioners and/or Board of Directors Compositions

According to the resolutions of AGMS which held on 28 May 2025, the Company adjusted the composition of its Board of Directors and Board of Commissioners following the expiration of their respective terms of office in 2025. The AGMS approved the changes in the composition of Board of Directors by appointment Mr. Archied Noto Pradono as President Director, Mr. Utama Gondokusumo as Vice President Director, Mrs. Novita Anggriani as Director, and Mr. Simon Joseph Wirawan as a new member of the Board of Directors.

The AGMS also approved the appointment of Mr. Dr. Sofyan A. Djalil as President Commissioner and Independent Commissioner, Mr. Sinarto Dharmawan as Vice President Commissioner, Mr. Friso Palilingan as Independent Commissioner and Mr. Alexander S. Rusli as Independent Commissioner.

The changes in the composition of the Board of Directors and Board of Commissioners were formalized in Deed No.68 dated May 28, 2025.

# SUMBER DAYA MANUSIA
## HUMAN RESOURCES

Sumber Daya Manusia (SDM) merepresentasikan salah satu faktor paling fundamental bagi Perseroan dalam mencapai keberhasilan kinerja dan menjamin keberlanjutan operasional secara jangka panjang. Perseroan memandang SDM memainkan peran strategis dan krusial dalam mengakselerasi transformasi organisasi serta menciptakan keunggulan kompetitif di industri. Upaya untuk meningkatkan mutu produk dan kualitas layanan senantiasa berakar pada pengelolaan kompetensi SDM yang efektif dan terstruktur.

Intiland berkomitmen untuk meningkatkan kapabilitas talenta-talenta perusahaan secara berkelanjutan guna menyelaraskan aspirasi individu dengan tujuan strategis perusahaan. Perseroan mengimplementasikan kebijakan ini melalui program-program pengembangan SDM yang simultan dan komprehensif. Dimulai dari proses seleksi dan rekrutmen untuk memastikan mendapatkan talenta yang tepat, Perseroan juga menjalankan program orientasi, internalisasi budaya dan nilai perusahaan, penilaian kinerja, pemberian remunerasi, serta pelaksanaan pelatihan dan jalur karier yang menantang. Pelatihan dan pengembangan karier bertujuan menyiapkan pemimpin-pemimpin masa depan melalui inisiatif pembelajaran yang adaptif terhadap dinamika pasar.

Hingga 31 Desember 2025, Perseroan mencatat memiliki 1.163 karyawan, menurun dibandingkan jumlah karyawan tahun 2024 sebanyak 1.224 orang. Perseroan berpandangan tingkat *turn-over* karyawan masih cukup stabil sehingga mencerminkan efisiensi pengelolaan SDM di tengah tantangan bisnis yang makin dinamis.

Human Resources (HR) represent one of the most fundamental factors for the Company in achieving performance excellence and ensuring long-term operational sustainability. The Company perceives HR as playing a strategic and pivotal role in accelerating organizational transformation and establishing a competitive advantage within the industry. Consequently, initiatives to enhance product quality and service excellence are consistently rooted in the effective and structured management of human competencies.

Intiland committed to the continuous enhancement of talent capabilities to align individual aspirations with the Company's strategic objectives. This commitment is manifested through simultaneous and comprehensive HR development programs. Commencing with a rigorous selection and recruitment process to secure the right talent, the Company further implements orientation programs, the internalization of corporate culture and values, performance appraisals, competitive remuneration schemes, as well as the provision of professional training and challenging career trajectories. These training and development initiatives are designed to cultivate future leaders through adaptive learning mechanisms that respond to market dynamics.

As of 31 December 2025, the Company recorded a total of 1,163 employees, a decrease compared to the headcount of 1,224 in 2024. The Company considers the employee turnover rate to remain relatively stable, reflecting efficient HR management amidst increasingly dynamic business challenges.

### Jumlah Karyawan Berdasarkan Kategori
### Total Employees Based on Categories

| | 2025 | 2024 | 2023 |
|---|---|---|---|
| **Tingkat Jabatan**<br>Job Level | | | |
| Direktur Proyek / Unit Bisnis<br>Project/Business Unit Directors | 5 | 9 | 8 |
| Manajer Umum & Wakil Manajer Umum<br>General Manager & Deputy General Manager | 26 | 26 | 31 |
| Manajer & Asisten Manajer<br>Manager & Assistant Manager | 119 | 138 | 144 |
| Pengawas<br>Supervisor | 220 | 229 | 235 |

| | 2025 | 2024 | 2023 |
|---|---|---|---|
| Staf<br>Staff | 353 | 371 | 371 |
| Non-Staf<br>Non-Staff | 440 | 451 | 499 |
| **Jumlah**<br>**Total** | **1.163** | **1.224** | **1.288** |
| **Tingkat Pendidikan**<br>**Education** | | | |
| Doktoral (S3) dan Pascasarjana (S2)<br>Doctorate (S3) and Master Degree | 28 | 28 | 28 |
| Sarjana (S1)<br>Bachelor Degree | 572 | 604 | 632 |
| Diploma 3 (D3)<br>Associate Degree | 43 | 49 | 46 |
| SMA ke bawah<br>Highschool and below | 520 | 543 | 582 |
| **Status Kepegawaian**<br>**Employment Status** | | | |
| Tetap<br>Permanent | 894 | 932 | 987 |
| Kontrak<br>Contract | 269 | 292 | 310 |
| **Lokasi Kerja**<br>**Work Location** | | | |
| Jakarta dan sekitarnya<br>Jakarta & surrounding areas | 475 | 516 | 542 |
| Surabaya dan sekitarnya<br>Surabaya & surrounding areas | 688 | 708 | 746 |
| **Usia**<br>**Ages** | | | |
| <30 | 133 | 146 | 166 |
| 30 – 50 | 779 | 822 | 865 |
| >50 | 251 | 256 | 257 |
| **Jenis Kelamin**<br>**Gender** | | | |
| Pria<br>Male | 855 | 902* | 948 |
| Wanita<br>Female | 308 | 322* | 340 |
| Jumlah<br>Total | 1.163 | 1.224 | 1.288 |

** Penyajian kembali perbaikan data jumlah karyawan / Restatement due to data revision on the total employees.*

## Sekilas Pengembangan Kompetensi

Sebagai aset terpenting bagi Perseroan, sumber daya manusia (SDM) memiliki peran strategis dalam upaya mewujudkan visi, misi, dan tujuan pertumbuhan usaha jangka panjang. Perusahaan berkomitmen dalam mengembangkan SDM yang unggul melalui serangkaian program pengembangan secara berkelanjutan.

Investasi dalam pengembangan mutu SDM memiliki nilai strategis dan mampu memberikan keuntungan secara jangka

## Competency Development at a Glance

As the most important asset for the Company, human resources play a crucial role in realizing the vision, mission, and long-term business growth objectives. The Company is committed to focusing on developing outstanding human resources through a series of sustainable development programs.

Investing in human resources development has strategic value and can provide long-term benefits. Human resources

panjang. Pengembangan SDM merupakan fondasi paling mendasar untuk mencapai kesuksesan dan memastikan masa depan Perusahaan. Bersama tim yang terampil, kompeten, dan memiliki komitmen yang kuat, Perseroan siap menghadapi tantangan dan meraih keberhasilan dalam berbagai inisiatif bisnis.

development is the most fundamental foundation for achieving success and ensuring the Company's future. With a skilled, competent, and highly committed team, the Company is ready to face challenges and achieve success in various business initiatives.

## Strategi Pengembangan 2025

Perusahaan berkomitmen menjadikan program pengembangan kompetensi sebagai langkah strategis dalam rangka menciptakan SDM unggul inovatif dan siap menghadapi setiap tantangan. Perseroan menjalankan pengembangan karier dengan metode penilaian yang objektif dan terukur, dimulai dari pemetaan tanggung jawab, penentuan indikator kinerja utama, target, hingga pengembangan talenta yang menghasilkan pemimpin masa depan.

## Development Strategy in 2025

The Company is committed to making competency development program an important step in creating outstanding, innovative human resources that are ready to face any challenges. The Company conducts career development through objective and measurable assessment methods, starting from responsibility mapping, determining key performance indicators, setting targets, and developing talents to produce future leaders.

Perseroan merumuskan enam strategi prioritas pengembangan SDM yang menjadi fokus utama di tahun 2025. Strategi peningkatan kompetensi SDM meliputi: 1) Pengembangan pemimpin dan manajer; 2) pengembangan budaya dan nilai perusahaan; 3) pengembangan sistem human capital; 4) perencanaan suksesi; 5; perbaikan struktur organisasi; dan 6) keterlibatan karyawan. Strategi utama diturunkan ke dalam program-program kegiatan yang dilaksanakan secara simultan serta mendapatkan partisipasi aktif dari karyawan. Program-program ini antara lain diwujudkan melalui program pengembangan individu, pengukuran kompetensi, pengembangan talenta, dan berbagai pelatihan dan kompetensi inovasi.

The Company has formulated six priority strategies on human resources development as its main focus in 2025. These strategies for improving human resource competencies include: 1) leadership and manager development; 2) culture and company values development; 3) human capital management system; 4) succession plan; 5) organization improvement; and 6) employee engagement. These key strategies are translated into simultaneous programs that actively involve employee participation. The programs are implemented through the Individual Development Program, competency assessments, talent development, and various training and innovation of competency initiatives.

Pengembangan SDM juga disesuaikan dengan prioritas kebutuhan dan nilai-nilai perusahaan. Di tahun 2025 Perseroan menetapkan "Hormat" sebagai tema utama pengembangan SDM. Selain itu, program internalisasi karyawan juga terus diselenggarakan antara lain mengenai tujuan dan strategi prioritas, nilai-nilai perusahaan, serta aspek pengetahuan dan tata kelola. Internalisasi nilai perusahaan ini ditanamkan kepada seluruh karyawan agar dapat menjadi pribadi terpercaya yang diandalkan, konsisten, berintegritas, dan berkomitmen kepada Perusahaan maupun pemangku kepentingan.

The development of human resources is also aligned with the Company's priority needs and the Company values. "Respect" has been chosen as the main theme for human resources development in 2025. Besides, the internalization programs for employees have been conducted regularly, covering topics such as the Company's goals and priority strategies, company values, and governance aspects. The internalization of company values is instilled in all employees to cultivate reliable individuals who demonstrate consistency, integrity, and strong commitment to both the Company and its stakeholders.

Perseroan secara berkala mendistribusikan e-buletin "Newton" sebagai media informasi mengenai perkembangan dan pencapaian penting untuk memperkaya pengetahuan dan meningkatkan keterlibatan karyawan. Upaya penting lainnya yakni menyelenggarakan pelatihan secara

The Company regularly distributes e-bulletin called "Newton" as a source of information about the development and achievement of the Company to enrich insights and increase employee engagement. Another crucial effort is conducting online training through module of Global Learning and

daring melalui modul "*Global Learning and Development Information System* (GLADIS), serta menyediakan Learning Corner dan pelatihan internal.

Pada tahun 2025, Intiland menyelenggarakan dan mengikuti sebanyak 343 jenis pelatihan yang keseluruhan mencapai 9.011 jam pelatihan. Rangkaian program pelatihan tersebut memiliki fokus yang beragam, seperti aspek peningkatan kompetensi teknis, keahlian dan ketrampilan, kepemimpinan, hingga nilai-nilai dan budaya kerja. Perseroan juga masih konsisten mereviu dan meningkatkan employee value proposition, menjalankan program pengembangan karyawan, serta aktivitas-aktivitas yang melibatkan karyawan. Keterlibatan pimpinan dalam hubungan karyawan dan Industrial turut menjadi fokus pengembangan SDM yang dijalankan di tahun 2025.

## Peningkatan Berkelanjutan

Perseroan memberi kesempatan seluas-luasnya bagi karyawan untuk mengaktualisasikan ide, gagasan dan inovasi yang bermanfaat bagi kemajuan perusahaan dan perkembangan individu. Komitmen ini dibangun dari kesadaran bahwa mendapatkan kesempatan, apresiasi, dan pengakuan atas ide, gagasan, dan inovasi menjadi faktor penting bagi karyawan. Perseroan menyelenggarakan Continuous Improvement Awards, sebuah ajang kompetisi inovasi yang diselenggarakan setiap tahun. Ide inovasi yang diikutsertakan pada kegiatan ini dapat berupa 1) Small Group Activity yakni program yang bersifat kompleks dan melibatkan beberapa divisi, dan 2) Just Do It, untuk program yang lebih sederhana.

Melalui ajang penghargaan inovasi ini, Perseroan mendorong kolaborasi dan kreativitas tim dan juga memperkuat fondasi SDM yang tangguh dan adaptif terhadap tantangan dan dinamika di masa depan. Pada 2025, tercatat ada sebanyak 62 ide inovasi yang dikompetisikan, berasal dari sejumlah divisi dan proyek. Dari jumlah tersebut terpilih 10 ide inovasi terbaik yang meliputi aspek manajemen gedung, pengolahan limbah, pemanfaatan kecerdasan buatan untuk pemasaran, teknologi informasi, hingga pengadaan. Ide inovasi dari para finalis kompetisi ini telah dikembangkan menjadi standar baru bagi prosedur dan instruksi kerja perusahaan.

Informasi lebih lengkap dan mendetail mengenai strategi pengembangan SDM dibahas pada Laporan Keberlanjutan Perseroan tahun 2025.

Development Information System (GLADIS) and providing Learning Corner as well as internal training program.

In 2025, Intiland organized and participated in 343 training sessions with a total of 9,011 training hours. These training programs had different focuses, including improving technical competencies, expertise and skills, leadership, as well as company values and work culture. The Company also consistently reviews and improves Employee Value Proposition, conduct employee development programs, and other activities which involve employees. Participation of the leaders in employee and industrial relations also become the focus of human resources development in 2025.

## Continuous Improvement

The Company provides extensive opportunities for employees to actualize ideas, concepts, and innovation that benefit the Company's progress as well as individual development. This commitment built from the realization that gaining opportunity, appreciation, and acknowledgement of ideas, concepts, and innovations become important factors for the employees. The Company held Continuous Improvement Awards, an annual innovation competition. The innovative ideas submitted for this event fall into two categories, 1) Small Group Activity, which are complex program involving several divisions, and 2) Just Do It, for simpler programs.

Through this innovation award, the Company encourages collaboration and creativity of the team while strengthening the foundation of resilient and adaptive human resources towards future challenges and dynamics. In 2025, the record shows that there are 62 innovation ideas submitted for the competition and it came from several divisions and projects. From those numbers, the 10 best innovative ideas were selected, covering areas such as building management, waste processing, utilization of artificial intelligence for marketing, information technology, and procurement. The innovative ideas from the competition finalist have been developed into new standards for the Company's procedure and work instructions.

For more detailed and complete information regarding the human resource development strategy, please refer to the Company's 2025 Sustainability Report.

# INFORMASI PEMEGANG SAHAM
## INFORMATION OF SHAREHOLDERS

### Komposisi Kepemilikan Saham 5% atau Lebih
### Share Ownerships Composition of 5% or Above

| Pemegang Saham<br>Shareholders | 1 Januari 2025<br>January 1, 2025 | | 31 Desember 2025<br>December 31, 2025 | |
|---|---|---|---|---|
| | Jumlah Saham<br>Total Shares | (%) | Jumlah Saham<br>Total Shares | (%) |
| CGS International Securities Singapore Pte Ltd* | 1.561.949.900 | 15,07 | 1.556.900.100 | 15,02 |
| PT CGS International Sekuritas Indonesia | 1.500.000.163 | 14,47 | 1.505.252.463 | 14,52 |
| PT Bina Yatra Sentosa | 1.172.738.675 | 11,31 | 1.168.804.675 | 11,28 |
| Bali Private Villa(s) Pte Ltd | 775.911.150 | 7,49 | 775.911.150 | 7,49 |
| Drs. Lo Kheng Hong | 686.416.700 | 6,62 | 695.069.100 | 6,71 |
| Masyarakat<br>Public | 4.668.837.597 | 45,04 | 4.663.916.697 | 44,99 |
| Jumlah modal ditempatkan<br>Total issued capital | 10.365.854.185 | 100 | 10.365.854.185 | 100 |

* Kepemilikan saham CGS International Securities Singapore Pte Ltd sebesar 14,96% dimiliki oleh Alm. Hendro S. Gondokusumo, sedangkan 0,06% merupakan kepemilikan publik yang juga berada di bawah CGS International Securities Singapore Pte Ltd
Hendro S. Gondokusumo's total shares ownership in CGS International Securities Singapore Pte Ltd is 14.52%, while the 0.50% represents public ownership which is also under CGS International Securities Singapore Pte Ltd
** Keseluruhan kepemilikan saham PT Bina Yatra Sentosa sebesar 11,97% yang terdiri dari kepemilikan langsung sebesar 11,28% dan kepemilikan tidak langsung sebesar 0,69% melalui PT Panin Sekuritas
Total share ownership of PT Bina Yatra Sentosa is 11.97%, consisting of direct ownership of 11.28% and indirect ownership of 0.69% through PT Panin Sekuritas.

### Kepemilikan Saham Langsung Dewan Komisaris dan Direksi
### Direct Share Ownership of Board of Commissioners and Directors

| Pemegang Saham<br>Shareholders | 1 Januari 2025<br>January 1, 2025 | | 31 Desember 2025<br>December 31, 2025 | |
|---|---|---|---|---|
| | Jumlah Saham<br>Total Shares | (%) | Jumlah Saham<br>Total Shares | (%) |
| **Dewan Komisaris**<br>**Board of Commissioners** | | | | |
| DR. Sofyan A. Djalil, SH.MA<br>Komisaris Utama & Komisaris Independen<br>President Commissioner & Independent Commissioner | - | - | - | - |
| Sinarto Dharmawan<br>Wakil Komisaris Utama<br>Vice President Commissioner | 65.907.430 | 0,64 | 65.907.430 | 0,64 |
| Friso Palilingan<br>Komisaris Independen<br>Independent Commissioner | - | - | - | - |
| Alexander S. Rusli<br>Komisaris Independen<br>Independent Commissioner | - | - | - | - |
| Thio Gwan Po Micky*<br>Komisaris Independen<br>Independent Commissioner | - | - | - | - |

| Pemegang Saham<br>Shareholders | 1 Januari 2025<br>January 1, 2025 | | 31 Desember 2025<br>December 31, 2025 | |
|---|---|---|---|---|
| | Jumlah Saham<br>Total Shares | (%) | Jumlah Saham<br>Total Shares | (%) |
| Jahja Asikin*<br>Komisaris<br>Commissioner | 219.683.834 | 2,12 | - | - |
| Ping Handayani Hanli*<br>Komisaris<br>Commissioner | 219.683.834 | 2,12 | - | - |
| Sub-Jumlah<br>Sub-Total | 505.275.098 | 4,88 | 65.907.430 | 0,64 |
| **Direksi**<br>**Directors** | | | | |
| Archied Noto Pradono<br>Direktur Utama<br>President Director | - | - | - | - |
| Utama Gondokusumo<br>Wakil Direktur Utama<br>Vice President Director | 153.778.684 | 1,48 | 153.778.684 | 1,48 |
| Novita Anggriani<br>Direktur<br>Director | - | - | - | - |
| Simon Joseph Wirawan<br>Direktur<br>Director | - | - | - | - |
| Hendro Santoso Gondokusumo**<br>Direktur Utama<br>President Director | 50.000 | 0,00 | - | - |
| Suhendro Prabowo*<br>Wakil Direktur Utama<br>Vice President Director | 219.683.834 | 2,12 | - | - |
| Perry Yoranouw*<br>Direktur<br>Director | - | - | - | - |
| Permadi Indra Yoga*<br>Direktur<br>Director | - | - | - | - |
| Sub-Jumlah<br>Sub-Total | 373.512.518 | 3,60 | 153.778.684 | 1,48 |
| **Jumlah**<br>**Total** | **878.787.616** | **8,48** | **219.686.114** | **2,12** |

*) Bapak Thio Gwan Po Micky, Bapak Jahja Asikin, Ibu Ping Handayani Hanli, Bapak Suhendro Prabowo, Bapak Perry Yoranouw, dan Bapak Permadi Indra Yoga menjabat sebagai anggota Dewan Komisaris dan Direksi Perseroan hingga RUPST pada 28 Mei.
Mr. Thio Gwan Po Micky, Mr. Jahja Asikin, Mrs. Ping Handayani Hanli, Mr. Suhendro Prabowo, Mr. Perry Yoranouw, and Mr. Permadi Indra Yoga served as the member of Board of Commissioners and Board of Directors of the Company until the Annual General Meeting of Shareholders (AGM) on May 28, 2025.
**) Meninggal dunia pada 13 Maret 2025
Deceased on March 13, 2025

## Kepemilikan Saham Tidak Langsung oleh Dewan Komisaris dan Direksi
## Indirect Share Ownership of Board of Commissioners and Directors

| Pemegang Saham<br>Shareholders | 1 Januari 2025<br>January 1, 2025 | | 31 Desember 2025<br>December 31, 2025 | |
|---|---|---|---|---|
| | Jumlah Saham<br>Total Shares | (%) | Jumlah Saham<br>Total Shares | (%) |
| **Dewan Komisaris**<br>**Board of Commissioners** | | | | |
| DR. Sofyan A. Djalil, SH.MA<br>Komisaris Utama & Komisaris Independen<br>President Commissioner & Independent Commissioner | - | - | - | - |
| Sinarto Dharmawan<br>Wakil Komisaris Utama<br>Vice President Commissioner | - | - | - | - |
| Friso Palilingan<br>Komisaris Independen<br>Independent Commissioner | - | - | - | - |
| Alexander S. Rusli<br>Komisaris Independen<br>Independent Commissioner | - | - | - | - |
| Thio Gwan Po Micky*<br>Komisaris Independen<br>Independent Commissioner | - | - | - | - |
| Jahja Asikin*<br>Komisaris<br>Commissioner | - | - | - | - |
| Ping Handayani Hanli*<br>Komisaris<br>Commissioner | - | - | - | - |
| **Direksi**<br>**Directors** | | | | |
| Archied Noto Pradono<br>Direktur Utama<br>President Director | - | - | - | - |
| Utama Gondokusumo<br>Wakil Direktur Utama<br>Vice President Director | - | - | - | - |
| Novita Anggriani<br>Direktur<br>Director | - | - | - | - |
| Simon Joseph Wirawan<br>Direktur<br>Director | - | - | - | - |
| Hendro Santoso Gondokusumo**<br>Direktur Utama<br>President Director | 5.328.800.724 | 51,41 | - | - |
| Suhendro Prabowo*<br>Wakil Direktur Utama<br>Vice President Director | - | - | - | - |
| Perry Yoranouw*<br>Direktur<br>Director | - | - | - | - |
| Permadi Indra Yoga*<br>Direktur<br>Director | - | - | - | - |
| **Jumlah**<br>**Total** | 5.328.800.724 | 51,41 | - | - |

*) Bapak Thio Gwan Po Micky, Bapak Jahja Asikin, Ibu Ping Handayani Hanli, Bapak Suhendro Prabowo, Bapak Perry Yoranouw, dan Bapak Permadi Indra Yoga menjabat sebagai anggota Dewan Komisaris dan Direksi Perseroan hingga RUPST pada 28 Mei.
Mr. Thio Gwan Po Micky, Mr. Jahja Asikin, Mrs. Ping Handayani Hanli, Mr. Suhendro Prabowo, Mr. Perry Yoranouw, and Mr. Permadi Indra Yoga served as the member of Board of Commissioners and Board of Directors of the Company until the Annual General Meeting of Shareholders (AGM) on May 28, 2025.
**) Meninggal dunia pada 13 Maret 2025
Deceased on March 13, 2025

## Komposisi Saham
### Shares Composition

| Jenis Saham Diterbitkan<br>Issued Shares | 1 Januari 2025<br>January 1, 2025 | | 31 Desember 2025<br>December 31, 2025 | |
|---|---|---|---|---|
| | Jumlah Saham<br>Number of Shares | % | Jumlah Saham<br>Number of Shares | % |
| Warkat<br>Script | 140.428.692 | 1 | 140.428.692 | 1 |
| Tanpa Warkat<br>Scriptless | 10.225.425.493 | 99 | 10.225.425.493 | 99 |
| **Jumlah**<br>**Total** | **10.365.854.185** | **100** | **10.365.854.185** | **100** |

## Komposisi Kepemilikan Saham oleh Pemodal Nasional dan Asing
### Composition of Share Ownership by Domestic and Foreign Investors

| No | Status Investor<br>Investors Status | 1 Januari 2025<br>January 1, 2025 | | | 31 Desember 2025<br>December 31, 2025 | | |
|---|---|---|---|---|---|---|---|
| | | Jumlah Investor<br>Number of Investors | Jumlah Saham<br>Number of Stock | Kepemilikan<br>Ownership<br>% | Jumlah Investor<br>Number of Investors | Jumlah Saham<br>Number of Stock | Kepemilikan<br>Ownership<br>% |
| 1 | Asuransi<br>Insurance | 10 | 28.535.160 | 0,28 | 9 | 28.180.560 | 0,27 |
| 2 | Australia - tax treaty | 1 | 321.900 | 0,00 | 1 | 321.900 | 0,00 |
| 3 | Bank | 4 | 630.360 | 0,01 | 4 | 630.360 | 0,01 |
| 4 | Broker | 25 | 1.830.352.159 | 17,66 | 26 | 1.876.294.441 | 18,10 |
| 5 | Canada - tax treaty | 1 | 1.887.400 | 0,02 | 1 | 1.887.400 | 0,02 |
| 6 | Finland - tax treaty | 1 | 70.000.000 | 0,68 | 1 | 85.000.000 | 0,82 |
| 7 | Individu lokal<br>Individual - domestic | 16.530 | 3.976.356.127 | 38,36 | 16.853 | 3.911.489.856 | 37,73 |
| 8 | Individu asing<br>Individual - foreign | 41 | 1.391.480 | 0,01 | 43 | 3.150.480 | 0,03 |
| 9 | Individu asing<br>Individual - foreign | 110 | 2.865.842.772 | 27,65 | 108 | 2.902.578.597 | 28,00 |
| 10 | Koperasi | 1 | 3.262.680 | 0,03 | 1 | 3.262.680 | 0,03 |
| 11 | Malaysia - tax treaty | 1 | 650.000 | 0,01 | 1 | 650.000 | 0,01 |
| 12 | Reksadana<br>Mutual fund | 2 | 25.751.700 | 0,25 | 2 | 19.425.100 | 0,19 |
| 13 | Dana Pensiun<br>Pension fund | 6 | 1.393.320 | 0,01 | 4 | 1.370.320 | 0,01 |
| 14 | Perusahaan Terbatas<br>Limited Liability Company | 55 | 1.392.101.025 | 13,43 | 53 | 1.457.700.096 | 14,06 |
| 15 | Singapore - tax treaty | 2 | 2.119.000 | 0,02 | 2 | 345.951 | 0,00 |
| 16 | Switzerland - tax treaty | 1 | 73.379.611 | 0,71 | 2 | 10.364.111 | 0,10 |
| 17 | United Kingdom - tax treaty | 3 | 76.987 | 0,00 | 3 | 17.373.787 | 0,17 |
| 18 | United States of America - tax treaty | 23 | 91.793.204 | 0,89 | 14 | 45.811.246 | 0,44 |
| 19 | Yayasan<br>Foundation | 2 | 9.300 | 0,00 | 2 | 9.300 | 0,00 |
| **Jumlah**<br>**Total** | | **16.819** | **10.365.854.185** | **100** | **17.130** | **10.365.854.185** | **100** |

## Klasifikasi Kepemilikan Saham
### Classification of Shareholders

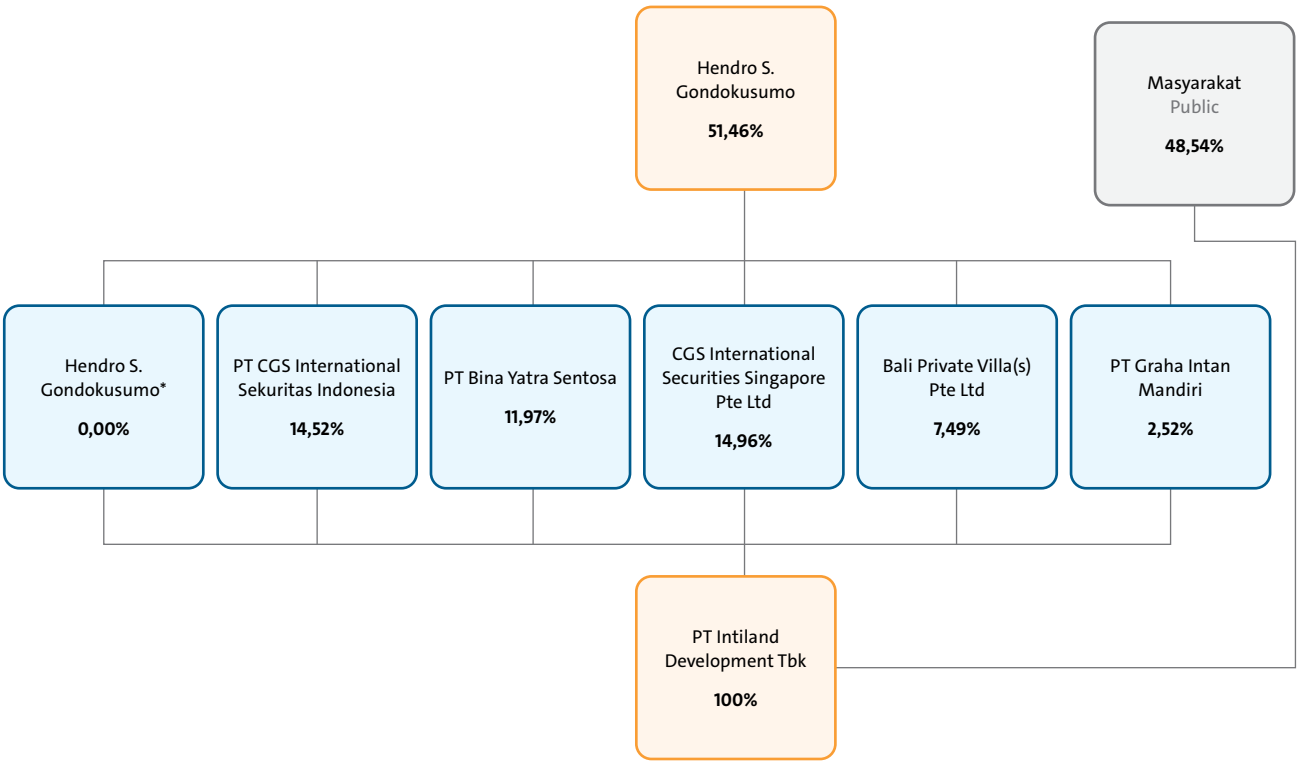
| Klasifikasi<br>Classification | 1 Januari 2025<br>January 1, 2025 | | | 31 Desember 2025<br>December 31, 2025 | | |
|---|---|---|---|---|---|---|
| | **Jumlah Lembar Saham**<br>Number of Shares | **Jumlah Investor**<br>Number of Investors | **(%)** | **Jumlah Lembar Saham**<br>Number of Shares | **Jumlah Investor**<br>Number of Investors | **(%)** |
| **Institusi**<br>Institutions | | | | | | |
| Domestik<br>Domestic | 3.282.035.704 | 105 | 31,66 | 3.386.872.857 | 101 | 32,67 |
| Asing<br>Foreign | 3.106.070.874 | 143 | 29,96 | 3.064.332.992 | 133 | 29,56 |
| **Individu**<br>Individuals | | | | | | |
| Domestik<br>Domestic | 3.976.356.127 | 16.530 | 38,36 | 3.911.497.856 | 16.853 | 37,73 |
| Asing<br>Foreign | 1.391.480 | 41 | 0,01 | 3.150.480 | 43 | 0,03 |
| **Jumlah**<br>Total | **10.365.854.185** | **16.819** | **100** | **10.365.854.185** | **17.130** | **100** |



Graha Famili, Surabaya

# INFORMASI PEMEGANG SAHAM UTAMA DAN PENGENDALI

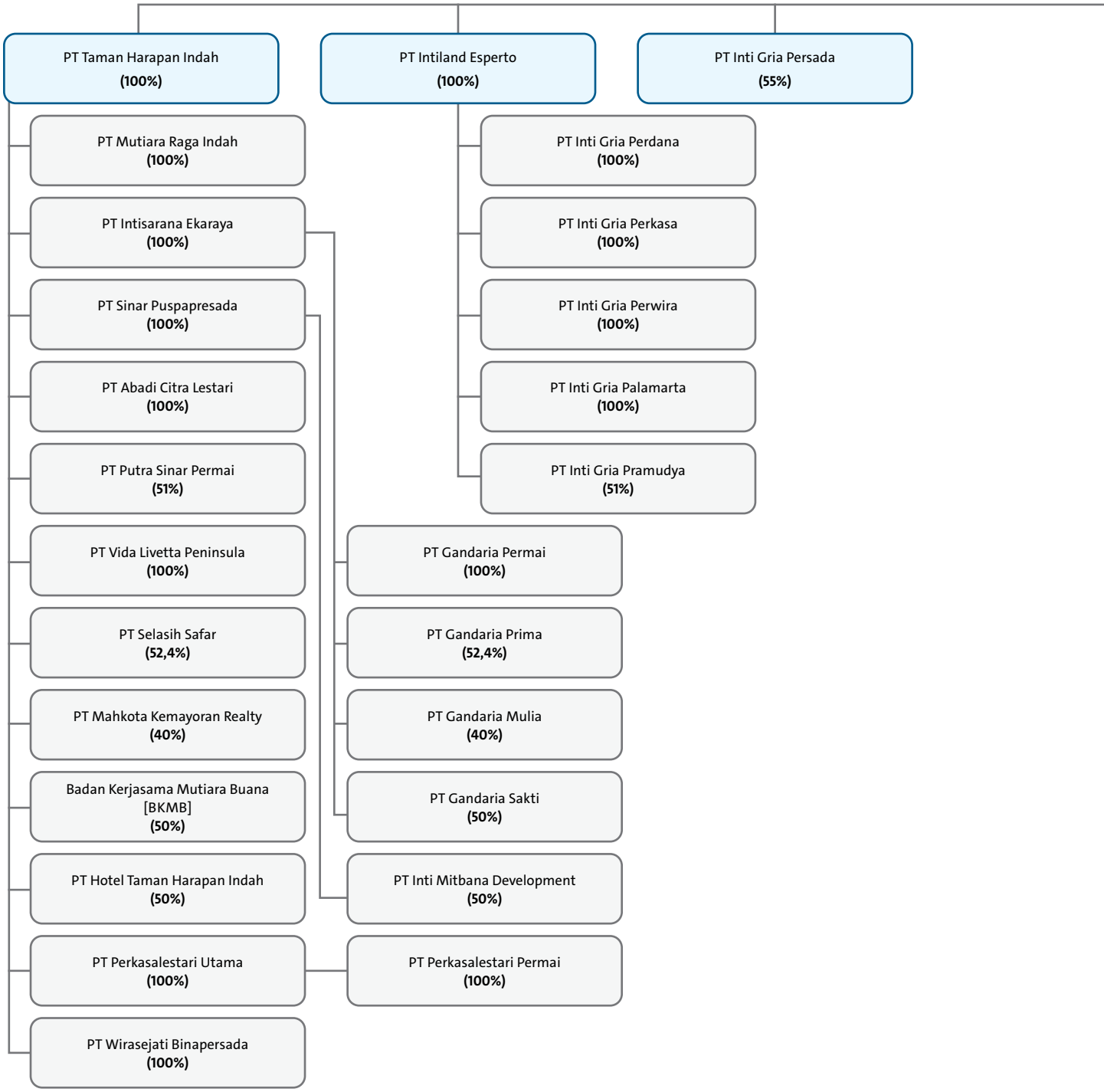
## INFORMATION ON MAJOR AND CONTROLLING SHAREHOLDER



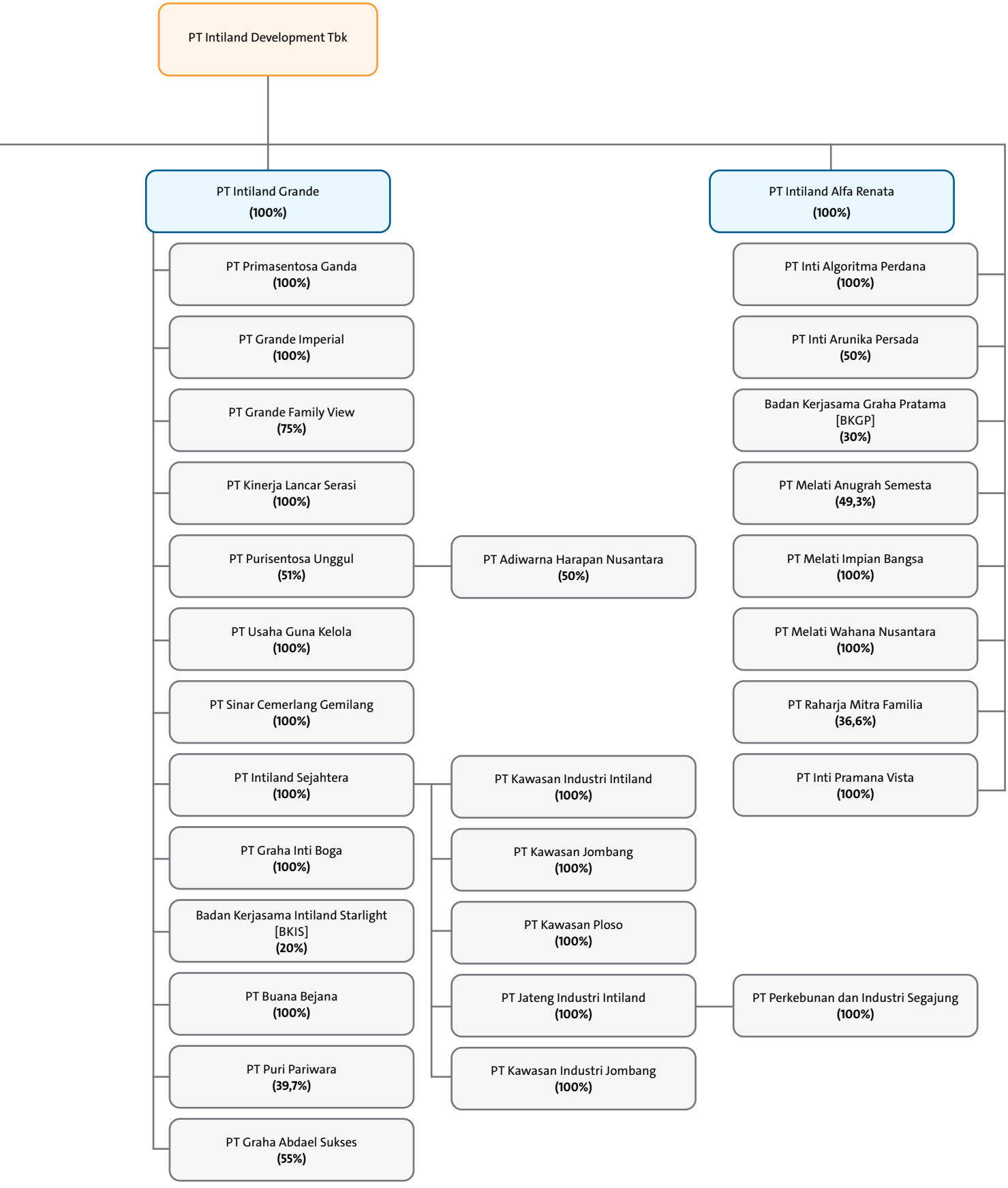

* Kepemilikan langsung sebanyak 50.000 lembar saham. Meninggal dunia pada 13 Maret 2025.
Direct ownership of 50,000 shares. Deceased on March 13, 2025.

# STRUKTUR GRUP PERUSAHAAN PER 31 DESEMBER 2025

## COMPANY GROUP STRUCTURE AS OF DECEMBER 31, 2025




Keterangan : Entitas anak, entitas asosiasi dan ventura bersama dengan kepemilikan ≥20%
Note: Subsidiaries, associates and joint ventures with ownership ≥20%


PT Intiland Development Tbk
PT Intiland Grande
(100%)
PT Intiland Alfa Renata
(100%)
PT Primasentosa Ganda
(100%)
PT Grande Imperial
(100%)
PT Grande Family View
(75%)
PT Kinerja Lancar Serasi
(100%)
PT Purisentosa Unggul
(51%)
PT Adiwarna Harapan Nusantara
(50%)
PT Usaha Guna Kelola
(100%)
PT Sinar Cemerlang Gemilang
(100%)
PT Intiland Sejahtera
(100%)
PT Kawasan Industri Intiland
(100%)
PT Graha Inti Boga
(100%)
PT Kawasan Jombang
(100%)
Badan Kerjasama Intiland Starlight
[BKIS]
(20%)
PT Kawasan Ploso
(100%)
PT Buana Bejana
(100%)
PT Jateng Industri Intiland
(100%)
PT Perkebunan dan Industri Segajung
(100%)
PT Puri Pariwara
(39,7%)
PT Kawasan Industri Jombang
(100%)
PT Graha Abdael Sukses
(55%)
PT Inti Algoritma Perdana
(100%)
PT Inti Arunika Persada
(50%)
Badan Kerjasama Graha Pratama
[BKGP]
(30%)
PT Melati Anugrah Semesta
(49,3%)
PT Melati Impian Bangsa
(100%)
PT Melati Wahana Nusantara
(100%)
PT Raharja Mitra Familia
(36,6%)
PT Inti Pramana Vista
(100%)

# ENTITAS ANAK, ENTITAS ASOSIASI, DAN VENTURA BERSAMA

## INFORMATION ON SUBSIDIARIES, ASSOCIATES, AND JOINT VENTURE

| **Nama Perusahaan** Name of the Company | **Alamat** Address | **Kegiatan Usaha** Business Activity | **Persentase** Percentage (%) | **Tanggal Penyertaan** Date of Inclusion | **Status Operasional** Operational Status (√) | **Jumlah Aset** Total Assets **(Rp)** |
|---|---|---|---|---|---|---|
| Taman Harapan Indah | Gd. Intiland Tower Lt. Penthouse Jl. Jendral Sudirman Kav.32 Karet, Tengsin, Tanah Abang, Jakarta Pusat | Real Estat Real Estate | 100 | 28/08/1992 | ✓ | 4.164.950.256.810 |
| Mutiara Raga Indah | Pantai Mutiara Sport Club. Jl. Pluit Samudera, Kel. Pluit, Kec. Penjaringan Jakarta Utara | Pusat Kebugaran Fitness Center | 100 | 30/06/1990 | ✓ | 3.389.965.438 |
| Intisarana Ekaraya | Intiland Tower, lantai Penthouse, Jl. Jend. Sudirman 32, Jakarta Pusat. | Real Estat Real Estate | 100 | 30/12/2002 | Belum operasional Not Yet Operational | 345.480.790.015 |
| Gandaria Permai | 1Park Residences, Jl. KH Syafei Hadzami No. 1. Kebayoran Baru, Jakarta Selatan. | Real Estat Real Estate | 100 | 17/04/1996 | ✓ | 37.208.057.400 |
| Gandaria Prima | Intiland Tower, lantai Penthouse, Jl. Jend. Sudirman 32, Jakarta Pusat. | Real Estat Real Estate | 100 | 17/04/1996 | ✓ | 286.012.103.276 |
| Gandaria Mulia | Intiland Tower, lantai Penthouse, Jl. Jend. Sudirman 32, Jakarta Pusat. | Real Estat Real Estate | 100 | 17/04/1996 | Belum operasional Not Yet Operational | 4.746.045.278 |
| Gandaria Sakti | Intiland Tower, lantai Penthouse, Jl. Jend. Sudirman 32, Jakarta Pusat. | Real Estat Real Estate | 100 | 17/04/1996 | Belum operasional Not Yet Operational | 4.017.649.383 |
| Sinar Puspapersada | Intiland Tower, lantai Penthouse, Jl. Jend. Sudirman 32, Jakarta Pusat. | Real Estat Real Estate | 100 | 20/12/2002 | ✓ | 573.699.775.532 |
| Inti Mitbana Development | Talaga Bestari, Jungle Boulevard No. 1, Jalan Raya Serang Km. 21, Desa Cibadak, Kecamatan Cikupa, Kab Tangerang – Banten. | Real Estat Real Estate | 30 | 14/7/2022 | ✓ | 287.523.625.908 |
| Abadi Citra Lestari | Plaza De Lumina, Taman Semanan Indah Blok C No 8-9, Cengkareng, Jakarta Barat. | Real Estat Real Estate | 100 | 07/09/2015 | ✓ | 3.344.234.686 |
| Putra Sinar Permaja | South Quarter, Jl. RA Kartini Kav 8, Cilandak, Jakarta Selatan. | Real Estat Real Estate | 51 | 05/05/2010 | ✓ | 1.973.221.073.260 |
| Vida Irvetta Peninsula | Intiland Tower, lantai Penthouse, Jl. Jend. Sudirman 32, Jakarta Pusat. | Real Estat Real Estate | 100 | 22/02/2016 | ✓ | 226.002.226.124 |
| Selasih Safar | Jl. Raya Gatot Subroto km 68, Kelurahan Jatake, Jatiuwung, Tangerang . | Real Estat Real Estate | 52.4 | 17/09/2014 | ✓ | 56.175.327.295 |
| Mahkota Kemayoran Realty | Menara DEA Tower 1, Jl. Mega Kuningan Barat IX, Kav E.4.3 No. 1, Setiabudi, Jakarta Selatan. | Real Estat Real Estate | 40 | 06/02/2008 | ✓ | 225.162.952.409 |
| Badan Kerjasama Mutiara Buana (JO) | Pantai Mutiara blok TG No. 1D, Pluit, Jakarta Utara. | Real Estat Real Estate | 50 | 26/05/2003 | ✓ | 488.999.519.904 |
| Hotel Taman Harapan Indah | Apartemen Regatta VB Tower New York, Lt. B1, No. 01, Jl. Pantai Mutiara Blok VB, Kel. Pluit, Kec. Penjaringan, Jakarta Utara | Real Estat Real Estate | 50 | 10/07/2003 | Belum operasional Not Yet Operational | 95.310.352.834 |
| Perkasalestari Utama | Flat Taman Harapan Indah Lt. II, Jelambar Baru, Kel. Jelambar, Kec. Grogol Petamburan, Jakarta Barat | Real Estat Real Estate | 100 | 26/12/2008 | ✓ | 691.995.472.453 |

| Nama Perusahaan<br>Name of the Company | Alamat<br>Address | Kegiatan Usaha<br>Business Activity | Persentase<br>Percentage (%) | Tanggal Penyertaan<br>Date of Inclusion | Status Operasional<br>Operational Status (√) | Jumlah Aset<br>Total Assets (Rp) |
|---|---|---|---|---|---|---|
| Perkasalestari Permai | Intiland Tower, lantai Penthouse, Jl. Jend. Sudirman 32, Jakarta Pusat. | Real Estat<br>Real Estate | 100 | 24/03/2011 | ✓ | 804.568.883.985 |
| Wirasejati Binapersada | Intiland Tower, lantai Penthouse, Jl. Jend. Sudirman 32, Jakarta Pusat. | Real Estat<br>Real Estate | 100 | 05/05/2010 | Belum operasional<br>Not Yet Operational | 324.638.486.171 |
| Intiland Esperto | Intiland Tower, lantai Penthouse, Jl. Jend. Sudirman 32, Jakarta Pusat. | Real Estat<br>Real Estate | 100 | 07/08/2008 | Belum operasional<br>Not Yet Operational | 87.021.010.127 |
| Inti Gria Perdana | Intiland Tower, lantai Penthouse, Jl. Jend. Sudirman 32, Jakarta Pusat. | Real Estat<br>Real Estate | 100 | 03/12/2008 | ✓ | 116.989.750.510 |
| Inti Gria Perkasa | Intiland Tower, lantai Penthouse, Jl. Jend. Sudirman 32, Jakarta Pusat. | Real Estat<br>Real Estate | 100 | 03/12/2008 | ✓ | 832.046.873 |
| Inti Gria Perwira | Intiland Tower, lantai Penthouse, Jl. Jend. Sudirman 32, Jakarta Pusat. | Real Estat<br>Real Estate | 100 | 03/12/2008 | ✓ | 47.300.476.598 |
| Inti Gria Palamarta | Intiland Tower, lantai Penthouse, Jl. Jend. Sudirman 32, Jakarta Pusat. | Real Estat<br>Real Estate | 100 | 27/04/2012 | ✓ | 10.970.284.395 |
| Inti Gria Pramudya | Intiland Tower, lantai Penthouse, Jl. Jend. Sudirman 32, Jakarta Pusat. | Real Estat<br>Real Estate | 100 | 27/04/2012 | Belum operasional<br>Not Yet Operational | 11.113.800.400 |
| Inti Gria Persada | Intiland Tower, lantai Penthouse, Jl. Jend. Sudirman 32, Jakarta Pusat. | Real Estat<br>Real Estate | 55 | 03/12/2008<br>28/08/2017 | Belum operasional<br>Not Yet Operational | 99.331.635.698 |
| Inti Pramana Vista | Intiland Tower lt. 2. Jl. Jend. Sudirman 32. Jakarta Pusat | Real estat dan konsultasi manajemen<br>Real Estate and Management Consultacy | 100 | 24/09/2025 | ✓ | 154.174.485 |
| Intiland Grande | Spazio Office Building, Lantai 8. Jl. Mayjend Yono Soewoyo, Surabaya, Jawa Timur. | Real Estat<br>Real Estate | 100 | 30/01/1992 | ✓ | 4.397.050.575,777 |
| Primasentosa Ganda | Jl. Panglima Sudirman No. 101-103, Surabaya, Jawa Timur. | Real Estat<br>Real Estate | 100 | 28/04/2006 | ✓ | 715.094.313.375 |
| Grande Imperial | Jl. Sumatra No. 36, Surabaya, Jawa Timur. | Real Estat<br>Real Estate | 100 | 30/04/2007 | ✓ | 81.645.632.009 |
| Grande Family View | Spazio Office Building Unit 8, Jl. Mayjend Yono Soewoyo Kav. 3, Surabaya, Jawa Timur. | Real Estat<br>Real Estate | 75 | 02/07/1993 | ✓ | 304.673.147.205 |
| Kinerja Lancar Serasi | Spazio Office Building Unit 8, Jl. Mayjend Yono Soewoyo Kav. 3, Surabaya, Jawa Timur. | Real Estat<br>Real Estate | 100 | 13/01/2012 | Belum operasional<br>Not Yet Operational | 269.921.043.200 |
| Purisentosa Unggul | Jl. Darmo Harapan I, Surabaya, Jawa Timur. | Real Estat<br>Real Estate | 100 | 03/06/2009 | Belum operasional<br>Not Yet Operational | 5.085.450.365 |
| PT Adiwarna Harapan Nusantara | Intiland Tower Lt.2, Jl. Jend. Sudirman 32, Jakarta Pusat | Real Estat<br>Real Estate | 50 | 01/12/2023 | Belum operasional<br>Not Yet Operational | 509.432.285 |
| Usaha Guna Kelola | Spazio Office Building Unit 8, Jl. Mayjend Yono Soewoyo Kav. 3, Surabaya, Jawa Timur. | Hotel | 100 | 17/07/2017 | Belum operasional<br>Not Yet Operational | 22.425.079.392 |
| Sinar Cemerlang Gemilang | Spazio Office Building Unit 8, Jl. Mayjend Yono Soewoyo Kav. 3, Surabaya, Jawa Timur. | Real Estat<br>Real Estate | 100 | 14/10/2011 | ✓ | 233.623.068.709 |
| Intiland Sejahtera | Spazio Office Building Unit 8, Jl. Mayjend Yono Soewoyo Kav. 3, Surabaya, Jawa Timur. | Real Estat<br>Real Estate | 100 | 28/11/1990 | ✓ | 830.449.413.158 |

| Nama Perusahaan<br>Name of the Company | Alamat<br>Address | Kegiatan Usaha<br>Business Activity | Persentase<br>Percentage (%) | Tanggal Penyertaan<br>Date of Inclusion | Status Operasional<br>Operational Status (√) | Jumlah Aset<br>Total Assets (Rp) |
|---|---|---|---|---|---|---|
| Kawasan Industri Intiland | Spazio Office Building Unit 8, Jl. Mayjend Yono Soewoyo Kav. 3, Surabaya, Jawa Timur. | Kawasan Industri<br>Industrial Estate | 100 | 19/02/1991 | ✓ | 83.734.801.760 |
| Kawasan Jombang | Spazio Office Building Unit 8, Jl. Mayjend Yono Soewoyo Kav. 3, Surabaya, Jawa Timur. | Real Estat<br>Real Estate | 100 | 27/09/2011 | Belum operasional<br>Not Yet Operational | 102.213.258.350 |
| Kawasan Ploso | Spazio Office Building Unit 8, Jl. Mayjend Yono Soewoyo Kav. 3, Surabaya, Jawa Timur. | Real Estat<br>Real Estate | 100 | 26/09/2011 | Belum operasional<br>Not Yet Operational | 158.336.646.348 |
| Jateng Industri Intiland | Spazio Office Building Unit 8, Jl. Mayjend Yono Soewoyo Kav. 3, Surabaya, Jawa Timur. | Real Estat & Kawasan Industri<br>Real Estate & Industrial Estate | 100 | 27/12/2018 | ✓ | 59.955.494.369 |
| Perkebunan dan Industri Segajung | Desa Sembojo, Kel. Tulis, Kec. Tulis, Kab. Batang, Jateng | Kawasan Industri<br>Industrial Estate | 100 | 15/01/2021 | ✓ | 273.688.678.047 |
| Graha Inti Boga | Spazio Office Building Unit 8, Jl. Mayjend Yono Soewoyo Kav. 3, Surabaya, Jawa Timur. | Restoran & Pusat Kebugaran<br>Restaurants & Fitness Center | 100 | 15/03/2017 | ✓ | 1.596.586.651 |
| Badan Kerjasama Intiland Starlight (BKIS) | Spazio Office Building Unit 8, Jl. Mayjend Yono Soewoyo Kav. 3, Surabaya, Jawa Timur. | Perkantoran<br>Office | 75 | 22/11/2010 | ✓ | 58.636.526.764 |
| Buana Bejana | Spazio Office Building Unit 8, Jl. Mayjend Yono Soewoyo Kav. 3, Surabaya, Jawa Timur. | Real Estat<br>Real Estate | 100 | 24/02/2017 | ✓ | 118.777.127 |
| Puri Pariwara | Gedung WTC lt. 6, Jl. Pemuda No.27-31, Surabaya, Jawa Timur. | Real Estat<br>Real Estate | 39.7 | 28/08/1992 | ✓ | 138.173.609.082 |
| Graha Abdael Sukses | Jl. HR. Muhammad 92A, Dukuh Pakis – Surabaya, Jawa Timur. | Real Estat<br>Real Estate | 55 | 13/07/2020 | ✓ | 375.558.503.159 |
| Intiland Alfa Rendita | Intiland Tower, lantai Penthouse, Jl. Jend. Sudirman 32, Jakarta Pusat. | Infrastruktur Telekomunikasi<br>Telecommunication Infrastructure | 100 | 29/06/2015 | ✓ | 16.139.477.555 |
| Inti Algoritma Perdana | Intiland Tower, lantai Penthouse, Jl. Jend. Sudirman 32, Jakarta Pusat. | Infrastruktur Telekomunikasi<br>Telecommunication Infrastructure | 100 | 30/06/2015 | ✓ | 18.824.408.827 |
| Inti Arunika Persada | Intiland Tower lt. 2. Jl. Jend. Sudirman 32. Jakarta Pusat | - Layanan Hosting dan Jasa Sistem Komunikasi Data<br>Hosting and Data Communication System Services | 50 | 24/07/2025 | Belum operasional<br>Not Yet Operational | 4.991.911.577 |
| Badan Kerjasama Graha Pratama (BKGP) | Graha Pratama. Jl. MT Haryono Kav. 15, Tebet, Jakarta Selatan. | Perkantoran<br>Office | 30 | 08/07/1999 | ✓ | 46.007.788.304 |
| Melati Anugrah Semesta | Intiland Tower, lantai Penthouse, Jl. Jend. Sudirman 32, Jakarta Pusat. | Real Estat<br>Real Estate | 49.3 | 08/11/1996 | Belum operasional<br>Not Yet Operational | 131.948.698.087 |
| Melati Impian Bangsa | Intiland Tower, lantai Penthouse, Jl. Jend. Sudirman 32, Jakarta Pusat. | Real Estat<br>Real Estate | 100 | 08/06/2012 | Belum operasional<br>Not Yet Operational | 13.340.137.472 |
| Melati Wahana Nusantara | Intiland Tower, lantai Penthouse, Jl. Jend. Sudirman 32, Jakarta Pusat. | Real Estat<br>Real Estate | 100 | 08/06/2012 | Belum operasional<br>Not Yet Operational | 36.559.183.466 |
| Raharja Mitra Familia | Intiland Tower, lantai Penthouse, Jl. Jend. Sudirman 32, Jakarta Pusat. | Real Estat<br>Real Estate | 36,6 | 26/09/2016 | ✓ | 378.005.784.902 |

# KRONOLOGI PENCATATAN SAHAM
## CHRONOLOGY OF SHARE LISTING

| **Keterangan Penerbitan Saham**<br>Description of Share Issuance | **Harga Penawaran**<br>Offering Price | **Tanggal Efektif**<br>Effective Date | **Saham**<br>Share | **Harga Nominal**<br>Nominal Price | **Jumlah**<br>Total |
|---|---|---|---|---|---|
| Penawaran Saham Perdana di Bursa Paralel<br>Initial Public Offering on Parallel Stock Exchange | 6.500 | 21 Oktober 1989<br>October 21, 1989 | 12.000.000 | 1.000 | 12.000.000.000 |
| Perpindahan Pencatatan ke Bursa Regular, Bursa Efek Jakarta<br>Transfer of Listing to Regular Stock Exchange, the Jakarta Stock Exchange | - | 2 Agustus 1991<br>August 2, 1991 | 12.000.000 | 1.000 | 12.000.000.000 |
| Penawaran Umum terbatas (PUT) I dengan Hak Memesan Efek Terlebih Dahulu (HMETD)<br>Rights Issue I with preemptive rights | 1.650 | 18 Juni 1992<br>June 18, 1992 | 121.418.000 | 1.000 | 121.418.000.000 |
| PUT II dengan HMETD<br>Rights Issue II with preemptive rights | 2.500 | 6 Juni 1994<br>June 6, 1994 | 81.209.000 | 1.000 | 81.209.000.000 |
| Saham Bonus<br>Bonus Shares | - | 29 Desember 1997<br>December 29, 1997 | 219.264.300 | 1.000 | 219.264.300.000 |
| Pemecahan Saham<br>Stock Split | - | 26 Januari 1998<br>January 26, 1998 | 925.782.600 | 500 | 462.891.300.000 |
| Konversi Hutang Menjadi Ekuitas<br>Debt to Equity Conversion | - | 23 Juli 2007<br>June 23, 2007 | 2.183.973.483 | 500 | 1.091.986.741.500 |
| PUT III dengan HMETD<br>Rights Issue III with preemptive rights | 1.000 | 29 Maret 2010<br>March 29, 2010 | 2.073.170.722 | 500 | 1.036.585.361.000 |
| Waran<br>Warrants | 1.000 | | 1.036.585.361 | | |
| Pemecahan Saham<br>Stock Split | - | 26 Juli 2010<br>July 26, 2010 | 10.365.853.610 | 250 | 2.591.463.402.500 |
| Pelaksanaan waran Seri-1 (575 lembar) /<br>Exercise of Warrant Series 1 (575 shares) | - | 12 April 2012<br>April 12, 2012 | 10.365.854.185 | 250 | 2.591.463.546.250 |
| Pelaksanaan pembelian kembali saham<br>Share buyback | - | 23 September – 17 Desember 2013<br>September 23 – December 17, 2013 | 98.755.000 | 300-380 | 31.740.510.000 |
| Pengalihan saham hasil pembelian kembali<br>Transfer of shares from buyback action | - | 30 Desember 2016<br>December 30, 2016 | 98.755.000 | 555 | 54.809.025.000 |

# INFORMASI TENTANG EFEK LAINNYA
## INFORMATION ABOUT OTHER SECURITIES

| Nama Efek<br>Securities Name | Tahun Penerbitan<br>Year of Publication | Tanggal Jatuh Tempo<br>Due Date | Nilai Penawaran<br>Bid Value | Peringkat Efek 17 April 2025<br>Effect Rating As of April 17, 2025 |
|---|---|---|---|---|
| PUB Sukuk Ijarah Berkelanjutan I Intiland Development Tahap II<br>Issued Shelf-Registration Sukuk Ijarah I Intiland Development Tranche II 2022 | 2022 | 25 Agustus 2025<br>August 25. 2025 | Rp250 miliar/billion | A Outlook Stabil<br>A Stable Outlook |
| PUB Sukuk Ijarah Berkelanjutan I Intiland Development Tahap III seri B<br>Issued Shelf-Registration Sukuk Ijarah I Intiland Development Tranche III, Series B | 2022 | 2 Desember 2025<br>December 2, 2025 | Rp125 miliar/billion | A Outlook Stabil<br>A Stable Outlook |

Perseroan telah melunasi kewajiban atas pembayaran pokok Sukuk Ijarah Berkelanjutan I Intiland Development Tahap II Tahun 2022 senilai Rp250 miliar yang jatuh tempo pada tanggal 25 Agustus 2025 dan Sukuk Ijarah Berkelanjutan I Intiland Development Tahap III seri B senilai Rp125 miliar yang jatuh tempo tanggal 2 Desember 2025.

The Company has fulfilled its obligation for the principal payment of the Sustainable Sukuk Ijarah I Intiland Development Tranche II 2022, amounting to Rp250 billion, which is due on August 25, 2025 and the Sustainable Sukuk Ijarah I Intiland Development Tranche III, Series B amounting to Rp125 billion, which is due on December 2, 2025.

# INFORMASI TENTANG AKUNTAN PUBLIK DAN KANTOR AKUNTAN PUBLIK
## INFORMATION ON PUBLIC ACCOUNTANTS AND PUBLIC ACCOUNTING FIRMS

Berdasarkan keputusan RUPS Tahunan pada tanggal 28 Mei 2025, memberikan kewenangan kepada Dewan Komisaris untuk menunjuk Akuntan Publik Independen dan Kantor Akuntan Publik (KAP) yang akan melakukan audit atas informasi keuangan Perseroan dan entitas anak untuk tahun buku 31 Desember 2025. Merujuk pada hasil keputusan tersebut dan dengan pertimbangan dan rekomendasi dari Komite Audit, maka Dewan Komisaris memutuskan menunjuk KAP Mirawati Sensi Idris (*An independent member of Moore Global Network Limited*) dengan Bapak Ahmad Syakir selaku Akuntan Publik (AP) untuk melaksanakan tugas audit atas informasi keuangan konsolidasian Perseroan dan entitas anak untuk tahun buku 31 Desember 2025. Keputusan ini diambil setelah mendapatkan masukan dan rekomendasi dari Komite Audit.

Based on the decision of the Annual GMS on May 28, 2025, the Board of Commissioners had the authority to appoint a Public Accountant and Public Accounting Firm to audit the financial information of the Company and its subsidiaries for the financial year ended 31 December 2025. Referring to the Decision, and with considerations and recommendations from Audit Committee, the Board of Commissioners decided to appoint KAP Mirawati Sensi Idris (An independent member of Moore Global Network Limited) with Mr. Ahmad Syakir as Public Accountant (AP) to carry out audit duties on the consolidated financial information of the Company and its subsidiaries for the financial year ended 31 December 2025. This decision was taken after receiving input and recommendations from the Audit Committee.

Penunjukan Akuntan Publik dan KAP telah memenuhi ketentuan Peraturan OJK Nomor 9 Tahun 2003 tentang Peraturan Penggunaan Jasa Akuntan Publik dan Kantor Akuntan Publik dalam Kegiatan Jasa Keuangan.

The appointment of the Public Accountant and Public Accounting Firm complied with the provisions of OJK Regulation Number 9 of 2003 concerning the Use of Public Accounting Services and Public Accounting Firms in Financial Services Activities.

Selain audit atas informasi keuangan konsolidasian, Perseroan dan entitas anak, Perseroan tidak ada pekerjaan jasa layanan lainnya dari KAP Mirawati Sensi Idris di tahun 2025.

Apart from auditing the consolidated financial information of the Company and its subsidiaries, the Company had no other services rendered by KAP Mirawati Sensi Idris in 2025.

| **Nama**<br>Name | **Alamat**<br>Address | **Tahun Penugasan**<br>Assignment Year | **Jasa yang Diberikan**<br>Services Rendered | **Biaya Jasa***<br>Service Fee* |
|---|---|---|---|---|
| Kantor Akuntan Publik<br>Public Accountant Firm:<br><br>Mirawati Sensi Idris (*An independent member of Moore Global Network Limited)*<br><br>Akuntan Publik<br>Public Accountant:<br><br>Ahmad Syakir | Intiland Tower, 7th Floor, Jalan Jenderal Sudirman 32, Jakarta 10220<br>T : +62 21 5708111<br>F : +62 21 5722737 | 2025 | 1. Melaksanakan audit atas Laporan Keuangan Konsolidasian Perseroan dan entitas anak untuk posisi dan tahun yang berakhir pada 31 Desember 2025.<br>2. Melaksanakan reviu atas Laporan Keuangan Konsolidasian Perseroan dan entitas anak untuk posisi dan periode yang berakhir 30 Juni 2025.<br><br>1. Audit of the Consolidated Financial Information of the Company and its subsidiaries for the position and year ending 31 December 2025.<br>2. Reviewed the Consolidated Financial Statements of the Company and its subsidiaries for the position and period ending 30 June 2025. | Rp2.110.000.000,-<br><br>Rp2,110,000,000.- |

* Biaya konsolidasi induk perusahaan dan anak perusahaan
Fee for consolidated parent company and its subsidiaries

# LEMBAGA DAN PROFESI PENUNJANG PASAR MODAL
## CAPITAL MARKET SUPPORTING INSTITUTIONS AND PROFESSIONALS

| **Biro Administrasi Efek**<br>Share Registrar | **Wali Amanat**<br>Trustee | **Perusahaan Pemeringkat Efek**<br>Credit Rating Company |
|---|---|---|
| PT EDI Indonesia | PT Bank Mega Tbk | PT Kredit Rating Indonesia |
| Wisma SMR, 10th Floor Jalan Yos Sudarso Kav 89, Jakarta 14350<br>T : +62 21 650 5829<br>F : +62 21 6515131 | Menara Bank Mega, 16 floor<br>Jalan Kapten Tendean Kav 12 – 14 A<br>Jakarta 12790<br>T : +6221 7919 5000<br>F : +6221 7918 7100 | Sinarmas Land Plaza Tower 3 Lantai 11<br>Jl. M.H. Thamrin No. 51 Kav. 22 Jakarta 10350<br>T : +61 21 3983 4411 |
| Jasa yang diberikan<br>Service Provided:<br>Administrasi Efek<br>Shares Administration | Jasa yang diberikan<br>Service Provided:<br>Wali Amanat Obligasi<br>Bond Trustee | Jasa yang diberikan<br>Service Provided:<br>Menetapkan peringkat Perusahaan dan sukuk Perusahaan.<br>Assign credit rating for the Company and its sukuk. |
| Periode penugasan<br>Working Period:<br>2025 | Periode penugasan<br>Working Period:<br>2025 | Periode penugasan<br>Working Period:<br>2025 |

| **Notaris**<br>Notary | **Konsultan Hukum**<br>Legal Consultant | **Penilai**<br>Appraisal |
|---|---|---|
| Humberg Lie, SH, SE, M.Kn | Nugroho, Panjaitan & Partners | KJPP Wilson & Rekan |
| Jl. Raya Pluit Selatan 103, Jakarta 14450<br>T: +62 21 66697315 | Equity Tower, lantai 29 Unit E SCBD Lot. 9, Jl. Jend Sudirman Kav.52-53 Jakarta<br>T : +62 21 29035295<br>F : +62 21 29035297 | Chase Plaza 17th Floor<br>Jl. Jend. Sudirman Kav. 21<br>Jakarta 12930<br>T: +62 21 570 7170<br>F: +62-21 570 7177 |
| Jasa yang diberikan<br>Service Provided:<br>Akta Perusahaan<br>Deed of Company | Jasa yang diberikan<br>Service Provided:<br>Konsultasi hukum sehubungan dengan transaksi komersial.<br>Legal consultation in relation to commercial transactions. | Jasa yang diberikan<br>Service Provided:<br>Melakukan pemeriksaan fisik, penelitian, analisa data, menentukan nilai pasar atas aset Perusahaan.<br>Performing physical examination, research, analyzedata, determines market value of Company's assets. |
| Periode penugasan<br>Working Period:<br>2025 | Periode penugasan<br>Working Period:<br>2025 | Periode penugasan<br>Working Period:<br>2025 |

# INFORMASI PADA SITUS WEB PERUSAHAAN
## INFORMATION ON THE COMPANY WEBSITE




Sebagai perusahaan publik, Intiland berkomitmen mengutamakan aspek transparansi dan akuntabilitas kepada para pemangku kepentingan. Salah satunya diwujudkan melalui penyediaan informasi secara terbuka melalui situs web www.intiland.com yang dapat diakses dalam Bahasa Indonesia dan Inggris. Penyediaan situs web sekaligus menjadi upaya Perseroan memenuhi Peraturan Otoritas Jasa Keuangan Nomor 8/POJK.04/2015, tentang Situs Web Emiten atau Perusahaan Publik.

Penyediaan situs web menjadi upaya Perseroan untuk memperkuat hubungan dengan pemegang saham, investor, dan pemangku kepentingan lain, serta membangun reputasi yang baik dan terpercaya. Informasi di situs web diperbarui secara faktual dan aktual, meliputi:

As a public company, Intiland committed to implementing transparency and accountability aspect to its stakeholders. One of these is realized through the provision of open information via the website www.intiland.com, which can be accessed in both Indonesian and English. The provision of a website is also an effort by the Company to comply with Financial Services Authority Regulation Number 8/POJK.04/2015 regarding Websites of Issuers or Public Companies.

The website is the Company's effort to strengthen relationships with shareholders, investors, and other stakeholders, as well as to build a positive and trusted reputation. The information on the website is updated based on factual and current data, including:

## 1. Informasi Perseroan

Bagian ini memuat seluruh informasi umum tentang Perseroan, mulai dari profil singkat, sejarah Perseroan, visi dan misi serta nilai Perseroan, susunan manajemen Perseroan, penghargaan yang diperoleh, struktur organisasi Perseroan, dan narahubung Perseroan.

## 2. Pengembangan Properti

Informasi mengenai pengembangan properti disajikan berdasarkan jenis produk maupun fungsinya. Intiland menyiapkan struktur dan navigasi pencarian yang dikelompokkan sesuai berbagai kebutuhan masyarakat, seperti jenis produk, lokasi, harga, dan fungsinya. Kami juga menyediakan layanan pusat informasi untuk membantu masyarakat untuk memperoleh informasi lebih mendetail tentang produk-produk properti yang diinginkan.

## 3. Media

Laman ini menampilkan informasi mengenai perkembangan terbaru yang dilaksanakan oleh Perseroan seperti aksi korporasi, perkembangan dari proyek-proyek yang dikembangkan, hingga kinerja Perusahaan dalam bentuk siaran pers maupun foto. Masyarakat dan para pemangku kepentingan dapat mengikuti setiap perkembangan dan aktivitas perusahaan melalui informasi yang tersedia di laman ini.

## 4. Investor

Perusahaan menyediakan laman investor yang menyajikan berbagai informasi serta data terkini yang dibutuhkan oleh para investor, pemegang saham, maupun manajer investasi. Laman ini menyajikan laporan manajemen, kepemilikan saham, laporan keuangan, laporan tahunan, materi presentasi, laporan saham dan obligasi, serta laporan rutin yang disampaikan kepada regulator sebagai bagian dari keterbukaan dan kepatuhan terhadap regulasi. Laman investor turut menyampaikan informasi lengkap mengenai Rapat Umum Pemegang Saham Tahunan atau Luar Biasa, mulai dari tahapan pelaksanaan RUPS hingga penyampaian risalah hasil RUPS.

## 5. Karir

Informasi mengenai program-program pengembangan karier di Perusahaan dan beragam aktivitas karyawan disajikan pada laman karier. Bagian ini turut menyajikan informasi mengenai lowongan pekerjaan dan program magang.

## 1. Company Information

The section provides various general information about the Company, starting with a brief overview, the Company's history, its vision, mission, and values, the makeup of the management team, any honors the Company has earned, its organizational structure, and the Company's contacts.

## 2. Property Development

Information about property development presented on the type of product and its intended uses. Intiland sets up the structure and navigation for search and grouping of various community needs, including product kind, location, price, and function, in order to assist the public in obtaining more specific information about the desired real estate items, we also offer call center services.

## 3. Media

This section displays information about the latest developments carried out by the Company, such as corporate actions, updates on ongoing projects, and the Company's performance in the form of press releases and photos. The public and stakeholders can follow the Company's developments and activities through the information available on this page.

## 4. Investors

The Company provides an investor page that presents various up-to-date information and data needed by investors, shareholders, and investment managers. This page includes management reports, stock ownership, financial statements, annual reports, presentation materials, stock and bond reports, as well as routine reports submitted to regulators as part of transparency and compliance with regulations. The investor page also provides complete information regarding the Annual or Extraordinary General Meeting of Shareholders, from the stages of the GMS implementation, and submission of the minutes of the GMS.

## 5. Career

The information on career development programs at the Company and various employment activities is provided on the careers page. This section also provides information about job vacancies, internship programs, and opportunities to join Intiland.



Graha Golf, Surabaya

# PROGRAM PELATIHAN DAN/ATAU PENGEMBANGAN DEWAN KOMISARIS, DIREKSI, KOMITE-KOMITE, SEKRETARIS PERUSAHAAN, DAN AUDIT INTERNAL

## TRAINING AND/OR DEVELOPMENT PROGRAM FOR BOARD OF COMMISSIONERS, DIRECTORS, COMMITTEES, CORPORATE SECRETARY, AND INTERNAL AUDIT

| **Peserta**<br>Participants | **Nama Kegiatan**<br>Activities | **Jenis**<br>Types |
|---|---|---|
| Komisaris<br>Commissioner | Update PSAK Terkini Dalam Penyusunan Laporan Keuangan<br>Latest PSAK Updates in Financial Statement Preparation | Webinar<br>Webinar |
| Komisaris<br>Commissioner | Implementasi PSAK 115 & 116: Tantangan Penerapan Dan Implikasi Ke Laporan Keuangan<br>Implementation of PSAK 115 & 116: Challenges in Application and Implications for Financial Statements | Webinar<br>Webinar |
| Komisaris<br>Commissioner | KEPAP 2021: Kepatuhan Terhadap Kode Etik, Prinsip Dasar Etika, Noclar, Serta Independensidalam Perikatan Audit, Perikatan Reviu, dan Perikatan Asurans Lainnya<br>KEPAP 2021: Compliance with the Code of Ethics, Basic Ethical Principles, Noclar, and Independence in Audit Engagements, Review Engagements, and Other Assurance Engagements | Seminar<br>Seminar |
| Komisaris<br>Commissioner | PPL Wajib Akuntan Publik PPPK 2025 - Batch 4<br>Mandatory Public Accountant PPL PPPK 2025 - Batch 4 | Pelatihan<br>Training |
| Komisaris<br>Commissioner | PPL Pendamping PPL Wajib PPPK Tahun 2025 (Batch 6)<br>PPL Assistant PPL Mandatory PPPK 2025 (Batch 6) | Pelatihan<br>Training |
| Komisaris<br>Commissioner | Implementasi PSAK 115 & 116: Tantangan Penerapan dan Implikasi Ke Laporan Keuangan<br>Implementation of PSAK 115 & 116: Challenges in Application and Implications for Financial Statements | Seminar<br>Seminar |
| Komisaris<br>Commissioner | PPL IAPI - OJK IKNB Aspek Akuntansi dan Audit Serta Regulasi Terkait Laporan Keuangan Fintech Termasuk Fintech Syariah<br>PPL IAPI - OJK IKNB Accounting and Audit Aspects and Regulations Related to Fintech Financial Statements, Including Sharia Fintech. | Pelatihan<br>Training |
| Komisaris<br>Commissioner | PPL IAPI - OJK Sektor Pasar Modal Pertimbangan Akuntansi dan Audit Serta Regulasi Pasar Modal Dalam Proses Merger & Akuisisi, Serta Update Perkembangan Pasar Modal Syariah Indonesia<br>PPL IAPI - OJK Capital Market Sector Accounting and Audit Considerations and Capital Market Regulations in the Merger & Acquisition Process, as well as Updates on the Development of the Indonesian Sharia Capital Market | Webinar<br>Webinar |
| Komite Audit<br>Audit Committee | Etika, Kompetensi, dan Integritas: Pilar Profesi Konsultan Hukum Sektor Keuangan Di Tengah Transformasi Regulasi<br>Ethics, Competence, and Integrity: Pillars of the Financial Sector Legal Consultant Profession Amid Regulatory Transformation | Seminar<br>Seminar |
| Sekretaris Perusahaan<br>Corporate Secretary | Kuliah Umum Program Studi Magister Ilmu Komunikasi (M.Ikom) Fisip Universitas Nasional<br>Public Lecture of the Master of Communication Science (M.Ikom) Study Program, Faculty of Social and Political Sciences, Universitas Nasional | Kuliah Umum<br>Public Lecture |
| Sekretaris Perusahaan<br>Corporate Secretary | Seminar Sustainable Housing Building and Cities in Indonesia<br>Seminar tentang Pembangunan Perumahan Berkelanjutan dan Kota di Indonesia | Seminar<br>Seminar |
| Sekretaris Perusahaan<br>Corporate Secretary | Perdagangan Karbon Internasional<br>International Carbon Trading | Webinar<br>Webinar |
| Sekretaris Perusahaan<br>Corporate Secretary | Sosialisasi ESG Reporting<br>ESG Reporting Socialization | Webinar<br>Webinar |

| Penyelenggara<br>Organizers | Waktu & Tempat<br>Time and Venue | Jumlah Peserta<br>Number of Participant | | Durasi (jam)<br>Duration (hour) | Kapasitas<br>Capacity | Investasi<br>Investment |
|---|---|---|---|---|---|---|
| | | L<br>M | P<br>W | | | |
| Institut Akuntan Publik Indonesia (IAPI)<br>The Indonesian Institute of Certified Public Accountants | 11 Juni 2025<br>June 11, 2025<br>Zoom Meeting | 1 | | 6,5 | Peserta<br>Participant | 0 |
| IAPI | 13 Juni 2025<br>June 13, 2025<br>Zoom Meeting | 1 | | 6,5 | Peserta<br>Participant | 0 |
| IAPI | 19 Juni 2025<br>June 19, 2025<br>Jakarta | 1 | | 6,5 | Peserta<br>Participant | 0 |
| Kementerian Keuangan & IAPI<br>The Ministry of Finance & IAPI | 25 Juli 2025<br>July 25, 2025<br>Jakarta | 1 | | 6,5 | Peserta<br>Participant | 0 |
| Kementerian Keuangan & IAPI<br>The Ministry of Finance & IAPI | 30 Juli 2025<br>July 30, 2025<br>Jakarta | 1 | | 6,5 | Peserta<br>Participant | 0 |
| IAPI | 04 Agustus 2025<br>August 04, 2025<br>Jakarta | 1 | | 6,5 | Peserta<br>Participant | 0 |
| IAPI | 29 Agustus 2025<br>August 29, 2025<br>Jakarta | 1 | | 6,5 | Peserta<br>Participant | 0 |
| IAPI | 16 September 2025<br>September 16, 2025<br>Zoom Meeting | 1 | | 6,5 | Peserta<br>Participant | 0 |
| Himpunan Konsultan Hukum Sektor Keuangan (HKKSI)<br>The Finansial Sector Legal Consultants Association | 29 Juli 2025<br>July 29, 2025<br>Jakarta | 1 | | 3 | Peserta<br>Participant | 0 |
| Universitas Nasional<br>Nasional University | 11 Januari 2025<br>January 11, 2025<br>Universitas Nasional<br>Jakarta | | 1 | 2 | Peserta<br>Participant | 0 |
| Kementerian Perumahan & Kawasan Permukiman<br>The Ministry of Housing and Residential Areas | 14 Januari 2025<br>January 14, 2025<br>Hotel Fairmont, Jakarta | | 1 | 3 | Peserta<br>Participant | 0 |
| IDX Carbon | 16 Januari 2025<br>January 16, 2025<br>Zoom Meeting | 1 | | 2 | Peserta<br>Participant | 0 |
| Bursa Efek Indonesia (BEI)<br>The Indonesia Stock Exchange (IDX) | 22 Januari 2025<br>January 22, 2025<br>Zoom Meeting | 2 | | 2 | Peserta<br>Participant | 0 |

| **Peserta**<br>Participants | **Nama Kegiatan**<br>Activities | **Jenis**<br>Types |
|---|---|---|
| Sekretaris Perusahaan<br>Corporate Secretary | Penyegaran POJK Bagi Emiten Perusahaan Publik<br>Refreshment of POJK for Public Company Issuers | Webinar<br>Webinar |
| Sekretaris Perusahaan<br>Corporate Secretary | Driving Sustainability In The Real Estate Sector: ESG and Green Financing in Indonesia<br>Mendorong Keberlanjutan di Sektor Properti: ESG dan Pembiayaan Hijau di Indonesia | Seminar<br>Seminar |
| Sekretaris Perusahaan<br>Corporate Secretary | Sosialisasi POJK Nomor 45 Tahun 2024 tentang Pengembangan dan Penguatan Emiten dan Perusahaan Publik<br>Socialization of POJK Number 45 of 2024 concerning the Development and Strengthening of Issuers and Public Companies | Sosialisasi<br>Dissemination |
| Sekretaris Perusahaan<br>Corporate Secretary | Webinar Studi Kasus Restrukturisasi di Indonesia<br>Indonesian Restructuring Case Studies Webinar | FGD<br>Focuss Group Discussion |
| Sekretaris Perusahaan<br>Corporate Secretary | Pengungkapan ESG: Mengapa dan Bagaimana Perusahaan Harus Mengidentifikasi Risiko dan Peluang yang Berkaitan dengan Alam?<br>ESG disclosures: Why and How Should Companies Identify Nature-related Risks and Opportunities? | Seminar<br>Seminar |
| Sekretaris Perusahaan<br>Corporate Secretary | Navigating Indonesia's Economy: Thriving Smid Global Uncertainly - Bloomberg Technoz<br>Menavigasi Ekonomi Indonesia: Berkembang di Tengah Ketidakpastian Global - Bloomberg Technoz | FGD<br>Focuss Group Discussion |
| Sekretaris Perusahaan<br>Corporate Secretary | Sosialisasi Annual Report Award 2024<br>Socialization of the 2024 Annual Report Award | Sosialisasi<br>Dissemination |
| Sekretaris Perusahaan<br>Corporate Secretary | Siapa Dibalik Korporasi? Mencermati Transparansi Beneficial Ownership dan Pengaturannya di Indonesia<br>Who's Behind Corporations? Examining Beneficial Ownership Transparency and Its Regulation in Indonesia | Webinar<br>Webinar |
| Sekretaris Perusahaan<br>Corporate Secretary | Menavigasi Standar Pelaporan Keberlanjutan<br>Navigating Sustainability Reporting Standards | Webinar<br>Webinar |
| Sekretaris Perusahaan<br>Corporate Secretary | Sosialisasi Taksonomi Keuangan Berkelanjutan Indonesia (TKBI) versi 2 Tahap 2<br>Socialization of the Indonesian Sustainable Finance Taxonomy (TKBI) version 2 Phase 2 | Sosialisasi<br>Dissemination |
| Sekretaris Perusahaan<br>Corporate Secretary | Penguatan POJK 45/2024<br>Strengthening of POJK 45/2024 | Webinar<br>Webinar |
| Sekretaris Perusahaan<br>Corporate Secretary | Sosialisasi Perubahan Peraturan Bursa Nomor I-P tentang Pencatatan Waran Terstruktur di Bursa<br>Socialization of Amendment to Exchange Regulation Number I-P concerning the Listing of Structured Warrants on the Exchange | Sosialisasi<br>Dissemination |
| Sekretaris Perusahaan<br>Corporate Secretary | Standar Sektor Layanan Keuangan GRI (Perbankan, Asuransi, dan Pasar Modal): Rancangan Standar<br>GRI Financial Services (Banking, Insurance and Capital Market) Sector Standard: Exposure Drafts | Webinar<br>Webinar |
| Sekretaris Perusahaan<br>Corporate Secretary | Net Zero dan Akses Dana: Mengubah Keberlanjutan Menjadi Profitabilitas<br>Net Zero and Access to Funds: Turning Sustainability into Profitability | Seminar<br>Seminar |
| Sekretaris Perusahaan<br>Corporate Secretary | Musyawarah Anggota AEI 2025<br>AEI Member Meeting 2025 | FGD<br>Focuss Group Discussion |
| Sekretaris Perusahaan<br>Corporate Secretary | Sosialisasi Pengenaan Pajak pada Pembeli dan Penjual Properti Warga Negara Asing<br>Socialization of Tax Imposition on Foreign Property Buyers and Sellers | Seminar<br>Seminar |

| Penyelenggara<br>Organizers | Waktu & Tempat<br>Time and Venue | Jumlah Peserta<br>Number of Participant | | Durasi (jam)<br>Duration (hour) | Kapasitas<br>Capacity | Investasi<br>Investment |
|---|---|---|---|---|---|---|
| | | L<br>M | P<br>W | | | |
| Asosiasi Emiten Indonesia (AEI)<br>The Association of Indonesian Issuers | 23 Januari 2025<br>January 23, 2025<br>Zoom Meeting | 2 | | 2 | Peserta<br>Participant | 0 |
| Kamar Dagang Indonesia (KADIN), GRESB, GRI, AIGCC | 06 Februari 2025<br>February 06, 2025<br>Menara Kadin, Jakarta | | 1 | 3 | Peserta<br>Participant | 0 |
| Otoritas Jasa Keuangan (OJK)<br><br>The Financial Services Authority | 06 Februari 2025<br>February 06, 2025<br>Zoom Meeting | 2 | | 3 | Peserta<br>Participant | 0 |
| IWIRC Indonesia & Singapore | 18 Februari 2025<br>February 18, 2025<br>Zoom Meeting | | 1 | 3 | Peserta<br>Participant | 0 |
| BEI / IDX | 18 Februari 2025<br>February 18, 2025<br>Main Hall Bursa Efek Indonesia | 1 | | 2 | Peserta<br>Participant | 0 |
| Bloomberg Technoz | 20 Februari 2025<br>February 20, 2025<br>Soehana Hall Energy Building | 1 | 1 | 3 | Peserta<br>Participant | 0 |
| Komite Nasional Kebijakan Governansi (KNKG)<br>The National Committee for Governance Policy | 18 Maret 2025<br>March 18, 2025<br>Online Meeting | 1 | | 2 | Peserta<br>Participant | 0 |
| AEI | 19 Maret 2025<br>March 19, 2025<br>Zoom Meeting | 1 | | 2 | Peserta<br>Participant | 0 |
| BEI, AEI & Global Reporting Initiative (GRI) | 20 Maret 2025<br>March 20, 2025<br>Zoom Meeting | 1 | | 2 | Peserta<br>Participant | 0 |
| OJK | 24-25 April 2025<br>April 24-25, 2025<br>Zoom Meeting | 1 | | 2 | Peserta<br>Participant | 0 |
| AEI | 30 April 2025<br>April 30, 2025<br>Zoom Meeting | 2 | | 2 | Peserta<br>Participant | 0 |
| BEI | 14 Mei 2025<br>May 14, 2025<br>Zoom Meeting | 1 | | 2 | Peserta<br>Participant | 0 |
| BEI, GRI | 20 Mei 2025<br>May 20, 2025<br>Zoom Meeting | 1 | | 2 | Peserta<br>Participant | 0 |
| KADIN | 23 Mei 2025<br>May 23, 2025<br>Studio Kompas TV | 1 | 1 | 5 | Peserta<br>Participant | 0 |
| AEI | 02 Juni 2025<br>June 02, 2025<br>Hotel Indonesia Kempinski | 1 | | 2 | Peserta<br>Participant | 0 |
| Intiland | 04 Juni 2025<br>June 04, 2025<br>Intiland Tower Jakarta | | 1 | 1 | Moderator<br>Moderator | 0 |

| Peserta<br>Participants | Nama Kegiatan<br>Activities | Jenis<br>Types |
|---|---|---|
| Sekretaris Perusahaan<br>Corporate Secretary | Sosialisasi Fasilitas Perpajakan dan OSS<br>Socialization of Tax Facilities and OSS | Sosialisasi<br>Dissemination |
| Sekretaris Perusahaan<br>Corporate Secretary | Dialog Pasar Modal "Memanfaatkan Peluang di Tengah Perubahan Kebijakan Global"<br>Capital Market Dialog "Seizing Opportunities Amid Global Policy Shifts" | Seminar<br>Seminar |
| Sekretaris Perusahaan<br>Corporate Secretary | Seminar Emiten 2025: Menghadapi Dinamika Global Ketahanan Sistem Ekonomi dan Keuangan Indonesia<br>Seminar Emiten 2025: Navigating Global Dynamics The Resilience of Indonesia's Economic and Financial Systems | Seminar<br>Seminar |
| Sekretaris Perusahaan<br>Corporate Secretary | Sosialisasi Narrating The Future Harmony of Tech & Nature in Nusantara<br>Dissemination of Narrating The Future Harmony of Tech & Nature in Nusantara | Sosialisasi<br>Dissemination |
| Sekretaris Perusahaan<br>Corporate Secretary | Sosialisasi Program IDX Net Zero Incubator 2025<br>Dissemination Program IDX Net Zero Incubator 2025 | Sosialisasi<br>Dissemination |
| Sekretaris Perusahaan<br>Corporate Secretary | Penerapan dan Pemahaman POJK Nomor 14 Tahun 2025 Tentang Pelaksanaan RUPS, RUPO dan RUPSu secara Elektronik<br>Implementation and Understanding of POJK Number 14 of 2025 concerning the Implementation of Electronic GMS, GMSO, and EGMS | Sosialisasi<br>Dissemination |
| Sekretaris Perusahaan<br>Corporate Secretary | Risk & Governance Summit 2025<br>Konferensi Risiko & Tata Kelola 2025 | Seminar<br>Seminar |
| Sekretaris Perusahaan<br>Corporate Secretary | GHG Protocol in Practice: Menguasai Strategi Penghitungan Emisi Mandiri Perusahaan Secara Akurat<br>GHG Protocol in Practice: Mastering Accurate Corporate Self-Reporting Emission Calculation Strategies | Webinar<br>Webinar |
| Sekretaris Perusahaan<br>Corporate Secretary | POJK Nomor 14 Tahun 2025 Tentang Pelaksanaan RUPS, RUPO dan RUPSu secara Elektronik<br>POJK Number 14 of 2025 concerning the Implementation of Electronic GMS, EGMS, and EGM | Sosialisasi<br>Dissemination |
| Sekretaris Perusahaan<br>Corporate Secretary | SEOJK Nomor 10/SEOJK.04/2025 tentang penyampaian laporan kepemilikan atau setiap perubahan kepemilikan saham perusahaan terbuka dan laporan aktivitas menjaminkan saham Perusahaan terbuka secara elektronik<br>SEOJK Number 10/SEOJK.04/2025 concerning the submission of reports on ownership or any changes in ownership of publicly listed companies and reports on activities related to publicly listed companies' share pledges electronically. | Sosialisasi<br>Dissemination |
| Sekretaris Perusahaan<br>Corporate Secretary | Sosialisasi dan Pengisian Checklist TKBI – BCA<br>Dissemination and Filling Out the TKBI Checklist – BCA | Sosialisasi<br>Dissemination |
| Sekretaris Perusahaan<br>Corporate Secretary | GRI 102 & GRI 103: Climate Change and Energy Topic Standards<br>GRI 102 & GRI 103: Standar Topik Perubahan Iklim dan Energi | Webinar<br>Webinar |
| Sekretaris Perusahaan<br>Corporate Secretary | Sosialisasi Kredit Program Perumahan (KUR Perumahan)<br>Socialization of Housing Credit Programs (KUR Perumahan) | Sosialisasi<br>Dissemination |
| Sekretaris Perusahaan<br>Corporate Secretary | Konferensi Tahunan 2025 Mengoptimalkan Potensi Hubungan Masyarakat: Menghadapi Tantangan CCO di Dunia yang Dinamis<br>Annual Conference 2025 Unlocking The Potential of Public Relations: Navigating CCO's Challenges in Disruptive World | Konferensi<br>Conference |
| Sekretaris Perusahaan<br>Corporate Secretary | Ringkasan Eksekutif KII "Mendorong Transformasi Perusahaan untuk Pertumbuhan dan Ketahanan"<br>KII Executive Brief "Driving Company Transformation for Growth and Resilience | Seminar<br>Seminar |
| Sekretaris Perusahaan<br>Corporate Secretary | Perkembangan Terkini seputar BUMN Indonesia<br>Webinar On The Latest Developments Surrounding Indonesia SOEs | Webinar<br>Webinar |

| Penyelenggara<br>Organizers | Waktu & Tempat<br>Time and Venue | Jumlah Peserta<br>Number of Participant | | Durasi (jam)<br>Duration (hour) | Kapasitas<br>Capacity | Investasi<br>Investment |
|---|---|---|---|---|---|---|
| | | L<br>M | P<br>W | | | |
| Otoritas Ibu Kota Nusantara (OIKN)<br>The Nusantara Capital Authority | 05 Juni 2025<br>June 05, 2025<br>Menara Mandiri Tower | | 1 | 3 | Peserta<br>Participant | 0 |
| BEI | 17 Juni 2025<br>June 17, 2025<br>Mainhall BEI | 1 | | 2 | Peserta<br>Participant | 0 |
| Kustodian Sentral Efek Indonesia (KSEI)<br>The Central Securities Depository. | 08 Juli 2025<br>July 08, 2025<br>Hotel Ritz Carlton | 1 | 1 | 3 | Peserta<br>Participant | 0 |
| OIKN | 28 Juli 2025<br>July 28, 2025<br>Menara Mandiri Tower | | 1 | 3 | Peserta<br>Participant | 0 |
| BEI | 28 Juli 2025<br>July 28, 2025<br>Zoom Meeting | 1 | | 3 | Peserta<br>Participant | 0 |
| AEI | 31 Juli 2025<br>July 31, 2025<br>Zoom Meeting | 1 | | 2 | Peserta<br>Participant | 0 |
| OJK | 19 Agustus 2025<br>August 19, 2025<br>Balai Kartini | 1 | | 2 | Peserta<br>Participant | 0 |
| AEI | 20 Agustus 2025<br>August 20, 2025<br>Zoom Meeting | 2 | | 2 | Peserta<br>Participant | 0 |
| OJK | 26 Agustus 2025<br>August 26, 2025<br>Zoom Meeting | 1 | | 2 | Peserta<br>Participant | 0 |
| OJK | 28 Agustus 2025<br>August 28, 2025<br>Zoom Meeting | 1 | | 2’ | Peserta<br>Participant | 0 |
| Bank Central Asia | 01 September 2025<br>September 01, 2025<br>Zoom Meeting | 2 | | 2 | Peserta<br>Participant | 0 |
| GRI, BEI | 03 September 2025<br>September 03, 2025<br>Zoom Meeting | 1 | | 2 | Peserta<br>Participant | 0 |
| KADIN | 08 September 2025<br>September 08, 2025<br>Wisma Danantara Indonesia | | 1 | 3 | Peserta<br>Participant | 0 |
| Ega's Briefings | 10-11 September 2025<br>September 10-11, 2025<br>Hotel Intercontinental Bali | | 1 | 3 | Narasumber<br>Speaker | 0 |
| KADIN | 15 September 2025<br>September 15, 2025<br>Menara KADIN | | 1 | 3 | Peserta<br>Participant | 0 |
| Asosiasi Pasar Pinjaman Asia Pasifik (APLMA)<br>The Asia Pacific Loan Market Association | 17 September 2025<br>September 17, 2025<br>Zoom Meeting | | 1 | 1 | Peserta<br>Participant | 0 |

| **Peserta**<br>Participants | **Nama Kegiatan**<br>Activities | **Jenis**<br>Types |
|---|---|---|
| Sekretaris Perusahaan<br>Corporate Secretary | Lokakaryan tentang Standar Keberlanjutan IFRS<br>Workshop on IFRS Sustainability Standards | Lokakarya<br>Workshop |
| Sekretaris Perusahaan<br>Corporate Secretary | Pengantar Hubungan Investor<br>Introductory to Investor Relations | Seminar<br>Seminar |
| Sekretaris Perusahaan<br>Corporate Secretary | Beyond the Deal: Navigasi Strategi Merger dan Akusisi, serta Kepatuhan Regulasi Persaingan Usaha bagi Pertumbuhan yang lebih inklusif<br>Beyond the Deal: Navigating Merger and Acquisition Strategies and Competition Regulation Compliance for More Inclusive Growth | Seminar<br>Seminar |
| Sekretaris Perusahaan<br>Corporate Secretary | Kajian Real Demand Survey atas Lokasi Rumah Susun<br>Real Demand Survey Study on Apartment Locations | FGD<br>Focuss Group Discussion |
| Sekretaris Perusahaan<br>Corporate Secretary | Redefining CFO Leadership Sustainability As a Financial Imperative: Mempersiapkan CFO Properti Menghadapi Transisi Net Zero dan Regulasi Emisi<br>Redefining CFO Leadership Sustainability as a Financial Imperative: Preparing Property CFOs for the Net Zero Transition and Emissions Regulations | Seminar<br>Seminar |
| Sekretaris Perusahaan<br>Corporate Secretary | Sosialisasi Pernyataan Standar Pengungkapan Keberlanjutan (PSPK 1 dan PSPK 2)<br>Socialization of Sustainability Disclosure Standards (PSPK 1 and PSPK 2) | Sosialisasi<br>Dissemination |
| Sekretaris Perusahaan<br>Corporate Secretary | Aging Industry Conference 2025 - Asosiasi Senior Living Indonesia<br>Aging Industry Conference 2025 - Indonesian Senior Living Association | Konferensi<br>Conference |
| Sekretaris Perusahaan<br>Corporate Secretary | Forum CEO Kompas 100:  CEO Insight<br>Kompas 100 CEO Forum: CEO Insight | Seminar<br>Seminar |
| Sekretaris Perusahaan<br>Corporate Secretary | Workshop Go Public “Pendanaan Strategis dengan Sukuk: Persiapan untuk Peluang 2026”<br>Go Public Workshop “Strategic Funding with Sukuk: Preparing for 2026 Opportunities” | Lokakarya<br>Workshop |
| Sekretaris Perusahaan<br>Corporate Secretary | Diskusi Optimalisasi Implementasi KPBU dan Peluang Sinergi Dunia Usaha<br>Discussion on Optimizing KPBU Implementation and Opportunities for Business Synergy | FGD<br>Focuss Group Discussion |
| Sekretaris Perusahaan<br>Corporate Secretary | Diskusi Panel Rated for Growth: Rating, Reputasi, dan Daya Saing Emiten di Era Keberlanjutan<br>Panel Discussion Rated for Growth: Rating, Reputation, and Competitiveness of Issuers in the Era of Sustainability | Seminar<br>Seminar |
| Sekretaris Perusahaan<br>Corporate Secretary | Membongkar dan Menerapkan Jalur Perdagangan Bilateral Indonesia - Kanada CEPA (ICA-CEPA)<br>Unpacking and Implementing Bilateral Trade Pathways Indonesia - Canada CEPA (ICA-CEPA) | Seminar<br>Seminar |
| Sekretaris Perusahaan<br>Corporate Secretary | Sosialisasi Permen PKP No. 4 Tahun 2025<br>Socialization of PKP Regulation No. 4 of 2025 | Sosialisasi<br>Seminar |
| Sekretaris Perusahaan<br>Corporate Secretary | Proyek Investasi Siap Ditawarkan (IPRO) Pemerintah Provinsi DKI Jakarta Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu (DPMPTSP)<br>Investment Project Ready to Offer (IPRO) Pemprov DKI Jakarta DPMPTSP | Seminar<br>Seminar |
| Sekretaris Perusahaan<br>Corporate Secretary | Forum Keberlanjutan & ESG ACCA Indonesia: “Keuangan Berkelanjutan & Investasi Hijau: Membuka Peluang dalam Ekonomi Transisi Indonesia”<br>ACCA Indonesia Sustainability & ESG Forum: “Sustainable Finance & Green Investment: Unlocking Opportunities in Indonesia’s Transition Economy” | Seminar<br>Seminar |
| Sekretaris Perusahaan<br>Corporate Secretary | Diseminasi Penyempurnaan dan Pemanfaatan KBLI 2025<br>Dissemination of Improvements and Utilization of KBLI 2025 | Sosialisasi<br>Dissemination |

| Penyelenggara<br>Organizers | Waktu & Tempat<br>Time and Venue | Jumlah Peserta<br>Number of Participant | | Durasi (jam)<br>Duration (hour) | Kapasitas<br>Capacity | Investasi<br>Investment |
|---|---|---|---|---|---|---|
| | | L<br>M | P<br>W | | | |
| BEI | 23 September 2025<br>September 23, 2025<br>Zoom Meeting | 1 | | 2 | Peserta<br>Participant | 0 |
| BEI | 25 September 2025<br>September 25, 2025<br>Mainhall BEI | 1 | | 2 | Peserta<br>Participant | 0 |
| AEI | 06 Oktober 2025<br>October 06, 2025<br>Bursa Efek Indonesia<br>Indonesia Stock Exchange | 2 | | 2 | Peserta<br>Participant | 0 |
| Universitas Indonesia | 10 Oktober 2025<br>October 10, 2025<br>Kampus UI Salemba | 1 | 1 | 5 | Peserta<br>Participant | 0 |
| KADIN, Asosiasi Pengusaha Indonesia (APINDO) & GRI<br>KADIN, The Indonesian Employers' Association & GRI | 16 Oktober 2025<br>October 16, 2025<br>Ruang Serbaguna APINDO | 2 | 1 | 3 | Peserta<br>Participant | 0 |
| BEI, IAI | 29 Oktober 2025<br>October 29, 2025<br>Zoom Meeting | 1 | | 2 | Peserta<br>Participant | 0 |
| Asosiasi Senior Living Indonesia<br>The Indonesian Senior Living Association. | 30 Oktober 2025<br>October 30, 2025<br>Rukun Senior Living Sentul | | 1 | 7 | Peserta<br>Participant | 0 |
| Kompas | 04 November 2025<br>November 04, 2025<br>Hutan Kota Plataran | | 1 | 4 | Peserta<br>Participant | 0 |
| BEI, PT Kliring Penjaminan Efek Indonesia (KPEI) & KSEI<br>IDX, The Indonesian Clearing and Guarantee Corporation, & KSEI. | 05 November 2025<br>November 05, 2025<br>Mainhall BEI | 1 | | 2 | Peserta<br>Participant | 0 |
| KADIN | 06 November 2025<br>November 06, 2025<br>Menara KADIN | | 1 | 2 | Peserta<br>Participant | 0 |
| AEI & PT Peringkat Efek Indonesia (Pefindo)<br>IDX & The Credit Rating Indonesia | 07 November 2025<br>November 07, 2025<br>Mainhall BEI | 1 | | 2 | Peserta<br>Participant | 0 |
| KADIN | 19 November 2025<br>November 19, 2025<br>Hotel Four Season Jakarta | | 1 | 3 | Peserta<br>Participant | 0 |
| Intiland | 27 November 2025<br>November 27, 2025<br>Intiland Tower | 2 | 1 | 2 | Peserta<br>Participant | 0 |
| Pemeritah Provinsi DKI Jakarta<br>DKI Jakarta Provincial Government | 02 Desember 2025<br>December 02, 2025<br>Lune Ballroom Movenpick Hotel | | 1 | 4 | Peserta<br>Participant | 0 |
| The Association of Chartered Certified Accountants & BEI | 02 Desember 2025<br>December 02, 2025<br>Bursa Efek Indonesia<br>The Indonesia Stock Exchange | 1 | | 2 | Peserta<br>Participant | 0 |
| Kementerian Koordinator Perekonomian & Badan Pusat Statistik (BPS)<br>The Coordinating Ministry for Economic Affairs & The Statistics Indonesia | 05 Desember 2025<br>December 05, 2025 \|<br>Zoom Meeting | 1 | | 2 | Peserta<br>Participant | 0 |

| **Peserta**<br>Participants | **Nama Kegiatan**<br>Activities | **Jenis**<br>Types |
|---|---|---|
| Sekretaris Perusahaan<br>Corporate Secretary | Proses Bisnis *Initial Public Offering* (IPO) dan Dampak Perpajakannya<br>The Initial Public Offering (IPO) Business Process and Its Tax Implications | Webinar<br>Webinar |
| Sekretaris Perusahaan<br>Corporate Secretary | Peringatan HUT Asosiasi Emiten Indonesia ke-37: Transforming Together for a Stronger Tomorrow<br>Commemoration of the 37th Anniversary of the Indonesian Issuers Association: Transforming Together for a Stronger Tomorrow | Seminar<br>Seminar |
| Sekretaris Perusahaan<br>Corporate Secretary | Sosialisasi Penggunaan Sistem eASY.KSEI untuk Pelaksanaan Rapat Umum Pemegang Obligasi dan Rapat Umum Pemegang Sukuk secara elektronik (eRUPO dan eRUPSu)<br>Dissemination of the Use of the eASY.KSEI System for the Implementation of Electronic General Meetings of Bondholders and Sukuk Holders (eRUPO and eRUPSu) | Sosialisasi<br>Dissemination |
| Sekretaris Perusahaan<br>Corporate Secretary | Sosialisasi Regulasi dan Sistem Pelaporan Perubahan Kepemilikan Saham<br>Socialization of Regulations and Reporting System for Changes in Share Ownership | Sosialisasi<br>Dissemination |
| Audit Internal<br>Internal Audit | Risk & Governance Summit 2025<br>Konferensi Risiko & Tata Kelola 2025 | Konferensi<br>Conference |

| Penyelenggara<br>Organizers | Waktu & Tempat<br>Time and Venue | Jumlah Peserta<br>Number of Participant | | Durasi (jam)<br>Duration (hour) | Kapasitas<br>Capacity | Investasi<br>Investment |
|---|---|---|---|---|---|---|
| | | L<br>M | P<br>W | | | |
| AEI & Ikatan Konsultan Pajak Indonesia<br>AEI & The Indonesian Tax Consultants Association | 10 Desember 2025<br>December 10, 2025<br>Zoom Meeting | 1 | | 2 | Peserta<br>Participant | 0 |
| AEI | 12 Desember 2025<br>December 12, 2025<br>Mainhall BEI | 1 | | 2 | Peserta<br>Participant | 0 |
| KSEI | 17 Desember 2025<br>December 17, 2025<br>Zoom Meeting | 1 | | 2 | Peserta<br>Participant | 0 |
| OJK | 19 Desember 2025<br>December 19, 2025<br>Zoom Meeting | 1 | | 2 | Peserta<br>Participant | 0 |
| OJK | 19 Agustus 2025<br>August 19, 2025<br>Jakarta | 1 | | 2 | Peserta<br>Participant | 0 |

03
**PROFIL PERUSAHAAN**
COMPANY PROFILE

# 04
# ANALISIS & PEMBAHASAN MANAJEMEN
## MANAGEMENT DISCUSSION AND ANALYSIS

05
**TATA KELOLA PERUSAHAAN YANG BAIK**
GOOD CORPORATE GOVERNANCE




Regatta, Jakarta

# TINJAUAN BISNIS
## BUSINESS OUTLOOK

Dasar yang digunakan dalam melakukan analisis dan pembahasan manajemen ini adalah informasi dari Laporan Keuangan Konsolidasian PT Intiland Development Tbk dan Entitas Anak untuk periode 31 Desember 2025 dan 2024 yang telah diaudit oleh Kantor Akuntan Publik Mirawati Sensi Idris, member independen dari Moore Global Network Limited dan telah memperoleh pendapat wajar dalam semua hal yang material sesuai dengan Standar Akuntansi Keuangan di Indonesia.

The basis used in preparing this management analysis and discussion is information derived from the Consolidated Financial Statements of PT Intiland Development Tbk and its Subsidiaries for the periods ended December 31, 2025 and 2024, which have been audited by Public Accounting Firm Mirawati Sensi Idris, an independent member of Moore Global Network Limited, and have received an unqualified opinion in all material respects in accordance with the Financial Accounting Standards in Indonesia.

# TINJAUAN OPERASIONAL
## OPERATION OUTLOOK

Dinamika perekonomian global sepanjang tahun 2025 masih diwarnai oleh tingkat ketidakpastian yang tinggi, dipengaruhi oleh berlanjutnya ketegangan geopolitik, fragmentasi perdagangan global, serta perlambatan pertumbuhan ekonomi di sejumlah negara maju. Terjadinya perang dan meningkatnya eskalasi keamanan di kawasan timur tengah membawa efek domino ke sejumlah aspek penting, mulai dari ekonomi, politik, dan stabilitas kawasan. Kondisi ini memengaruhi sentimen pelaku usaha dan investor secara global, terutama pada sektor-sektor yang sensitif terhadap siklus ekonomi, termasuk industri properti, yang sangat dipengaruhi oleh keputusan investasi jangka menengah dan panjang.

The global economic landscape throughout 2025 continued to be characterized by a high level of uncertainty, driven by ongoing geopolitical tensions, global trade fragmentation, and slowing economic growth in several advanced economies. Armed conflicts and escalating security tensions in the Middle East have created ripple effects across various critical aspects, including the economy, politics, and regional stability. These conditions have affected business and investor sentiment globally, particularly in sectors sensitive to economic cycles, including the property industry, which is highly influenced by medium- to long-term investment decisions.

Di tengah tantangan global tersebut, perekonomian Indonesia tahun 2025 tetap menunjukkan ketahanan yang relatif baik. Menurut laporan Badan Pusat Statistik (BPS), pertumbuhan ekonomi nasional tahun 2025 secara konsisten terjaga di kisaran 5,11% dengan pengendalian inflasi yang cukup baik pada kisaran 2,92%. Secara umum stabilitas sistem keuangan tetap kuat. Sinergi kebijakan antara Pemerintah dan lembaga terkait berperan penting dalam menjaga stabilitas makroekonomi dan kesinambungan pertumbuhan ekonomi nasional, meskipun pemulihan berlangsung secara bertahap dan belum merata di seluruh sektor.

Amid these global challenges, Indonesia's economy in 2025 continued to demonstrate relatively strong resilience. According to data from Statistics Indonesia (BPS), national economic growth in 2025 was consistently maintained at approximately 5.11%, with inflation well controlled at around 2.92%. Overall, financial system stability remained solid. Policy coordination between the Government and relevant institutions played a significant role in maintaining macroeconomic stability and sustaining national economic growth, although the recovery remained gradual and uneven across sectors.

Bagi sektor properti, kondisi makroekonomi yang relatif stabil dengan tingkat pertumbuhan ekonomi yang moderat memberikan landasan penting bagi keberlangsungan aktivitas usaha. Kendati demikian, Perseroan mencermati bahwa kehati-hatian pelaku pasar masih tinggi, tercermin dari perilaku konsumen dan investor yang semakin selektif dalam mengambil keputusan. Strategi operasional di sektor properti perlu difokuskan pada pengelolaan risiko, optimalisasi aset yang telah ada, serta penyesuaian pengembangan proyek sesuai dengan dinamika permintaan di masing-masing segmen.

For the property sector, relatively stable macroeconomic conditions with moderate economic growth provided an important foundation for business continuity. Nevertheless, the Company observed that market participants remained cautious, as reflected in increasingly selective behavior among consumers and investors in making decisions. Operational strategies in the property sector therefore need to focus on risk management, optimization of existing assets, and alignment of project development with demand dynamics across each segment.

Dukungan kebijakan pemerintah turut memengaruhi dinamika industri properti sepanjang tahun 2025, antara lain melalui perpanjangan insentif Pajak Pertambahan Nilai Ditanggung Pemerintah (PPN DTP) 100% hingga 31 Desember 2026 untuk pembelian hunian dengan kriteria tertentu, serta penghapusan Bea Perolehan Hak atas Tanah dan Bangunan (BPHTB) dan retribusi Persetujuan Bangunan Gedung (PBG) bagi Masyarakat Berpenghasilan Rendah (MBR) yang berlaku efektif sejak awal tahun 2025. Berbagai stimulus kebijakan ini memberikan dukungan terhadap keterjangkauan hunian dan membantu menjaga momentum permintaan, khususnya di segmen residensial.

Government policy support also influenced the dynamics of the property industry throughout 2025, including the extension of the 100% Government-Borne Value Added Tax (VAT DTP) incentive until December 31, 2026, for certain housing purchases, as well as the exemption of Land and Building Acquisition Duty (BPHTB) and Building Approval (PBG) fees for Low-Income Communities (MBR), which became effective at the beginning of 2025. These policy stimuli supported housing affordability and helped maintain demand momentum, particularly in the residential segment.

Sejalan dengan kondisi tersebut, Intiland memosisikan tahun 2025 sebagai fase konsolidasi dan penguatan fundamental operasional. Fokus strategi diarahkan pada penyelesaian berbagai isu historis, penguatan keuangan, peningkatan mutu pengelolaan dan pengembangan proyek, serta menyiapkan fondasi usaha yang lebih solid sebagai dasar untuk mendorong pertumbuhan pada periode selanjutnya.

In line with these conditions, Intiland positioned 2025 as a phase of consolidation and strengthening of operational fundamentals. Strategic focus was directed toward resolving historical issues, strengthening financial conditions, improving the quality of project management and development, and establishing a more solid business foundation to support growth in subsequent periods.

Dalam aspek operasional, Perseroan memfokuskan strategi pada optimalisasi aset yang telah ada guna meningkatkan pendapatan berulang, termasuk dari aset-aset properti yang disewakan dan fasilitas pendukung yang dimiliki. Strategi ini dijalankan melalui pendekatan yang efisien dari sisi kebutuhan pendanaan, belanja modal dengan mengedepankan peningkatan pemanfaatan aset serta pengelolaan yang memberikan imbal hasil lebih optimal.

From an operational perspective, the Company focused its strategy on optimizing existing assets to increase recurring income, including from leased properties and supporting facilities. This strategy was implemented through an efficient approach in terms of funding requirements and capital expenditure, prioritizing enhanced asset utilization and management to generate more optimal returns.

Di tahun 2025, Perseroan secara konsisten mengevaluasi potensi pengembangan portofolio aset dan cadangan lahan yang dimiliki, termasuk melalui skema kerja sama strategis dengan mitra. Kebijakan ini bertujuan untuk mempercepat monetisasi aset, mengoptimalkan nilai pengembangan, serta menjaga fleksibilitas dalam merespons dinamika pasar properti.

In 2025, the Company consistently evaluated the development potential of its asset portfolio and landbank, including through strategic partnerships with partners. This policy aims to accelerate asset monetization, optimize development value, and maintain flexibility in responding to property market dynamics.

Pada aspek diferensiasi produk, Perseroan tetap memfokuskan pengembangan pada segmen kawasan perumahan menengah-atas yang sejalan dengan karakteristik portofolio Perseroan. Sejumlah proyek kawasan perumahan yang masih dalam tahap pengembangan antara lain Sakha Semanan, 1Park Homes, dan Regatta Residence di Jakarta, Talaga Bestari di Tangerang, serta Graha Natura, Tierra Residence, dan Amesta Living di Surabaya.

In terms of product differentiation, the Company continued to focus development on the upper-middle residential segment, in line with the characteristics of its portfolio. Several residential projects currently under development include Sakha Semanan, 1Park Homes, and Regatta Residence in Jakarta; Talaga Bestari in Tangerang; as well as Graha Natura, Tierra Residence, and Amesta Living in Surabaya.

Pada segmen properti *high-rise*, investasi pengembangan dilakukan lebih selektif dengan mempertimbangkan kondisi permintaan pasar, sembari tetap mempersiapkan rencana pengembangan proyek agar siap merespons pemulihan pasar di masa mendatang. Pengembangan kawasan industri dan properti berbasis aktivitas usaha masih menjadi salah satu andalan untuk menciptakan pertumbuhan kinerja usaha secara jangka panjang. Perseroan saat ini memiliki dua portofolio proyek kawasan industri yakni Batang Industrial Park di Jawa Tengah dan Ngoro Industrial Park di Mojokerto, Jawa Timur, serta satu kawasan pergudangan terpadu Aeropolis Techno Park di Tangerang.

In the high-rise property segment, development investments were carried out more selectively by considering market demand conditions, while continuing to prepare project development plans to respond to future market recovery. The development of industrial estates and business activity-based properties remained one of the Company's key drivers for long-term business growth. The Company currently has two industrial estate portfolios, namely Batang Industrial Park in Central Java and Ngoro Industrial Park in Mojokerto, East Java, as well as an integrated warehouse area, Aeropolis Techno Park in Tangerang.

Kebijakan Perseroan mengenai kegiatan operasional masih memprioritaskan penguatan eksekusi dari proyek-proyek yang sudah ada serta meningkatkan efektivitas pengelolaan operasional di seluruh lini usaha. Strategi ini dijalankan melalui optimalisasi proses perencanaan dan pengendalian proyek, pengelolaan biaya secara lebih bijak, serta peningkatan mutu tata kelola operasional guna menjaga keberlanjutan kinerja dan meminimalkan risiko operasional.

The Company's operational policy continues to prioritize strengthening the execution of existing projects and enhancing the effectiveness of operational management across all business lines. This strategy is implemented through optimization of project planning and control processes, more prudent cost management, and improvements in operational governance to maintain performance sustainability and minimize operational risks.

Perseroan mencatatkan kinerja penjualan yang cukup stabil di tahun 2025 dengan perolehan *marketing sales* Rp1,61 triliun dibandingkan Rp1,64 triliun di tahun 2024. Pencapaian tersebut setara 80,4% dari target di awal tahun sebesar Rp2 triliun. Perpanjangan periode pemberian insentif Pajak Pertambahan Nilai Ditanggung Pemerintah (PPN DTP) 100% turut menopang kinerja penjualan Perseroan. Nilai penjualan Perseroan dengan memanfaatkan stimulus kebijakan ini mencapai Rp214,2 miliar, atau memberikan kontribusi 13,3% dari keseluruhan. Penjualan dari segmen perumahan tercatat memberikan kontribusi *marketing sales* terbesar mencapai Rp830,8 miliar, disusul segmen pengembangan kawasan industri sebesar Rp638,2 miliar, dan *segmen mixed use & high-rise* Rp138,7 miliar

The Company recorded relatively stable sales performance in 2025, with marketing sales of Rp1.61 trillion compared to Rp1.64 trillion in 2024. This achievement represents 80.4% of the initial target of Rp2 trillion. The extension of the 100% Government-Borne VAT (VAT DTP) incentive also supported the Company's sales performance. Sales generated through this policy stimulus reached Rp214.2 billion, contributing 13.3% of total marketing sales. The residential segment contributed the largest portion of marketing sales at Rp830.8 billion, followed by the industrial estate segment at Rp638.2 billion, and the mixed-use & high-rise segment at Rp138.7 billion.

# TINJAUAN SEGMEN USAHA
## BUSINESS SEGMENT OVERVIEW

Intiland memiliki fokus pada empat segmen pengembangan properti, meliputi, (1) *mixed-use & high-rise*, (2) kawasan perumahan, (3) kawasan industri, dan (4) properti investasi. Keempat segmen pengembangan properti ini menjadi sumber pendapatan usaha utama yang meliputi pendapatan dari pengembangan dan pendapatan berulang. Diversifikasi segmen pengembangan memberikan keuntungan dan nilai tambah bagi Perseroan serta sebagai strategi untuk pengelolaan risiko.

Intiland focuses on four property segments, including (1) mixed-use & high-rise, (2) residential estates, (3) industrial estates, and (4) investment properties. These four property development segments are the main sources of the company's revenue, including development income and recurring income. The diversification of these development segments provides advantages and added value to the Company, serving as a strategy for risk management.

# *MIXED-USED & HIGH RISE*
## MIXED-USED & HIGH RISE

*Mixed-use & high-rise* merupakan segmen pengembangan kawasan terpadu yang mencakup berbagai jenis properti, antara lain apartemen, perkantoran, ritel, dan hotel. Segmen ini menjadi salah satu fokus pengembangan utama Perseroan dengan mempertimbangkan peran pentingnya dalam membentuk kawasan terintegrasi yang mendukung aktivitas usaha dan gaya hidup urban di wilayah perkotaan.

Hingga tahun 2025, Perseroan mengelola 13 proyek *mixed-use & high-rise* yang tersebar di Jakarta, Tangerang, dan Surabaya. Di wilayah Jakarta dan Tangerang, proyek-proyek yang dikembangkan meliputi South Quarter, SQ Res, Fifty Seven Promenade, 1Park Avenue, Regatta, dan Aeropolis. Sementara itu, di Surabaya, Perseroan mengembangkan proyek Spazio, Spazio Tower, Praxis, Sumatra36, Graha Golf, The Rosebay, dan Tierra.

Mixed-use & high-rise is an integrated development segment that comprises various types of properties, including apartments, office buildings, retail spaces, and hotels. This segment represents one of the Company's primary development focuses, given its important role in shaping integrated areas that support business activities and urban lifestyles in metropolitan areas.

As of 2025, the Company manages 13 mixed-use & high-rise projects located in Jakarta, Tangerang, and Surabaya. In Jakarta and Tangerang, the projects include South Quarter, SQ Res, Fifty Seven Promenade, 1Park Avenue, Regatta, and Aeropolis. Meanwhile, in Surabaya, the Company develops projects such as Spazio, Spazio Tower, Praxis, Sumatra36, Graha Golf, The Rosebay, and Tierra.

### Proses Produksi

Proses produksi untuk pengembangan proyek *mixed-use & high-rise* dimulai dari tahapan studi kelayakan. Perseroan mengkaji berbagai aspek untuk memastikan bahwa proyek yang akan dikembangkan layak secara teknis, finansial, dan pasar. Setelah melalui kajian mendalam, Perseroan mengakuisisi lahan di lokasi yang strategis untuk dikembangkan sesuai dengan hasil studi yang telah dilakukan.

### Production Process

The production process for the development of mixed-use & high-rise projects begins with the feasibility study stage. The Company assesses various aspects to ensure that the projects to be developed are feasible from technical, financial, and market perspectives. Following a comprehensive evaluation, the Company acquires land in strategic locations to be developed in accordance with the results of the studies conducted.

Pada tahapan berikutnya, Perseroan menunjuk konsultan dan kontraktor untuk membantu penyusunan perencanaan teknis dan desain pengembangan proyek, termasuk penyusunan rencana induk. Secara paralel, Perseroan memproses perizinan yang diperlukan guna mendukung pelaksanaan pembangunan proyek sesuai dengan peraturan yang berlaku.

Setelah kesiapan desain dan perizinan terpenuhi, Perseroan melaksanakan pembangunan proyek secara bertahap dan menjalankan aktivitas pemasaran. Pelaksanaan pembangunan dilakukan sesuai dengan rencana pengembangan yang telah ditetapkan hingga seluruh pekerjaan konstruksi selesai.

Setelah menyelesaikan proses pembangunan, Perseroan melakukan serah terima unit properti yang telah dijual kepada para pembeli. Selanjutnya, Perseroan melaksanakan pengelolaan properti, termasuk serah terima fasilitas umum dan fasilitas sosial kepada Pemerintah, serta pengelolaan lingkungan kawasan yang pada tahap berikutnya akan diserahterimakan kepada pengguna atau penghuni.

## Pemasaran dan Penjualan

Perseroan merumuskan strategi pemasaran untuk segmen pengembangan *mixed-use & high-rise* secara terarah, baik di tingkat korporat maupun pada masing-masing proyek. Dalam mendukung perencanaan dan pelaksanaan aktivitas pemasaran dan penjualan, Perseroan secara selektif melibatkan pihak eksternal, seperti konsultan, termasuk dalam pengembangan desain, iklan, materi promosi, produksi, hingga penyelenggaraan kegiatan pemasaran. Langkah lainnya adalah mengoptimalkan pemanfaatan kanal komunikasi digital melalui media sosial dan situs web untuk menjangkau target pasar yang relevan agar sejalan dengan perkembangan perilaku dan kebiasaan konsumen.

Perseroan mencermati di tahun 2025 pasar properti untuk segmen *mixed-use & high-rise*, khususnya apartemen di Jakarta dan Surabaya masih melemah. Tingkat penjualan unit-unit apartemen relatif terbatas dengan aktivitas pasar yang berlangsung sangat selektif. Penyerapan unit-unit properti terutama ditopang oleh pembeli akhir (*end users*) yang cenderung mempertimbangkan faktor kepastian penyelesaian pembangunan, ketersediaan pasokan, serta kredibilitas pengembang dalam pengambilan keputusan pembelian. Kondisi ini mencerminkan kondisi pasar yang belum pulih dan minat beli konsumen yang masih sangat rendah

At the subsequent stage, the Company appoints consultants and contractors to assist in preparing the technical planning and development design of the project, including the preparation of the master plan. In parallel, the Company processes the required permits to support the implementation of project construction in accordance with applicable regulations.

Once design readiness and permitting requirements have been fulfilled, the Company carries out project construction in phases and undertakes marketing activities. The construction process is implemented in accordance with the established development plan until all construction works are completed.

Upon completion of the construction process, the Company hands over the sold property units to the buyers. Subsequently, the Company carries out property management, including the handover of public and social facilities to the Government, as well as the management of the surrounding environment, which will later be handed over to the users or residents.

## Marketing and Sales

The Company formulates marketing strategies for the mixed-use & high-rise development segment in a structured manner, both at the corporate level and for each individual project. To support the planning and execution of marketing and sales activities, the Company selectively engages external parties, such as consultants, design development, advertising, promotional materials, production, and the organization of marketing activities. The Company also optimizes the use of digital communication channels, including social media and websites, to reach relevant target markets in line with evolving consumer behavior and preferences.

The Company observes that in 2025, the property market for the mixed-use & high-rise segment, particularly apartments in Jakarta and Surabaya, remained weak. Apartment unit sales were relatively limited, with market activity occurring in a highly selective manner. Property absorption was primarily driven by end users, who tend to consider factors such as construction completion certainty, availability of supply, and developer credibility in making purchasing decisions. These conditions reflect a market that has not yet recovered, with consumer purchasing interest remaining low.

Menyikapi dinamika pasar tersebut, Perseroan menerapkan pendekatan yang lebih selektif dalam pengembangan dan pemasaran proyek-proyek *mixed-use & high-rise*. Prioritas utama adalah optimalisasi penjualan dan penyerapan unit-unit properti yang tersedia. Model pendekatan dilakukan untuk menyesuaikan strategi pengembangan dengan dinamika permintaan pasar yang masih cenderung melemah.

In response to these market dynamics, the Company adopted a more selective approach in the development and marketing of mixed-use & high-rise projects. The primary focus is on optimizing the sales and absorption of available property units. This approach is implemented to align development strategies with market demand conditions that remain relatively weak.

Di tahun 2025, segmen pengembangan mixed-use & high-rise mencatatkan kinerja penjualan (*marketing sales*) sebesar Rp138,7miliar, atau tercapai 31% dari target. Segmen ini memberikan kontribusi sebesar 8,6% terhadap jumlah *marketing sales* Perseroan tahun 2025 sebesar Rp1,607 triliun. Pencapaian ini lebih rendah 28,2% dibandingkan perolehan tahun 2024 sebesar Rp193,2 miliar. Kontribusi terbesar berasal dari penjualan unit-unit apartemen di Jakarta, antara lain Fifty Seven Promenade, SQ Res, 1Park Avenue dan Regatta, sementara di Surabaya berasal dari proyek The Rosebay. Belum tercapainya target penjualan terutama disebabkan masih lemahnya minat beli dan investasi konsumen terhadap produk-produk apartemen di sepanjang tahun 2025.

In 2025, the mixed-use & high-rise development segment recorded marketing sales of Rp138.7 billion, achieving 31% of the target. This segment contributed 8.6% to the Company's total marketing sales of Rp1.607 trillion in 2025. This achievement was 28.2% lower compared to the 2024 realization of Rp193.2 billion. The largest contribution came from apartment unit sales in Jakarta, including Fifty Seven Promenade, SQ Res, 1Park Avenue, and Regatta, while in Surabaya, contributions were derived from The Rosebay project. The shortfall in achieving the sales target was primarily due to weak consumer purchasing and investment interest in apartment products throughout 2025.

Sementara itu, dari sisi kinerja keuangan, pada tahun 2025 segmen pengembangan *mixed-use & high-rise* membukukan pendapatan usaha sebesar Rp222,3 miliar, atau menurun 40,2% dibandingkan perolehan tahun 2024 sebesar Rp371,8 miliar. Kontribusi pendapatan terutama berasal dari pengakuan penjualan unit-unit apartemen yang telah memasuki tahap serah terima kepada konsumen seperti Fifty Seven Promenade, The Rosebay, SQ Res, 1Park Avenue, Regatta, dan Spazio.

Meanwhile, from a financial performance perspective, in 2025 the mixed-use & high-rise development segment recorded revenue of Rp222.3 billion, representing a decrease of 40,2% compared to Rp371.8 billion in 2024. Revenue contributions were mainly derived from the recognition of sales of apartment units that had reached the handover stage to customers, including Fifty Seven Promenade, The Rosebay, SQ Res, 1Park Avenue, and Regatta, and Spazio.

## Pengembangan Masa Depan

Selain proyek-proyek dalam pengembangan, Perseroan juga memiliki rencana untuk mengembangkan beberapa proyek *mixed-use & high-rise* lainnya dalam jangka menengah. Namun demikian, pengembangan properti *high-rise* akan dilakukan dengan sangat hati-hati mempertimbangkan daya serap pasar dan preferensi konsumen. Perseroan masih memlliki rencana untuk mengembangkan tahap-tahap berikutnya dari proyek-proyek *mixed-use & high-rise* saat ini, antara lain Fifty Seven Promenade di Jakarta, South Quarter, Aeropolis di Tangerang, dan Tierra di Surabaya.

## Future Development

In addition to the projects currently under development, the Company also has plans to develop several other mixed-use & high-rise projects in the medium term. However, the development of high-rise properties will be carried out with great caution, taking into consideration market absorption and consumer preferences. The Company will continue to develop subsequent phases of the mixed-use & high-rise projects that are currently under development, including Fifty Seven Promenade and South Quarter in Jakarta, Aeropolis in Tangerang, and Tierra in Surabaya.

# Kapasitas dan Pengembangan *Mixed-Use & High Rise*
## Capacity and Development of Mixed-Use & High Rise

## South Quarter

**Deskripsi**
**Description**

South Quarter (SQ) adalah pengembangan *mixed-use & high-rise* yang rancangannya menerapkan kaidah-kaidah gedung hijau, sehingga menawarkan nilai tambah seperti efisiensi energi dan penghematan biaya operasional. South Quarter terdiri dari tiga gedung perkantoran dan area ritel pendukung.

South Quarter (SQ) is a mixed-use and high-rise development designed in accordance with green building principles, offering added value such as energy efficiency and operational cost savings. South Quarter consists of three office buildings and a supporting retail area.

| Kategori<br>Category | Lokasi<br>Location | Kepemilikan<br>Ownership | Okupansi<br>Occupancy |
|---|---|---|---|
| Pengelolaan kantor dan ritel<br>Offices and retail | Cilandak, Jakarta Selatan<br>Cilandak, South Jakarta | 51% | 92% |

**Kemudahan**
**Amenities**

Ruang serbaguna, jaringan serat optic, ATM dan bank, pusat kebugaran, kedai kopi, kantin, restoran, supermarket, shuttle bus, stasiun MRT Fatmawati dan Lebak Bulus, gerbang tol Pondok Pinang, dekat dengan pusat perbelanjaan (Cilandak Town Square, Pondok Indah Mall, One Belpark Mall, Cinere Bellevue), rumah sakit (Mayapada, Siloam), dan sekolah (HighScope Indonesia, Cikal, Singapore International School).

Function hall, fiber optic network, ATM dan bank, sports center, coffee shop, canteen, restaurants, supermarket, shuttle bus, MRT station Fatmawati and Lebak Bulus, Pondok Pinang toll gate, near shopping centers (Cilandak Town Square, Pondok Indah Mall, One Belpark Mall, Cinere Bellevue) near hospitals (Mayapada, Siloam), and near schools (HighScope Indonesia, Cikal, Singapore International School).

## SQ Res

**Deskripsi**
**Description**

Apartemen SQ Res adalah pengembangan di kawasan *mixed-use & high-rise* terpadu South Quarter. Apartemen SQ Res diluncurkan untuk memenuhi kebutuhan hunian strategis bagi masyarakat urban yang dinamis. Pengembangan apartemen ini mengusung tema "Oasis in the City," yakni hunian bergaya resort modern yang dilengkapi berbagai fasilitas. SQ Res terdiri dari dua menara apartemen dengan menyediakan sebanyak 700 unit berbagai tipe.

SQ Res Apartment is the latest development in the integrated mixed-use & high-rise South Quarter area. SQ Res was launched to meet the demand for strategic housing for dynamic urban communities. This apartment development embraces the theme "Oasis in the City," offering modern resort-style living with various facilities. SQ Res consists of two apartment towers, offering a total of 700 units of various types.

| Lokasi<br>Location | Kepemilikan<br>Ownership | Luas Kawasan<br>Total Area | Progres<br>Progress |
|---|---|---|---|
| Cilandak, Jakarta Selatan<br>Cilandak, South Jakarta | 51% | 1,3 hektare<br>1.3 hectares | 32,7% dari total unit telah diserahterimakan<br>32.7% of the total units have been handed over |

**Kemudahan**
**Amenities**

Jaringan serat optik, internet berkecepatan tinggi, koridor terbuka, area ritel, pusat kebugaran, aula, ruang rapat.

Fiber optic network, high speed internet, open corridors, retail area, gym, auditorium, meeting room.

## Fifty Seven Promenade

**Deskripsi**
**Description**

Fifty Seven Promenade adalah pengembangan *mixed-use & high-rise* di CBD Jakarta yang berkonsep waterfront living. Pembangunan Fifty Seven Promenade terdiri dari dua tahap; Fase 1 terdiri dari dua menara apartemen yang dilengkapi area ritel sebagai fasilitas pendukung. Fase 2 akan dibangun area komersial berupa gedung perkantoran.

Fifty Seven Promenade is a mixed-use and high-rise development in the CBD of Jakarta, featuring a waterfront living concept. The construction of Fifty Seven Promenade consists of two phases; Phase 1 comprises two apartment towers equipped with retail areas as supporting facilities. Phase 2 will include a commercial area in the form of office buildings.

| Lokasi<br>Location | Kepemilikan<br>Ownership | Luas Kawasan<br>Total Area | Progres<br>Progress |
|---|---|---|---|
| Thamrin, Jakarta Pusat<br>Thamrin, Central Jakarta | 36,6% | 3,2 hektare<br>3.2 hectares | 87,6% dari total unit telah diserahterimakan<br>87.6% of the total units have been handed over |

**Kemudahan**
**Amenities**

Dekat dengan stasiun LRT, kereta bandara, stasiun MRT, pusat perbelanjaan (Grand Indonesia dan Plaza Indonesia), kantor kedutaan besar, hotel bintang 5, berada di Kawasan perkantoran (Menara BCA, BNI, UOB Plaza, BNI 46).

Near ro LRT Station, Airport rail link, MRT Station, Shopping center (Grand Indonesia & Plaza Indonesia), near Embassies, 5-star hotels, office building area (Menara BCA, BNI, UOB Plaza, BNI 46)

## 1Park Avenue

**Deskripsi**
**Description**

Apartemen 1Park Avenue terdiri dari empat menara apartemen yaitu Royal, Queen, King, dan The Hamilton. Masing-masing menara memiliki 112 unit dengan luasan mulai dari 115 $m^2$ sampai 149 $m^2$ per unitnya. Konsep 1Park Avenue terinspirasi dari nuansa resort. Sebanyak 70 persen dari total lahan dialokasikan untuk area penghijauan seperti taman, fitur air, dan untuk fasilitas pendukung.

1Park Avenue Apartments consists of four apartment towers, namely Royal, Queen, King and The Hamilton. Each tower has 112 units with areas ranging from 115 $m^2$ to 149 $m^2$ per unit. The 1Park Avenue concept is imbued with the charm and feel of a resort. As much as 70 percent of the total land is allocated for green areas such as parks, water features and supporting facilities

| Lokasi<br>Location | Kepemilikan<br>Ownership | Luas Kawasan<br>Total Area | Progres<br>Progress |
|---|---|---|---|
| Kebayoran, Jakarta Selatan<br>Kebayoran, South Jakarta | 100% | 2,8 hektare<br>2.8 hectares | 99% dari total unit telah diserahterimakan<br>99% of the total units have been handed over |

**Kemudahan**
**Amenities**

Taman bermain anak, ruang sepak bola meja, aula serbaguna, jaringan serat optik, *mini market*, ruang makan privat, perpustakaan, kolam renang, salon, pusat bisnis, lintasan lari, *gym, lounge*, bioskop mini, billiard, area BBQ, *steam & sauna*, ruang karaoke, dekat pusat perbelanjaan (Gandaria City, Plaza Senayan, Senayan City, Pondok Indah Mall) dan rumah sakit (Gandaria, Pondok Indah).

Children's playground, table football, fiber optic network, multi-function hall, mini market, private dining room, library, swimming pool, salon, business center, jogging track, gym, lounge, mini cinema, billiard, BBQ area, steam&sauna, karaoke room, near to malls (Gandaria City, Plaza Senayan, Senayan City, Pondok Indah Mall) and hospitals (Gandaria, Pondok Indah).

## Regatta

**Deskripsi**
**Description**

Apartemen Regatta berlokasi di tepi laut Pantai Mutiara dengan panorama indah ke Laut Jawa. Pembangunan proyek *mixed-use & high-rise* Regatta terdiri dari 4 fase. Fase 1 terdiri dari 4 menara apartemen (Rio, Miami, Monte Carlo, dan Dubai) yang telah rampung dibangun dan seluruhnya sudah terjual. Adapun fase 2 terdiri dari 3 menara pembangunan (London, New York, dan Shanghai).

Regatta Apartment is located on the seafront of Pantai Mutiara, offering stunning views of the Java Sea. The mixed-use & high-rise Regatta project is being developed in four phases. Phase 1 consists of four apartment towers (Rio, Miami, Monte Carlo, and Dubai), which have been fully completed and sold out. Meanwhile, Phase 2 includes the construction of three towers (London, New York, and Shanghai).

| Lokasi<br>Location | Kepemilikan<br>Ownership | Luas Kawasan<br>Total Area | Progres<br>Progress |
|---|---|---|---|
| Pantai Mutiara, Pluit, Jakarta Utara<br>Pantai Mutiara, Pluit, North Jakarta | 50% | 11 hektare<br>11 hectares | 73,17% dari total unit telah diserahterimakan<br>73.17% of the total units have been handed over |

**Kemudahan**
**Amenities**

Taman bermain anak, ruang serba guna, fasilitas spa, area BBQ, kolam renang, tempat makan, taman, pemandangan laut lepas, lintasan lari di garis pantai, dermaga untuk yacht dan kapal, tempat untuk olah raga air, dekat dengan bandara Soekarno-Hatta.

Childern's playground, multi-fuction hall, spa facility, BBQ area, swimming pool, restaurant, garden, views of the open sea, jogging track on the coast, pier for yachts and ships, water sport, near to Soekarno-Hatta airport.

## Aeropolis

**Deskripsi**
**Description**

Aeropolis adalah pengembangan *mixed-use* yang berlokasi dekat Bandara Internasional Soekarno-Hatta. Dirancang sebagai kota bandara, Aeropolis hadir sebagai kawasan terpadu yang menyediakan beragam fungsi untuk hunian, perkantoran, hotel, ritel, dan pergudangan.

Aeropolis is an integrated mixed-use development project located close to the Soekarno–Hatta International Airport, Tangerang. Designed as an airport city, hence its name, Aeropolis, it is presented as an integrated area that serves various functions with versatility, from residential area, office area, hotel, retail, and warehouse.

| Lokasi<br>Location | Kepemilikan<br>Ownership | Luas Kawasan<br>Total Area | Progres<br>Progress |
|---|---|---|---|
| 500 meter dari Bandara Internasional Soekarno – Hatta, Tangerang<br>500 meters from Soekarno – Hatta International Airport, Tangerang | 100% | 105 hektare<br>105 hectares | 90% dari total unit telah terjual<br>90% of the total units have been sold |

**Kemudahan**
**Amenities**

Kereta bandara, kereta bandara, jalan tol, pemberhentian bus, tempat makan, *mini market*, *sports club*.

Airport train, airport rail link, highways, shuttle bus, restaurant, mini market, sports club.

## Spazio

**Deskripsi**
**Description**

Nikmati kemudahan, kenyamanan, dan fleksibilitas perkantoran di lokasi yang strategis dengan bangunan *indoor* dan *outdoor* yang modern. Bangunan ini memiliki luas 18.920 $m^2$ dengan jumlah 8 lantai dan 2 lantai basemen.

Enjoy the ease, convenience, and flexibility of having your office at a strategic location, in a building designed perceptively both indoor and outdoor. The building has a total area of 18,920 $m^2$ with 8 floors and 2 basement levels.

| Kategori<br>Category | Lokasi<br>Location | Kepemilikan<br>Ownership | Okupansi<br>Occupancy |
|---|---|---|---|
| Pengelolaan kantor dan ritel<br>Offices and retail | Graha Famili, Surabaya Barat<br>Graha Famili, West Surabaya | 75% | 90% |

**Kemudahan**
**Amenities**

*Lift* & eskalator, *mini market*, restoran, jaringan serat optik, internet berkecepatan tinggi, koridor terbuka, ruang rapat, kantin, auditorium, tol Surabaya Porong, pusat perbelanjaan (Spazio, Loop, Graha Fairground, Pakuwon Mall, Lenmarc Mall), dekat dengan rumah sakit (National Hospital, Mitra Keluarga), hotel (Whiz Luxe Spazio Tower, Shangrila, Vassa, Ascott, Waterplace).

Lift & escalator, mini market, restaurants, fiber optic network, high speed internet, open coridors, meeting room, canteen, auditorium, Surabaya Porong toll road, shopping centers (Spazio Tower, Loop, Graha Fairground, Pakuwon Mall, Lenmarc Mall), hospitals (National Hospital, Mitra Keluarga), hotels (Whiz Luxe Spazio Tower, ShangriLa, Vassa, Ascott, Waterplace).

## Spazio Tower

**Deskripsi**
**Description**

Spazio Tower adalah bagian dari pengembangan *mixed-use* di kawasan komersial Graha Famili, Surabaya. Spazio Tower adalah gedung perkantoran *strata title* dengan lokasi strategis di kawasan CBD Surabaya Barat sekaligus juga merupakan bagian dari pengembangan Graha Festival, sebuah pengembangan superblok terpadu di kawasan Surabaya Barat. Spazio Tower menyediakan beragam fungsi meliputi perkantoran, ritel, dan hotel.

As a development of the mixed-use property located in Graha Famili commercial zone, Spazio Tower has been designed to cater to all your work and leisure needs. Spazio Tower is a strata title office building with a strategic location in the West Surabaya CBD area and is part of the Graha Festival development, an integrated superblock development in the West Surabaya area. Spazio Tower serves various functions including offices, retail, and hotel.

| Lokasi<br>Location | Kepemilikan<br>Ownership | Luas Kawasan<br>Total Area | Okupansi<br>Occupancy |
|---|---|---|---|
| Graha Famili, Surabaya Barat<br>Graha Famili, West Surabaya | 100% | 0,5 hektare<br>0.5 hectares | 64% |

**Kemudahan**
**Amenities**

Jaringan serat optik, internet berkecepatan tinggi, hotel, koridor terbuka, pujasera, pusat kebugaran, aula, ruang rapat, dekat dengan tol Surabaya – Porong, pusat perbelanjaan, dan rumah sakit (National Hospital, Mitra Keluarga).

Fiber optic network, high speed internet, hotel, open corridors, food court, gym, auditorium, meeting room, near highways Surabaya – Porong, near shopping center, near hospitals (National Hospital, Mitra Keluarga).

## Praxis

**Deskripsi**
**Description**

Praxis adalah pengembangan *mixed-use & high-rise* yang menggabungkan apartemen, perkantoran, hotel, dan area ritel. Praxis menjadi satu kesatuan dengan gedung perkantoran Intiland Tower Surabaya. Konsep integrasi ini menciptakan sebuah kawasan perkantoran bisnis terpadu.

Praxis is a mixed-use & high-rise development that combines apartments, offices, a hotel, and a retail area. It is seamlessly integrated with the Intiland Tower Surabaya office building, creating a fully integrated business district.

| Lokasi<br>Location | Kepemilikan<br>Ownership | Luas Kawasan<br>Total Area | Progres<br>Progress |
|---|---|---|---|
| Kawasan Pusat Bisnis Surabaya<br>Surabaya CBD | 100% | 1,1 hektare<br>1.1 hectares | Total 81% unit apartemen dan 37% unit kantor terjual<br>81% of the apartment units and 37% of the office units have been sold |

**Kemudahan**
**Amenities**

Kolam renang, pusat kebugaran, aula sebaguna, area pameran *outdoor*, ruang rapat, supermarket, dekat dengan stasiun kereta api Gubeng, pusat perbelanjaan (Tunjungan Plaza, Grand City mall), dan rumah sakit (Siloam, Husada Utama, Dr. Soetomo).

Swimming pool, gym, multi-function hall, outdoor exhibition area, meeting room, supermarket, near Gubeng train station, near shopping center (Tunjungan Plaza, Grand City mall), near to hospital (Siloam, Husada Utama, Dr. Soetomo).

## Sumatra36

**Deskripsi**
**Description**

Sumatra36 adalah apartemen eksklusif yang hanya memiliki 12 lantai dengan total 63 unit. Sebanyak 60 persen dari total luas Apartemen Sumatra36 dialokasikan untuk area lanskap dan penghijauan, sehingga menghasilkan suasana yang nyaman untuk penghuni.

Sumatra36 is an exclusive apartment complex with only 12 floors and a total of 63 units. Sixty percent of the total area is dedicated to landscaping and green spaces, creating a comfortable and serene environment for residents.

| Lokasi<br>Location | Kepemilikan<br>Ownership | Luas Kawasan<br>Total Area | Progres<br>Progress |
|---|---|---|---|
| Kawasan Pusat Bisnis Surabaya<br>Surabaya CBD | 100% | 0,2 hektare<br>0.2 hectares | 57% dari total unit telah diserahterimakan<br>57% of the total units have been handed over |

**Kemudahan**
**Amenities**

Jaringan serat optik, kartu akses lift, layanan pramutamu 24-jam, pusat kebugaran, kolam renang, central vacuum cleaner, parkir khusus, private lounge, CCTV dan keamanan 24 jam, dekat dengan Stasiun Gubeng, pusat perbelanjaan (Tunjungan Plaza, Grand City mall), dan rumah sakit (Siloam, Husada Utama, Dr. Soetomo).

Fiber optic network, access card elevators, 24-hour concierge service, gym, swimming pool, central vacuum cleaner, special parking, private lounge, CCTV and 24-hour security, near Gubeng Station, near shopping center (Tunjungan Plaza, Grand City mall), near to hospital (Siloam, Husada Utama, Dr. Soetomo).

## Graha Golf

**Deskripsi**
**Description**

Graha Golf adalah pengembangan apartemen yang menawarkan suasana pemandangan padang golf di kawasan Golf Graha Famili. Kemewahan hunian semakin terasa karena Graha Golf hanya menyediakan empat unit apartemen di setiap lantai, sehingga menjamin privasi lebih bagi penghuni.

The development of Graha Golf Apartment is offering scenic golf course views in the Golf Graha Famili area. The luxury of this residence is enhanced by its exclusive design, with only four apartment units per floor, ensuring greater privacy for residents.

| Lokasi<br>Location | Kepemilikan<br>Ownership | Luas Kawasan<br>Total Area | Progres<br>Progress |
|---|---|---|---|
| Graha Famili, Surabaya Barat<br>Graha Famili, West Surabaya | 100% | 2,4 hektare<br>2.4 hectares | Seluruhnya terjual<br>Sold out |

**Kemudahan**
**Amenities**

Taman tematik, area BBQ, ruang wine, dek rekreasi, jaringan serat optik, pusat kebugaran, ruang serbaguna, taman bermain anak-anak, kolam renang, tol Surabaya – Porong, pusat perbelanjaan (Spazio, Loop, Graha Fairground, Pakuwon Mall, Lenmarc Mall), dekat rumah sakit (National Hospital, Mitra Keluarga).

Thematic parks, BBQ area, wine room, recreational deck, fiber optic network, gym, multi-function hall, children's playgrounds, swimming pool, Surabaya – Porong tol road, Shopping Center (Spazio, Loop, Graha Fairground, Pakuwon Mall, Lenmarc Mall), near hospitals (National Hospital & Mitra Keluarga).

## The Rosebay

**Deskripsi**
**Description**

The Rosebay adalah pengembangan *low-rise residence* di kawasan Graha Famili. Pengembangan ini terdiri dari tujuh blok dengan ketinggian empat hingga delapan lantai. Perbedaan ketinggian ini memberikan pemandangan lanskap yang indah dan menyatu dengan lingkungan sekitarnya.

The Rosebay is a low-rise residence development in Graha Famili area. It consists of seven blocks with varying heights ranging from four to eight floors. This variation in height creates a beautiful landscape view that seamlessly blends with the surrounding environment.

| Lokasi<br>Location | Kepemilikan<br>Ownership | Luas Kawasan<br>Total Area | Progres<br>Progress |
|---|---|---|---|
| Graha Famili, Surabaya Barat<br>Graha Famili, West Surabaya | 75% | 1 hektare<br>1 hectares | 91% unit telah diserahterimakan<br>91% of units have been handed over |

**Kemudahan**
**Amenities**

Kolam renang, layanan pramutamu 24 jam, lintasan lari, taman bermain, area BBQ, pusat kebugaran, jaringan serat optik, parkir khusus, layanan housekeeping, layanan cuci, tol Surabaya – Porong, pusat perbelanjaan (Spazio, Loop, Graha Fairground, Pakuwon Mall, Lenmarc Mall), dekat rumah sakit (National Hospital, Mitra Keluarga).

Swimming pool, 24-hour concierge service, jogging track, playground, BBQ area, gym, fiber optic network, private parking, housekeeping services, laundry services, Surabaya – Porong tol road, shopping centers (Spazio, Loop, Graha Fairground, Pakuwon Mall, Lenmarc Mall), near hospital (national Hospital & Mitra Keluarga).

## Tierra

**Deskripsi**
**Description**

Tierra merupakan sebuah proyek pengembangan *mixed-use & high rise* terpadu di kota Surabaya. Menempati lahan seluas 7,5 ha, Tierra menjadi sebuah pengembangan kawasan yang inovatif dan akan menjadi *landmark* baru di kota Surabaya. Dikembangkan dalam beberapa tahapan pembangunan, Tierra rencananya meliputi gedung perkantoran, kondominium, apartemen, hotel, ritel dan komersial, serta pusat gaya hidup modern. Menawarkan konsep gaya hidup perkotaan, Tierra akan menjadi pusat destinasi bagi warga Surabaya di masa depan.

Tierra is an integrated mixed-use & high rise development project located in Surabaya. Occupying an area of 7.5 ha, Tierra is an innovative residential development project which will become Surabaya's latest landmark. Developed in several phases, Tierra will comprise office building, condominium, apartment towers, hotel, retail and commercial area, as well as modern lifestyle hub. The area offers an urban lifestyle concept and is designed to be the new Surabaya's point of destination in the future.

| **Lokasi**<br>**Location** | **Kepemilikan**<br>**Ownership** | **Luas Kawasan**<br>**Total Area** | **Progres**<br>**Progress** |
|---|---|---|---|
| Darmo Harapan, Surabaya Barat<br>Darmo Harapan, West Surabaya | 100% | 7,5 hektare<br>7.5 hectares | Tierra SOHO, Tierra SOHO Avenue, Tierra Residence, Loop Tierra<br>Tierra SOHO, Tierra SOHO Avenue, Tierra Residence, Loop Tierra |

**Kemudahan**
**Amenities**

Area komersial, keamanan 24 jam, pusat kebugaran, kolam renang, *community park*, dekat gerbang tol satelit, pusat perbelanjaan (Spazio, Loop, Graha Fairground, Pakuwon Mall, Lenmarc Mall), dekat dengan rumah sakit (National Hospital, Mitra Keluarga), dan sekolah (Piaget Life Academi, Elyon Christian Secondary School).

Commercial area, 24-hour security, fitness center, swimming pool, community park, close to the satellite toll gate, shopping centers (Spazio, Loop, Graha Fairground, Pakuwon Mall, Lenmarc Mall), close to hospitals (National Hospital, Mitra Keluarga), and schools (Piaget Life Academy, Elyon Christian Secondary School).

# TINJAUAN KEUANGAN SEGMEN *MIXED-USE & HIGH RISE*

## FINANCIAL OVERVIEW OF MIXED-USE & HIGH RISE SEGMENT

Dalam jutaan Rupiah kecuali dinyatakan lain | In millions of Rupiah unless stated otherwise

| **Mixed-use dan High-rise** | **2025** | **% terhadap Pendapatan**<br>% to the Revenue | **2024** | **% terhadap Pendapatan**<br>% to the Revenue | **Pertumbuhan**<br>Growth | **Persentase**<br>Percentage |
|---|---|---|---|---|---|---|
| Pendapatan<br>Revenue | 222.344 | 100.00% | 371.760 | 100,00% | -149,416 | -40.19% |
| Beban Pokok<br>Cost of Sales | 140.159 | 63.04% | 226.466 | 60,92% | -86,307 | -38.11% |
| Laba Kotor<br>Gross Profit | 82.185 | 36.96% | 145.294 | 39,08% | -63,109 | -43.44% |

# KAWASAN PERUMAHAN
## LANDED RESIDENTIAL

Kawasan Perumahan merupakan salah satu segmen utama kegiatan operasional Perseroan yang mencakup pengembangan kawasan perumahan terpadu maupun kawasan perumahan dengan skala yang lebih terbatas. Segmen ini telah menjadi bagian dari portofolio pengembangan Perseroan sejak awal berdiri dan difokuskan pada pasar konsumen menengah-atas di sejumlah wilayah strategis, antara lain Jakarta, Tangerang, dan Surabaya. Pengembangan kawasan perumahan memberikan kontribusi penting terhadap kinerja penjualan Perseroan serta mencerminkan komitmen Perseroan dalam menghadirkan hunian yang berkualitas, modern, asri, dan terintegrasi dengan fasilitas pendukung yang memadai.

Hingga tahun 2025, Perseroan mengembangkan 17 proyek perumahan yang telah terbangun dan tersebar di berbagai wilayah. Di Jakarta, portofolio tersebut meliputi Serenia Hills, South Grove, Delima House, Pinang Residence, 1Park Homes, Virya Semanan, Pantai Mutiara, dan Brezza, serta Talaga Bestari dan Magnolia Residence di Tangerang. Di Surabaya, Perseroan mengembangkan Graha Famili, Graha Natura, Amesta Living, dan Plaza Segi Delapan. Selain itu, Perseroan saat ini tengah menyelesaikan pembangunan proyek perumahan baru, yaitu Sakha Semanan di Semanan, Jakarta Barat, Regatta Residence di Pluit, Jakarta Utara, serta Tierra Residence di Darmo, Surabaya.

### Proses Produksi

Proses produksi untuk pengembangan proyek perumahan dimulai dari tahapan studi kelayakan. Perseroan mengkaji berbagai aspek untuk memastikan bahwa proyek perumahan yang akan dikembangkan memenuhi standar kelayakan yang ditetapkan. Setelah melalui kajian mendalam, Perseroan melakukan akuisisi lahan di lokasi yang strategis untuk dikembangkan sesuai dengan hasil studi yang telah dilakukan.

Pada tahap berikutnya, Perseroan menunjuk konsultan untuk membantu penyusunan rencana induk dan perencanaan teknis pengembangan kawasan perumahan. Secara paralel, Perseroan memproses perizinan yang diperlukan guna mendukung pelaksanaan pembangunan proyek sesuai dengan ketentuan yang berlaku.

Landed residential represents one of the Company's primary operational segments, encompassing the development of integrated residential estates as well as smaller-scale housing developments. This segment has been part of the Company's development portfolio since its establishment and is focused on the upper-middle consumer market across several strategic locations, including Jakarta, Tangerang, and Surabaya. The development of residential estates contributes significantly to the Company's sales performance and reflects its commitment to delivering high-quality, modern, and well-designed living environments that are integrated with adequate supporting facilities.

As of 2025, the Company has developed 17 landed residential projects that have been completed and are located across various regions. In Jakarta, the portfolio includes Serenia Hills, South Grove, Delima House, Pinang Residence, 1Park Homes, Virya Semanan, Pantai Mutiara, and Brezza, as well as Talaga Bestari and Magnolia Residence in Tangerang. In Surabaya, the Company develops Graha Famili, Graha Natura, Amesta Living, and Plaza Segi Delapan. In addition, the Company is currently completing several new residential projects, namely Sakha Semanan in Semanan, West Jakarta; Regatta Residence in Pluit, North Jakarta; and Tierra Residence in Darmo, Surabaya.

### Production Process

The production process for the development of residential projects begins with the feasibility study stage. The Company assesses various aspects to ensure that the residential projects to be developed meet the established feasibility standards. Following a comprehensive evaluation, the Company proceeds with the acquisition of land in strategic locations to be developed in accordance with the results of the studies conducted.

At the subsequent stage, the Company appoints consultants to assist in the preparation of the master plan and the technical planning for the development of residential areas. In parallel, the Company processes the required permits to support the implementation of project construction in accordance with applicable regulations.

Setelah kesiapan desain dan perizinan terpenuhi, Perseroan melaksanakan pembangunan proyek secara bertahap serta menjalankan aktivitas pemasaran. Kegiatan pembangunan meliputi pembukaan lahan, pekerjaan perataan tanah, serta pembangunan infrastruktur kawasan sesuai dengan tahapan pengembangan, khususnya pada area yang telah dipasarkan.

Paralel dengan tahapan tersebut, kontraktor melaksanakan pembangunan unit-unit rumah dengan pengawasan dari Perseroan. Setelah seluruh pekerjaan pembangunan infrastruktur dan unit perumahan selesai, dilakukan proses pemeriksaan kualitas bangunan sebelum dilaksanakan serah terima unit rumah yang telah dijual kepada pembeli. Selanjutnya, Perseroan melaksanakan pengelolaan properti, termasuk serah terima fasilitas umum dan fasilitas sosial kepada Pemerintah, serta pengelolaan lingkungan kawasan yang pada tahap berikutnya akan diserahterimakan kepada warga.

## Pemasaran dan Penjualan

Perseroan menerapkan pendekatan pemasaran yang terintegrasi dalam penjualan segmen perumahan, baik di tingkat korporat maupun pada masing-masing proyek, dengan tetap mengedepankan kehati-hatian dan disiplin dalam mengeksekusi. Strategi pemasaran dirumuskan secara terarah dengan melibatkan pihak eksternal secara selektif, seperti konsultan, untuk mendukung perencanaan dan pelaksanaan aktivitas pemasaran dan penjualan, termasuk pengembangan desain, iklan, materi promosi, produksi, hingga penyelenggaraan kegiatan pemasaran. Sejalan dengan perubahan perilaku konsumen, Perseroan juga secara berkelanjutan mengoptimalkan pemanfaatan kanal komunikasi digital melalui media sosial dan situs web, serta tetap berpartisipasi dalam berbagai kegiatan pameran properti secara terukur.

Dalam konteks kondisi pasar, sepanjang tahun 2025 sektor perumahan di Indonesia menunjukkan kondisi yang relatif stabil dengan tingkat pertumbuhan yang moderat, terutama ditopang oleh permintaan dari pembeli akhir (*end users*). Aktivitas pasar berlangsung secara selektif, dengan konsumen semakin mempertimbangkan faktor keterjangkauan harga, kepastian serah terima, lokasi, serta reputasi pengembang dalam pengambilan keputusan pembelian. Keterbatasan pasokan baru, khususnya unit siap huni, turut memengaruhi dinamika pasar dan menjaga tingkat penyerapan tetap berada pada level yang relatif stabil.

Once design readiness and permitting requirements have been fulfilled, the Company carries out project construction in phases and undertakes marketing activities. Construction activities include land clearing, earthworks, and the development of infrastructure in accordance with the development stages, particularly in areas that have been marketed.

In parallel with these stages, contractors carry out the construction of housing units under the supervision of the Company. Upon completion of all infrastructure and housing construction works, a quality inspection process is conducted prior to the handover of the sold housing units to buyers. Subsequently, the Company carries out property management, including the handover of public and social facilities to the Government, as well as the management of the surrounding environment, which will later be handed over to the residents.

## Marketing and Sales

The Company implements an integrated marketing approach for the residential segment, both at the corporate level and across individual projects, while maintaining prudence and disciplined execution. Marketing strategies are formulated in a structured manner by selectively engaging external parties, such as consultants, to support the planning and execution of marketing and sales activities, including design development, advertising, promotional materials, production, and the organization of marketing events. In line with evolving consumer behavior, the Company also continuously optimizes the use of digital communication channels, including social media and websites, while participating in property exhibitions in a measured manner.

In terms of market conditions, throughout 2025 the residential sector in Indonesia remained relatively stable with moderate growth, primarily supported by demand from end users. Market activity continued in a selective manner, with consumers increasingly considering factors such as price affordability, certainty of handover, location, and developer reputation in their purchasing decisions. Limited new supply, particularly ready-to-occupy units, also influenced market dynamics and helped maintain absorption levels at a relatively stable level.

Mencermati kondisi tersebut, Perseroan menerapkan pendekatan yang lebih selektif dalam peluncuran proyek baru dan memprioritaskan optimalisasi penyerapan stok yang tersedia pada proyek-proyek yang sudah ada. Dukungan kebijakan pemerintah, termasuk perpanjangan insentif Pajak Pertambahan Nilai Ditanggung Pemerintah (PPN DTP), berperan dalam menjaga sentimen pasar sepanjang tahun 2025, meskipun dampaknya cenderung bersifat mempertahankan stabilitas permintaan dibandingkan mendorong percepatan pertumbuhan. Secara keseluruhan, pasar perumahan berada dalam fase konsolidasi dengan fondasi permintaan yang tetap terjaga.

In response to these conditions, the Company adopted a more selective approach in launching new projects and prioritized optimizing the absorption of available inventory within existing projects. Government policy support, including the extension of the Government-Borne Value Added Tax (VAT DTP) incentive, helped sustain market sentiment throughout 2025, although its impact was more inclined toward maintaining demand stability rather than accelerating growth. Overall, the residential market remained in a consolidation phase with a relatively stable demand foundation.

Sebagai hasil dari strategi pemasaran dan kondisi pasar tersebut, perolehan penjualan (*marketing sales*) segmen kawasan perumahan pada tahun 2025 berasal dari unit-unit rumah tapak serta produk komersial, seperti ruko dan SOHO. Segmen pengembangan perumahan mencatatkan *marketing sales* sebesar Rp830,8 miliar atau setara 41,5% dari target sebesar Rp2 triliun. Segmen ini memberikan kontribusi sebesar 51,7% terhadap seluruh *marketing sales* tahun 2025 sebesar Rp1,6 triliun. Kinerja penjualan di segmen ini menurun sebesar 5,5% dibandingkan capaian tahun 2024 sebesar Rp878,9 miliar. Kontribusi terbesar berasal dari penjualan area komersial Graha Famili, lahan hunian di Regatta, Graha Natura, Brezza, Amesta Living, dan South Grove.

As a result of these marketing strategies and market conditions, marketing sales for the residential segment in 2025 were derived from the sale of landed housing units as well as commercial products, such as shophouses and SOHO units. The residential development segment recorded marketing sales of Rp830.8 billion, equivalent to 41.5% of the marketing sales target of Rp2 trillion. This segment contributed 51.7% to the Company's total marketing sales of Rp1.6 trillion in 2025. Sales performance in this segment declined by 5.5% compared to the 2024 achievement of Rp878.9 billion. The largest contributions came from the sale of commercial areas at Graha Famili, as well as residential land in Regatta, Graha Natura, Brezza, Amesta Living, and South Grove.

Segmen pengembangan kawasan perumahan pada tahun 2025 membukukan pendapatan usaha sebesar Rp782 miliar, atau meningkat 18,6% dibandingkan tahun 2024 sebesar Rp659,4 miliar. Segmen pengembangan ini memberikan kontribusi 31,8% dari pendapatan usaha tahun 2025. Kontribusi pendapatan terutama berasal dari pengakuan penjualan unit-unit rumah pada proyek-proyek perumahan yang telah memasuki tahap serah terima, sejalan dengan progres pembangunan yang telah dicapai sepanjang tahun berjalan.

In 2025, the landed residential development segment recorded revenue of Rp782 billion, representing an increase of 18.6% compared to Rp659.4 billion in 2024. This development segment contributed of 31.8% from total revenue in 2025. Revenue contributions were primarily derived from the recognition of sales of housing units that had reached the handover stage, in line with construction progress achieved throughout the year.

## Pengembangan Masa Depan

Selain proyek-proyek yang saat ini sedang dalam tahap pengembangan, Perseroan juga memiliki rencana jangka panjang untuk mengembangkan sejumlah proyek perumahan di berbagai wilayah, antara lain Jakarta, Tangerang, Banten, Surabaya, dan Mojokerto. Hingga saat ini, Perseroan memiliki cadangan lahan lebih dari 2.000 hektare yang tersebar di Jakarta, Tangerang, Banten, serta Surabaya dan sekitarnya.

## Future Development

In addition to the projects currently under development, the Company also has long-term plans to develop several residential projects in various areas, including Jakarta, Tangerang, Banten, Surabaya, and Mojokerto. To date, the Company holds a land bank of more than 2,000 hectares located across Jakarta, Tangerang, Banten, as well as Surabaya and its surrounding areas.

Ke depan, Perseroan merencanakan pengembangan proyek-proyek perumahan yang mencakup peluncuran proyek baru maupun pengembangan tahap lanjutan dari proyek-proyek yang telah berjalan, seperti Talaga Bestari, Graha Natura, dan Amesta Living. Langkah ini merupakan bagian dari strategi Perseroan untuk memperkuat portofolio pengembangan segmen kawasan perumahan sekaligus mendukung pertumbuhan usaha secara berkelanjutan.

Going forward, the Company plans to develop residential projects through both the launch of new projects and the continued development phases of existing projects, such as Talaga Bestari, Graha Natura, and Amesta Living. This initiative forms part of the Company's strategy to strengthen its development portfolio in the residential estate segment while supporting sustainable business growth.

## Kapasitas dan Pengembangan Kawasan Perumahan
## Capacity and Development Of Landed Residential

### Serenia Hills

**Deskripsi**
**Description**

Serenia Hills adalah pengembangan kawasan perumahan eksklusif seluas 26 hektare di Lebak Bulus, Jakarta Selatan sekaligus Tangerang Selatan, di mana kedua area tersebut dipisahkan oleh Sungai Pesanggrahan yang menjadi kawasan konservasi alam. Dikembangkan Perseroan sejak tahun 2011, Serenia Hills bertransformasi menjadi kawasan hunian premium yang ideal bagi masyarakat dengan mobilitas tinggi, tetapi tetap ingin tinggal di lingkungan kawasan yang asri dan hijau. Serenia Hills dinobatkan sebagai perumahan terbaik di Dunia setelah meraih penghargaan World Gold Winners dari Fiabci Prix d'Excellence Awards tahun 2021.

Serenia Hills is an exclusive residential development area covering 26 hectares in Lebak Bulus, South Jakarta and South Tangerang, two areas that are divided by the Pesanggrahan River, a natural conservation area. Developed by the Company since 2011, Serenia Hills has transformed into a premium residential area that is ideal for people with high mobility yet still prefer to live in a beautiful and green area. Serenia Hills is one of the best landed residential Develoment in the world after receiving the World Gold Winners at the Fiabci Prix d'Excellence Awards in 2021.

| Lokasi<br>Location | Kepemilikan<br>Ownership | Luas Kawasan<br>Total Area | Progres<br>Progress |
|---|---|---|---|
| Lebak Bulus, Jakarta Selatan<br>Lebak Bulus, South Jakarta | 100% | 26 hektare<br>26 hectares | 98% unit telah diserahterimakan<br>98% of units have been handed over |

**Kemudahan**
**Amenities**

Gedung perkumpulan, *active park*, ruang serbaguna, taman bermain anak, kolam renang, jaringan serat optik, pusat kebugaran, *mini soccer*, keamanan 24 jam, sauna, manajemen properti, dekat dengan stasiun MRT lebak bulus, pintu tol Pondok Pinang, CBD TB Simatupang, pusat perbelanjaan (SQ Dome, Pondok Indah Mall, Citos), Rumah sakit (Mayapada, Siloam), dekat dengan sekolah (HighScope Indonesia, Singapore International School).

Clubhouse, active park, multipurpose hall, children's playground, swimming pool, fiber optic network, fitness center, mini soccer field, 24-hour security, sauna, property management, close to Lebak Bulus MRT station, Pondok Pinang toll gate, TB Simatupang CBD, shopping centers (SQ Dome, Pondok Indah Mall, Citos), hospitals (Mayapada, Siloam), and schools (HighScope Indonesia, Singapore International School).

## South Grove

**Deskripsi**
**Description**

South Grove adalah pengembangan perumahan mewah dan eksklusif dengan hanya menyediakan 16 unit rumah. Setiap unit dirancang dengan arsitektur modern dan elegan, mengutamakan privasi serta kenyamanan penghuni. Berlokasi di kawasan premium Lebak Bulus, Jakarta Selatan, South Grove menawarkan lingkungan yang asri, fasilitas berkualitas, dan akses strategis ke berbagai pusat bisnis dan gaya hidup.

South Grove is a luxurious and exclusive residential development with only 16 house units. Each unit is designed with modern and elegant architecture, prioritizing privacy and resident comfort. Located in a premium area, South Grove offers a serene environment, high-quality facilities, and strategic access to various business and lifestyle centers.

| Lokasi<br>Location | Kepemilikan<br>Ownership | Luas Kawasan<br>Total Area | Progres<br>Progress |
|---|---|---|---|
| Lebak Bulus, Jakarta Selatan<br>Lebak Bulus, South Jakarta | 100% | 0,5 hektare<br>0.5 hectares | 93% Sold<br>93% Terjual |

**Kemudahan**
**Amenities**

Jaringan serat optik, sistem keamanan 24 jam, jalur transportasi stasiun MRT Lebak Bulus dan gerbang tol Pondok Pinang, berbagai pusat perbelanjaan dan ritel besar (Pondok Indah Mall, Cinere Bellevue, One Bellpark Mall, dan Cilandak Town Square), dekat dengan rumah sakit (Mayapada dan Siloam), institusi pendidikan (Highscope Indonesia School dan Singapore International School), pusat bisnis yang sedang berkembang pesat, TB Simatupang.

Fiber optic network, 24-hour security system, transportation links through the Lebak Bulus MRT Station and Pondok Pinang Toll Road, various shopping centers and large retail areas (Pondok Indah Mall, Cinere Bellevue, One Bellpark Mall, and Cilandak Town Square), close proximity to hospitals (Mayapada and Siloam), educational institutions (Highscope Indonesia School and Singapore International School), and a thriving business complex of TB Simatupang.

## Delima House

**Deskripsi**
**Description**

Delima House adalah pengembangan klaster perumahan modern yang hanya menyediakan 13 unit rumah premium, yang berlokasi di Karang Tengah, Lebak Bulus, Jakarta Selatan. Menggabungkan fungsi dan kemewahan dalam setiap detailnya, perumahan ini menghadirkan konsep hunian yang sempurna yang menghargai gaya hidup dinamis.

Delima House is a modern cluster housing development that offers only 13 premium units, located in Karang Tengah, Lebak Bulus, South Jakarta. Combining functionality and luxury in every detail, this residential development presents a perfect living concept that values a dynamic lifestyle.

| Lokasi<br>Location | Kepemilikan<br>Ownership | Luas Kawasan<br>Total Area | Progres<br>Progress |
|---|---|---|---|
| Lebak Bulus, Cilandak, Jakarta Selatan<br>Lebak Bulus, Cilandak, South Jakarta | 100% | 0,3 hektare<br>0.3 hectares | Terjual seluruhnya<br>Sold out |

**Kemudahan**
**Amenities**

Lokasi yang sangat strategis dikelilingi oleh berbagai fasilitas, seperti mall, sekolah, universitas, dan rumah sakit. Kemudahan aksesibilitas dan mobilitas melalui tol JORR, Desari, dan stasiun MRT dan TransJakarta.

A highly strategic location, surrounded by various facilities such as malls, schools, universities, and hospitals. It offers easy accessibility and mobility through the JORR toll road, Desari, and MRT and TransJakarta stations.

## 1Park Homes

**Deskripsi**
**Description**

1Park Homes adalah pengembangan kawasan perumahan mewah dan eksklusif yang dikembangkan di atas lahan seluas 1,2 hektare, di mana 32 unit hunian dipisahkan oleh jalur selebar 8,8 meter, menciptakan kawasan perumahan yang nyaman untuk penghuni.

1Park Homes is a luxurious and exclusive residential development developed on 1.2 hectares of land where the 32 housing units are separated by a 8.8 metres wide pathway, creating a simple yet exclusive estate for you to live in it.

| Lokasi<br>Location | Kepemilikan<br>Ownership | Luas Kawasan<br>Total Area | Progres<br>Progress |
|---|---|---|---|
| Kebayoran, Jakarta Selatan<br>Kebayoran, South Jakarta | 100% | 1,2 hektare<br>1.2 hectares | Tahap Konstruksi<br>Construction work |

**Kemudahan**
**Amenities**

Taman bermain anak, ruang sepak bola meja, aula serbaguna, jaringan serat optik, mini market, ruang makan privat, perpustakaan, kolam renang, salon, pusat bisnis, lintasan lari, *gym, lounge*, bioskop mini, billiard, area BBQ, *steam* & sauna, ruang karaoke, dekat pusat perbelanjaan (Plaza Senayan, Gandaria City, Senayan City, Pondok Indah Mall), dan Rumah Sakit Pondok Indah.

Children's playground, fussball room, multipurpose hall, fiber optic network, mini market, private dining hall, library, swimming pool, hairdressers, business center, running track, gym, lounge, mini cinema, billiard room, BBQ area, steam & sauna facilities, karaoke room, close proximity to shopping centers (Plaza Senayan, Gandaria City, Senayan City, Pondok Indah Mall) and Pondok Indah Hospital.

## Virya Semanan

**Deskripsi**
**Description**

Virya Semanan adalah pengembangan perumahan eksklusif di dalam kawasan Taman Semanan Indah. Hadir dengan konsep klaster privat, Virya Semanan menghadirkan 30 unit rumah berbagai tipe di area lingkungan yang hijau, asri dan nyaman. Mengutamakan aspek kenyamanan dan gaya hidup sehat, setiap unit rumah Virya Semanan dibangun dengan konsep rumah sehat yang menerapkan pencahayaan dan ventilasi alami.

Virya Semanan is an exclusive residential development within the Taman Semanan Indah residential area. Coming with a private cluster concept, Virya Semanan presents 30 housing units of various types in a green, beautiful and comfortable environmental area. Prioritizing aspects of comfort and a healthy lifestyle, each Virya Semanan house unit is built with a healthy home concept that applies natural lighting and ventilation.

| Lokasi<br>Location | Kepemilikan<br>Ownership | Luas Kawasan<br>Total Area | Progres<br>Progress |
|---|---|---|---|
| Semanan, Jakarta Barat<br>Semanan, West Jakarta | 100% | 0,6 hektare<br>0.6 hectares | 93% unit telah terjual<br>93% units have been sold |

**Kemudahan**
**Amenities**

Mini market, kolam renang, pusat ATM, sekolah terpadu, area komersial, lapangan tenis, tempat ibadah, pusat kebugaran, lapangan basket, pusat perbelanjaan, pintu tol JORR, dekat dengan stasiun KRL.

Swimming pool, ATM center, integrated school area, commercial zone, tennis court, places of worship, gym, basketball court, shopping center, JORR toll gate, commuter line.

## Pantai Mutiara

**Deskripsi**
**Description**

Pantai Mutiara adalah pengembangan kanal estat pertama di Asia Tenggara dengan keunggulan konsep bertema kelautan, yakni "Pantai adalah wajah sebuah negara atau kota." Perseroan mulai mengembangkan Pantai Mutiara pada tahun 1984 dengan luas area 100 Ha yang sebagian besar merupakan area reklamasi.

Pantai Mutiara is the first canal estate development in Southeast Asia, distinguished by its marine-themed concept: "The beach is the face of a nation or city." The company began developing Pantai Mutiara in 1984, covering an area of 100 hectares, the majority of which is reclaimed land.

| Lokasi<br>Location | Kepemilikan<br>Ownership | Luas Kawasan<br>Total Area | Progres<br>Progress |
|---|---|---|---|
| Pluit, Jakarta Utara<br>Pluit, North Jakarta | 100% | 100 hektare<br>100 hectares | Terjual seluruhnya<br>Sold out |

**Kemudahan**
**Amenities**

Klub olah raga, *jogging track*, area kuliner, pusat perbelanjaan, sekolah internasional, rumah sakit, serta dekat dengan Gerbang Tol Prof. Sedyatmo, Gerbang Tol Pluit, dan Gerbang Tol Jembatan Tiga-2.

Sports club, jogging track, culinary area, shopping center, international school, hospital, as well as close proximity to the Prof. Sedyatmo Toll Gate, Pluit Toll Gate, and Jembatan Tiga-2 Toll Gate.

## Brezza

**Deskripsi**
**Description**

Brezza adalah pengembangan kawasan perumahan modern dengan terbatas hanya 36 unit yang berlokasi di kawasan Pantai Mutiara, Jakarta Utara. Berdiri dengan menghadap panorama Teluk Jakarta, Brezza menawarkan hunian dengan desain minimalis dan fungsional.

Brezza is a modern residential development with only 36 exclusive units, located in the Pantai Mutiara area, North Jakarta. Overlooking the scenic Jakarta Bay, Brezza offers homes with a minimalist and functional design.

| Lokasi<br>Location | Kepemilikan<br>Ownership | Luas Kawasan<br>Total Area | Progres<br>Progress |
|---|---|---|---|
| Pantai Mutiara, Jakarta Utara<br>Pantai Mutiara, North Jakarta | 100% | 1,6 hektare<br>1.6 hectares | 80% progres pekerjaan pembangunan<br>80% progress in construction work |

**Kemudahan**
**Amenities**

Area komersial, *clubhouse* yang meliputi *fitness center* dan sauna, kolam renang, restoran dan kafe, dekat pusat perbelanjaan.

Commercial area, clubhouse featuring a fitness center and sauna, swimming pool, restaurant and cafe, close to shopping centers.

## Talaga Bestari

**Deskripsi**
**Description**

Talaga Bestari dirancang untuk memenuhi permintaan perumahan yang menyasar segmen pasar menengah dan atas. Pengembangan kawasan Talaga Bestari masih terus dilakukan dengan menyesuaikan tema yang diusungnya, yaitu "Hidup Selaras dengan Alam". Perseroan juga sedang menggencarkan pembangunan Ruota, area ritel dan komersial terbaru di Talaga Bestari.

Talaga Bestari is designed to meet the housing demand targeting the middle to upper market segment. The development of the Talaga Bestari area continues to evolve while aligning with its central theme, "Living in Harmony with Nature." The company is also actively developing Ruota, the latest retail and commercial area within Talaga Bestari.

| Lokasi<br>Location | Kepemilikan<br>Ownership | Luas Kawasan<br>Total Area | Progres<br>Progress |
|---|---|---|---|
| Cikupa, Tangerang<br>Cikupa, Tangerang | 100% | 308 hektare<br>308 hectares | Pengembangan baru klaster DUO dan area komersial Ruota<br>New Development of DUO Cluster and commercial area Ruota |

**Kemudahan**
**Amenities**

*Sports club*, apotek, pujasera, klinik 24 jam, mini market 24 jam, *shuttle bus*, tol Balaraja Timur, Tol Balaraja Serpong, dekat pusat perbelanjaan, rumah sakit Siloam, dan sekolah (Al Azhar Budi Talaga Bestari, Montessori School).

Sports club, pharmacy, food court, 24-hour clinic, 24-hour mini market, Shuttle bus, Balaraja Timur toll road, Balaraja Serpong toll road, shopping center (Supermall Karawaci, Tang City), Siloam Hospital, near school (Al Azhar Syifa Budi Talaga Bestari, Montessori Schools).

## Magnolia Residence

**Deskripsi**
**Description**

Magnolia Residence merupakan pengembangan kawasan perumahan yang mengusung konsep "Oase Kehidupan Kota" melalui ruang terbuka hijau yang luasnya mencapai 1,7 hektare. Lokasi Magnolia Residence berada di Jatiuwung, Kota Tangerang dan hanya berjarak dua menit dari Pintu Tol Bitung.

Magnolia Residence is a housing development that boasts the concept of "Oasis of City Life" through green open spaces covering an area of 1.7 hectares. The location of Magnolia Residence is in Jatiuwung, Tangerang City and only two minutes from Bitung Toll Gate.

| Lokasi<br>Location | Kepemilikan<br>Ownership | Luas Kawasan<br>Total Area | Progres<br>Progress |
|---|---|---|---|
| Jatake, Tangerang<br>Jatake, Tangerang | 52,5% | 14,7 hektare<br>14.7 hectares | 98% unit terjual<br>98% of units have been sold |

**Kemudahan**
**Amenities**

*Mini market*, apotek, klinik 24 jam, keamanan 24 jam, area komersial, tol Bitung, Tol Balaraja Serpong, dekat Supermall Karawaci & Tang City serta rumah sakit Siloam.

Mini market, pharmacy, 24-hour clinic, 24-hour security, commercial zone, Botung toll road, Balaraja Serpong toll road, close to supermall Karawaci & Tang City, Siloam Hospital.

## Graha Famili

**Deskripsi**
**Description**

Graha Famili memberikan citra eksklusif dengan mengutamakan kenyamanan penataan lingkungan yang bersih, asri, aman dan terpadu dengan berbagai fasilitas yang lengkap. Nikmati kenyamanan tinggal di sebuah kawasan hunian terbaik yang menjadi barometer perumahan ideal di Surabaya.

Graha Famili offers an exclusive feel that boasts the comfort of a clean, green, safe and tastefully-designed environment, integrated with a vast range of amenities to enhance your life. Enjoy the comfort of staying in the top residential area in Surabaya that is undoubtedly the barometer of ideal living in the city.

| Lokasi<br>Location | Kepemilikan<br>Ownership | Luas Kawasan<br>Total Area | Progres<br>Progress |
|---|---|---|---|
| Babatan, Surabaya Barat<br>Babatan, West Surabaya | 75% | 280 hektare<br>280 hectares | 100% unit telah terhuni dan pengembangan baru klaster ALBA<br>100% of units have been occupied and development new cluster ALBA |

**Kemudahan**
**Amenities**

Manajemen estat, supermarket, *sports club*, lapangan golf, keamanan 24 jam, tol Surabaya Porong, dekat dengan pusat perbelanjaan (Spazio, Loop, Graha Fairground, Pakuwon Mall, Lenmarc Mall), rumah sakit (National Hospital, Mitra Keluarga), sekolah (Surabaya European School, Sekolah Ciputra, Cita Hati, Singapore National Academy, Surabaya Taipei School, Merlion School, Sages Institute, Universitas Ciputra).

Estate management, supermarket, sports club, golf course, 24-hour security, Surabaya Porong toll road, near shopping malls (Spazio, Loop, Graha Fairground, Pakuwon Mall, Lenmarc Mall), near hospitals (National Hospital, Mitra Keluarga), near school (Surabaya European School, Sekolah Ciputra, Cita Hati, Singapore National Academy, Surabaya Taipei School, Merlion School, Sages Institute, Universitas Ciputra).

## Graha Natura

**Deskripsi**
**Description**

Lingkungan yang hijau, sejuk, dan asri menjadi kunci utama menuju hidup sehat. Rimbun pepohonan dan taman yang indah menghadirkan suasana hijau yang memberi ketenangan dan kenyamanan di lingkungan tempat tinggal. Kawasan perumahan di kota Surabaya, Jawa Timur ini meraih beragam penghargaan dan menjadi hunian ideal bagi Anda yang mendambakan hidup sehat dan berkualitas.

A green, breezy, and pristine environment is key to a healthy lifestyle. The thick foliage of trees and a beautifully-landscaped park bring a sense of serenity and comfort to the place you live in. This multiple award-winning residential area in a prestigious location in Surabaya, East Java is the ideal choice for you who demand only the highest level of quality in life.

| Lokasi<br>Location | Kepemilikan<br>Ownership | Luas Kawasan<br>Total Area | Progres<br>Progress |
|---|---|---|---|
| Lontar, Surabaya Barat<br>Lontar, West Surabaya | 100% | 86 hektare<br>86 hectares | 858 unit telah terjual dan pengembangan tahap II<br>858 units have been sold and developing phase II |

**Kemudahan**
**Amenities**

Kolam renang, area komersial, jaringan serat optik, sistem satu pintu dan keamanan 24 jam, gedung perkumpulan, pusat kebugaran, lintasan lari, tol Surabaya Porong, pusat perbelanjaan (Spazio, Loop, Graha Fairground, Pakuwon Mall, Lenmarc Mall), dekat dengan rumah sakit (National Hospital, Mitra Keluarga), dan sekolah (Surabaya European School, Sekolah Ciputra, Cita Hati, Singapore National Academy, Surabaya Taipei School, Merlion School, Sages Institute, Universitas Ciputra).

Swimming pool, commercial area, fiber optic network, one gate system and 24-hour security, meeting hall, gym, jogging track, Surabaya Porong toll road, near shopping mall (Spazio, Loop, Graha Fairground, Pakuwon Mall, Lenmarc Mall), near hospital (National Hospital, Mitra Keluarga), near school (Surabaya European School, Sekolah Ciputra, Cita Hati, Singapore National Academy, Surabaya Taipei School, Merlion School, Sages Institute, Universitas Ciputra).

## Amesta Living

**Deskripsi**
**Description**

Amesta Living merupakan proyek pengembangan kawasan *mixed-use* terpadu. Memiliki rencana pengembangan hingga seluas 60 hektare, Amesta Living dirancang sebagai kawasan terpadu yang menyediakan beragam kebutuhan properti, mulai dari unit-unit residensial seperti rumah tapak, apartemen, ritel, komersial, SOHO, perkantoran, hingga *lifestyle mall*.

Amesta Living is an integrated mixed-use development project. With a planned expansion of up to 60 hectares, Amesta Living is designed as a comprehensive area that caters to various property needs, including residential units such as landed houses and apartments, as well as retail, commercial spaces, SOHO, offices, and a lifestyle mall.

| Lokasi<br>Location | Kepemilikan<br>Ownership | Luas Kawasan<br>Total Area | Progres<br>Progress |
|---|---|---|---|
| Nol kilometer dari OERR (Outer East Ring Road), Surabaya Timur<br>0 kilometres from OERR (Outer East Ring Road), East Surabaya | 55% | 60 hektare<br>60 hectares | Lebih dari 400 unit rumah dan ruko terjual<br>More than 400 units of houses and shop house have been sold |

**Kemudahan**
**Amenities**

Pusat komunitas, jalur lari, taman bermain, area komersial, *mixed-used area*, tempat pertemuan, *water feature* dan *water promenade*.

Community center, jogging track, playground, commercial area, mixed-used area, meeting point, water feature and water promenade.

## Plaza Segi Delapan

**Deskripsi**
**Description**

Pengembangan Plaza Segi Delapan tahap II dilakukan pada 2022. Berlokasi di kawasan Darmo, Surabaya Barat, Plaza Segi Delapan tahap II menyediakan unit rukan (rumah-kantor) tiga lantai yang mampu mengakomodasi semua jenis toko, ritel, dan kantor.

The development of Plaza Segi Delapan Phase II began in 2022. Located in the Darmo area of West Surabaya, Plaza Segi Delapan Phase II offers three-story office-house units designed to accommodate all types of shops, retail businesses, and offices.

| Lokasi<br>Location | Kepemilikan<br>Ownership | Luas Kawasan<br>Total Area | Progres<br>Progress |
|---|---|---|---|
| Sukomanunggal, Surabaya<br>Sukomanunggal, Surabaya | 100% | 0,3 hektare<br>0.3 hectares | Sudah terbangun<br>Developed |

**Kemudahan**
**Amenities**

*One-gate system* 24 jam, dekat gerbang tol satelit, pusat perbelanjaan (Spazio, Loop, Graha Fairground, Pakuwon Mall, Lenmarc Mall), dan sekolah (Elyon Christian Secondary School, IPH School West, dan Great Crystal School).

A one-gate 24-hour system, close to the satellite toll gate, shopping centers (Spazio, Loop, Graha Fairground, Pakuwon Mall, Lenmarc Mall), and schools (Elyon Christian Secondary School, IPH School West, and Great Crystal School).

## Sakha Semanan

**Deskripsi**
**Description**

Sakha Semanan adalah pengembangan perumahan Intiland yang berlokasi di dalam kawasan Taman Semanan Indah, Jakarta Barat. Perumahan ini dirancang dengan konsep tropis modern dan menawarkan tata ruang yang leluasa untuk memenuhi kebutuhan tinggal penghuni.

Sakha Semanan is a housing development by Intiland located within the Taman Semanan Indah area, West Jakarta. This residential area is designed with a modern tropical concept and offers spacious layouts to meet the residents' living needs.

| Lokasi<br>Location | Kepemilikan<br>Ownership | Luas Kawasan<br>Total Area | Progres<br>Progress |
|---|---|---|---|
| Taman Semanan Indah, Jakarta Barat<br>Taman Semanan Indah, West Jakarta | 100% | 0,3 hektare<br>0.3 hectares | Mulai pembangunan tahap I<br>Starting Development for Phase I |

**Kemudahan**
**Amenities**

Akses mudah ke Tol Dalam Kota dan Tol Jakarta-Merak, dekat Stasiun KRL Kalideres, area komersial ruko, mal dan pusat perbelanjaan, sekolah standar internasional, rumah sakit.

Easy access to the Inner-City Toll Road and the Jakarta-Merak Toll Road, close to Kalideres KRL Station, commercial areas with shophouses, malls, and shopping centers, international standard schools, and hospitals.

## Regatta Residence

**Deskripsi**
**Description**

Regatta Residence merupakan kawasan perumahan terbaru yang menjadi bagian dari pengembangan kawasan Regatta yang berlokasi di Pantai Mutiara, Pluit, Jakarta Utara. Panorama tepi Laut Jawa menjadi nilai tambah bagi Regatta Residence, sehingga menciptakan pengalaman tinggal di rumah yang nyaman dan prestisius.

Regatta Residence is the latest residential area that is part of the Regatta development, located at Pantai Mutiara, Pluit, North Jakarta. The panorama of the Java Sea adds value to Regatta Residence, creating a prestigious and comfortable living experience.

| Lokasi<br>Location | Kepemilikan<br>Ownership | Luas Kawasan<br>Total Area | Progres<br>Progress |
|---|---|---|---|
| Pantai Mutiara, Jakarta Utara<br>Pantai Mutiara, North Jakarta | 50% | 4,9 hektare<br>4.9 hectares | Perataan lahan & pembangunan infrastruktur<br>Cut & fill and infrastructure development |

**Kemudahan**
**Amenities**

Akses mudah ke pusat bisnis, pusat perbelanjaan, serta Bandara Soekarno-Hatta, rumah sakit, sekolah internasional, pusat perbelanjaan Emporium Pluit dan Baywalk Mall.

It offers easy access to business centers, shopping malls, Soekarno-Hatta Airport, hospitals, international schools, and shopping centers such as Emporium Pluit and Baywalk Mall.

## Tierra Residence

**Deskripsi**
**Description**

Tierra Residence menghadirkan hunian berkonsep modern tropis yang menggabungkan elemen desain kontemporer dengan sentuhan alam. Dikelilingi lingkungan yang hijau dan asri, unit di Tierra Residence juga terintegrasi dengan *community park* sebagai pusat kegiatan sosial para penghuni.

Tierra Residence offers a modern tropical concept residence that blends contemporary design elements with a touch of nature. Surrounded by a green and refreshing environment, units at Tierra Residence are also integrated with a community park as a social hub for residents.

| Lokasi<br>Location | Kepemilikan<br>Ownership | Luas Kawasan<br>Total Area | Progres<br>Progress |
|---|---|---|---|
| Darmo Harapan, Sukomanunggal, Surabaya<br>Darmo Harapan, Sukomanunggal, Surabaya | 100% | 1,5 hektare<br>1.5 hectares | Proses pembangunan<br>Under development |

**Kemudahan**
**Amenities**

*Community park*, area komersial, keamanan 24 jam, pusat kebugaran, kolam renang, dekat gerbang tol satelit, pusat perbelanjaan (Spazio, Loop, Graha Fairground, Pakuwon Mall, Lenmarc Mall), dekat dengan rumah sakit (National Hospital, Mitra Keluarga), dan sekolah (Piaget Life Academi, Elyon Christian Secondary Sc).

A community park, commercial areas, 24-hour security, a fitness center, a swimming pool, close proximity to the satellite toll gate, shopping centers (Spazio, Loop, Graha Fairground, Pakuwon Mall, Lenmarc Mall), hospitals (National Hospital, Mitra Keluarga), and schools (Piaget Life Academy, Elyon Christian Secondary School).

# TINJAUAN KEUANGAN SEGMEN KAWASAN PERUMAHAN
## FINANCIAL OVERVIEW OF LANDED RESIDENTIAL SEGMENT

Dalam jutaan Rupiah kecuali dinyatakan lain | In millions of Rupiah unless stated otherwise

| Kawasan Perumahan<br>Landed Residential | 2025 | % terhadap Pendapatan<br>% to the Revenue | 2024 | % terhadap Pendapatan<br>% to the Revenue | Pertumbuhan<br>Growth | Persentase<br>Percentage |
|---|---|---|---|---|---|---|
| Pendapatan<br>Revenue | 781.998 | 100.00% | 659.423 | 100,00% | 122,575 | 18.59% |
| Beban Pokok<br>Cost of Sales | 328.308 | 41,98% | 396.970 | 60,20% | -68,663 | -17.30% |
| Laba Kotor<br>Gross Profit | 453.690 | 58,02% | 262.453 | 39,80% | 191,237 | 72.87% |

# KAWASAN INDUSTRI
## INDUSTRIAL ESTATE

Kawasan industri merupakan segmen operasional Perseroan yang berfokus pada pengembangan dan pengelolaan kawasan industri yang didukung oleh infrastruktur memadai dan lokasi strategis. Segmen ini berperan sebagai bagian dari diversifikasi portofolio usaha Perseroan serta ditujukan untuk mendukung aktivitas manufaktur dan logistik dalam jangka menengah hingga panjang.

Hingga tahun 2025, Perseroan mengelola kawasan industri utama yang berlokasi di Jawa Timur dan Jawa Tengah, yaitu Ngoro Industrial Park di Kabupaten Mojokerto dan Batang Industrial Park di Kabupaten Batang. Ngoro Industrial Park merupakan kawasan industri yang telah dikembangkan secara bertahap sejak tahun 1991 dan menjadi salah satu aset kawasan industri yang mapan milik Perseroan. Perseroan juga membangun dan mengelola kawasan pergudangan Aeropolis Technopark di Tangerang.

### Proses Produksi

Proses produksi untuk pengembangan proyek kawasan industri dimulai dari tahapan studi kelayakan proyek. Perseroan mengkaji berbagai aspek untuk memastikan bahwa proyek kawasan industri yang akan dikembangkan layak untuk dibangun. Setelah melalui kajian mendalam, Perseroan melakukan pembelian lahan di area yang strategis sesuai dengan hasil studi yang telah dilakukan.

Pada tahap berikutnya, Perseroan menunjuk konsultan untuk membantu penyusunan rencana induk. Secara paralel, Perseroan memproses perizinan yang dibutuhkan untuk dapat memulai pembangunan proyek.

Setelah kesiapan desain dan perizinan terpenuhi, Perseroan melaksanakan pembangunan proyek dan aktivitas pemasaran. Dalam tahapan ini, Perseroan melakukan pembukaan lahan, perataan tanah, serta pembangunan infrastruktur sesuai dengan tahap pengembangan, khususnya pada area yang telah dijual.

Industrial estates represent one of the Company's operational segments, focusing on the development and management of industrial areas supported by adequate infrastructure and strategic locations. This segment serves as part of the Company's business portfolio diversification and is intended to support manufacturing and logistics activities over the medium to long term.

As of 2025, the Company manages its principal industrial estates located in East Java and Central Java, namely Ngoro Industrial Park in Mojokerto Regency and Batang Industrial Park in Batang Regency. Ngoro Industrial Park is an industrial estate that has been developed in phases since 1991 and has become one of the Company's well-established industrial assets. The Company also develops and manages the Aeropolis Technopark warehouse area in Tangerang.

### Production Process

The production process for the development of industrial estate projects begins with the feasibility study stage. The Company assesses various aspects to ensure that the industrial estate projects to be developed are feasible to be constructed. Following a comprehensive evaluation, the Company proceeds with the acquisition of land in strategic locations in accordance with the results of the studies conducted.

At the subsequent stage, the Company appoints consultants to assist in the preparation of the master plan. In parallel, the Company processes the required permits to commence project development.

Once design readiness and permitting requirements have been fulfilled, the Company carries out project development and marketing activities. At this stage, the Company undertakes land clearing, cut and fill works, and infrastructure development in accordance with the development phases, particularly in areas that have been sold.

Setelah proses pembangunan infrastruktur dan perataan tanah selesai, Perseroan melakukan serah terima lahan kawasan industri yang telah dijual kepada pembeli. Selanjutnya, Perseroan melaksanakan tata kelola kawasan industri, termasuk pengelolaan fasilitas umum dan fasilitas sosial, serta pengelolaan lingkungan dan limbah kawasan.

## Pemasaran dan Penjualan

Perseroan menerapkan strategi dan pola pemasaran yang terfokus dalam penjualan kawasan industri, dengan pendekatan *business to business* (B2B) yang menyasar korporasi dan investor. Strategi pemasaran dirumuskan secara terarah, baik di tingkat korporasi maupun untuk masing-masing kawasan industri, dengan mempertimbangkan karakteristik permintaan pasar serta dinamika sektor manufaktur dan logistik. Dalam mendukung perencanaan dan pelaksanaan aktivitas pemasaran dan penjualan, Perseroan secara selektif melibatkan pihak eksternal, seperti konsultan, termasuk dalam pengembangan desain, iklan, materi promosi, produksi, hingga penyelenggaraan kegiatan pemasaran. Sejalan dengan perkembangan perilaku pelaku usaha, Perseroan juga mengoptimalkan pemanfaatan kanal komunikasi digital melalui situs *web* serta berpartisipasi dalam pameran dan forum kawasan industri secara terukur untuk menjangkau potensi pasar yang lebih luas.

Dalam konteks situasi pasar, sepanjang tahun 2025 sektor kawasan industri dihadapkan pada kondisi yang menuntut kehati-hatian investor di tengah ketidakpastian ekonomi global. Aktivitas transaksi lahan industri berlangsung selektif, sementara keterbatasan pasokan lahan yang tersedia turut memengaruhi dinamika pasar dan menjaga tingkat okupansi tetap pada level yang relatif stabil. Dalam konteks tersebut, permintaan cenderung terarah pada kawasan industri yang didukung oleh infrastruktur memadai, aksesibilitas yang baik, serta kesiapan kawasan untuk mendukung kebutuhan operasional jangka menengah hingga panjang.

Mencermati kondisi pasar tersebut, Perseroan menerapkan pendekatan pemasaran yang selektif dengan memfokuskan pada optimalisasi pemanfaatan aset kawasan industri yang telah tersedia. Perolehan *marketing sales* segmen kawasan industri pada tahun 2025 berasal dari penjualan lahan industri, sementara pendapatan usaha diperoleh dari

Upon completion of infrastructure development and earthworks, the Company hands over the industrial land that has been sold to buyers. Subsequently, the Company carries out the management of the industrial estate, including the management of public and social facilities, as well as environmental and waste management within the estate.

## Marketing and Sales

The Company implements a focused marketing strategy and approach for the industrial estate segment, adopting a business-to-business (B2B) approach targeting corporations and investors. Marketing strategies are formulated in a structured manner, both at the corporate level and for each industrial estate, by considering market demand characteristics as well as the dynamics of the manufacturing and logistics sectors. To support the planning and execution of marketing and sales activities, the Company selectively engages external parties, such as consultants, including for design development, advertising, promotional materials, production, and the organization of marketing activities. In line with evolving business behavior, the Company also optimizes the use of digital communication channels through its website and participates in industrial estate exhibitions and forums in a measured manner to reach a broader potential market.

In terms of market conditions, throughout 2025 the industrial estate sector faced conditions that required investor prudence amid global economic uncertainty. Industrial land transactions took place selectively, while limited available land supply influenced market dynamics and helped maintain occupancy levels at a relatively stable level. In this context, demand tended to be directed toward industrial estates supported by adequate infrastructure, strong accessibility, and readiness to support medium- to long-term operational needs.

In response to these market conditions, the Company adopted a selective marketing approach by focusing on optimizing the utilization of existing industrial estate assets. Marketing sales for the industrial estate segment in 2025 were derived from the sale of industrial land, while revenue was generated from the recognition of land sales as well

pengakuan penjualan lahan serta pendapatan berulang dari pengelolaan kawasan, fasilitas pendukung, dan sewa pergudangan. Sepanjang tahun 2025, segmen kawasan industri mencatatkan *marketing sales* sebesar Rp638,2 miliar, setara 31,9% dari target *marketing sales* Rp2 triliiun. Pencapaian tersebut naik 12,6% dari tahun 2024 sebesar Rp567 miliar. Kontributor utama berasal dari penjualan lahan industri di Batang Industrial Park, Ngoro Industrial Park, serta penjualan unit-unit pergudangan di Aeropolis Techno Park.

Pada tahun 2025 segmen pengembangan kawasan industri membukukan pendapatan usaha sebesar Rp510,4 miliar, atau menurun 20% dibandingkan tahun sebelumnya sebesar Rp638,3 miliar. Kontribusi pendapatan terutama berasal dari pengakuan penjualan lahan industri, pendapatan dari pengelolaan kawasan industri, serta sewa dan pengelolaan fasilitas pergudangan.

## Pengembangan Masa Depan

Selain dua kawasan industri dan kawasan pergudangan yang sedang dikembangkan saat ini, Perseroan memiliki rencana jangka panjang untuk mengembangkan kawasan industri lainnya di sejumlah wilayah di pulau Jawa, salah satunya di Jombang, Jawa Timur. Perseroan juga masih akan terus mengembangkan sisa area dari pengembangan tahap kedua Ngoro Industrial Park, ekspansi lahan di Batang Industrial Park, dan area pergudangan Aeropolis Technopark.

Perseroan mencermati pengembangan kawasan industri di Indonesia memiliki prospek yang sangat baik. Pengembangan kawasan industri juga memiliki potensi signifikan untuk menopang pertumbuhan ekonomi, investasi, dan penyediaan lapangan kerja. Perseroan percaya pengembangan kawasan industri dapat memberikan efek ganda bagi ekonomi nasional, termasuk peningkatan pertumbuhan ekonomi lokal, penciptaan lapangan kerja baru, dan peningkatan pendapatan daerah melalui pajak.

as recurring income from estate management, supporting facilities, and warehouse leasing. Throughout 2025, the industrial estate segment recorded marketing sales of Rp638.2 billion, equivalent to 31.9% of the total marketing sales target of Rp2 trillion. This represents an increase of 12.6% compared to marketing sales in 2024 of Rp567 billion. The main contributions came from industrial land sales at Batang Industrial Park and Ngoro Industrial Park, as well as warehouse unit sales at Aeropolis Technopark.

In 2025 the industrial estate development segment recorded revenue of Rp510.4 billion, representing a decrease of 20% compared to Rp638.3 billion in the previous year. Revenue contributions were primarily derived from the recognition of industrial land sales, income from industrial estate management, and leasing and management of warehouse facilities.

## Future Development

In addition to the two industrial estate and warehouse area currently under development, the Company has long-term plans to develop additional industrial estates in several locations across Java, including in Jombang, East Java. The Company will also continue to develop the remaining area of Phase II of Ngoro Industrial Park, expand land at Batang Industrial Park, and further develop the warehouse area at Aeropolis Technopark.

The Company observes that the development of industrial estate in Indonesia has very positive prospects. Industrial estate development also holds significant potential to support economic growth, investment, and job creation. The Company believes that the development of industrial areas can have a dual impact on the national economy, including boosting local economic growth, creating new jobs, and increasing regional revenue through taxes.

# Kapasitas dan Pengembangan Kawasan Industri
## Capacity and Development of Industrial Estate

### Ngoro Industrial Park

**Deskripsi**
**Description**

Ngoro Industrial Park merupakan kawasan industri berlokasi di lembah Gunung Penanggungan, Ngoro, Mojokerto, Jawa Timur. Berjarak hanya sekitar 50 km dari Pelabuhan Tanjung Perak, Surabaya, kawasan industri ini menjadi pilihan favorit banyak perusahaan nasional dan multinasional.

Ngoro Industrial Park is an industrial estate in the valley of Mount Penanggungan, Ngoro, Mojokerto, East Jawa. Located at a mere 50 km from Tanjung Perak Port, Surabaya, this industrial estate is a popular choice for many national and international companies seeking for a base for their operations.

| Lokasi<br>Location | Kepemilikan<br>Ownership | Luas Kawasan<br>Total Area |
|---|---|---|
| Mojokerto, Jawa Timur<br>Mojokerto, East Jawa | 100% | 500 hektare<br>500 hectares |

**Infrastruktur**
**Infrastructure**

Pasokan gas alam oleh PGN dan DPS Gas, pengolahan limbah, pembangkit listrik, telekomunikasi.

Natural gas suplay from PGN and DPS Gas, waste management, power plant, telecommunication.

**Fasilitas & Layanan**
**Facilities & Services**

Zona kawasan berikat, *standard factory building*, pergudangan, area komersial, bank, perkantoran.

Bonded zone, standard factory building, warehouses, commercial zone, banks, offices.

**Perusahaan**
**Companies**

Roman, H.B. Fuller, Mulia Ceramics, Yakult, Mitsui-Soko Holdings, Hitachi, Toyota-Astra Motor, Unicharm, dan lainnya.

Roman, H.B. Fuller, Mulia Ceramics, Yakult, Mitsui-Soko Holdings, Hitachi, Toyota-Astra Motor, Unicharm, etc.

**Kemudahan**
**Amenities**

Jalan tol, jalan utama, 45 km dari Surabaya, 50 km dari Pelabuhan Tanjung Perak, 50 km dari Bandara Internasional Juanda.

Toll roads, main road, 45 km from Surabaya, 50 km from Tanjung Perak Port, 50 km from Juanda International Airport.

## Batang Industrial Park

**Deskripsi**
**Description**

Batang Industrial Park (BIP) merupakan pengembangan kawasan industri terpadu yang berlokasi di Kabupaten Batang, Jawa Tengah. Pengembangan BIP melalui perencanaan berkelanjutan dengan mengembangan konsep kawasan sebagai "*The future key industrial hub of Central Java*". Dikembangkan di lahan dengan jenis tanah padat dan kokoh, kawasan ini menjamin kestabilan struktur bangunan serta dapat menekan biaya konstruksi. Batang Industrial Park juga menyediakan area pergudangan, area komersial, area penghijauan, serta beragam fasilitas infrastruktur penunjang yang lengkap di lahan pengembangan yang direncanakan seluas 280 hektare.

Batang Industrial Park (BIP) is an integrated industrial area being developed in Batang Regency, Central Java. The development of BIP is carried out through sustainable planning with a spatial concept that serves its purpose to become "the future key industrial hub of Central Java". Built upon solid and sturdy soil, this industrial park guarantees the stability of the building structures and furthermore reduces construction costs. Batang Industrial Park also provides a warehousing area, commercial area, greenery, and various supporting facilities and infrastructure on a planned development area encompassing 280 hectares.

| **Lokasi**<br>**Location**<br>Batang, Jawa Tengah<br>Batang, Central Jawa | **Kepemilikan**<br>**Ownership**<br>100% | **Luas Kawasan**<br>**Total Area**<br>287 hektare (Fase 1)<br>287 hectares (1st Phase) | **Progres**<br>**Progress**<br>Tahap pengembangan<br>Development Phase |
|---|---|---|---|

**Infrastruktur**
**Infrastructure**

Jaringan listrik, gas alam, telekomunikasi, pusat pengelolaan air dan limbah terpadu, air bersih, lebar jalan utama 26 meter dan jalan kawasan 16 meter, managemen kawasan.

Electricity, natural gas, telecommunication, waste water treatment plant (WWTP), clean water, Right of Way 16 meters, main road 26 meters, property management.

**Fasilitas & Layanan**
**Facilities & Services**

Pergudangan, area komersial, mini market, kantor manajemen, pos polisi, pemadam kebakaran.

Warehouse, commercial area, mini market, management office, police station, fire brigade.

**Perusahaan**
**Companies**

Nestle, UnitedCan, dan lainnya.

Nestle, UnitedCan, etc.

**Kemudahan**
**Amenities**

Berlokasi strategis tepat di tengah-tengah Pulau Jawa, 1 km dari akses jalan nasional (Jalan Raya Subah, Tulis, Batang), berbagai transportasi *hubs* seperti bandara dan juga Pelabuhan, akses masuk ke dalam kawasan ini dapat ditempuh dengan mudah hanya 10 menit melalui gerbang tol Kandeman, Batang. Lokasi strategi yang ditunjang dengan akses jalan tol memberikan nilai tambah bagi investor untuk distribusi barang ke berbagai fasilitas seperti pelabuhan maupun bandara internasional.

Strategically located right at the central nexus of Java Island, 1 km from the national road (Subah, Tulis, Batang National Road), various transportation hubs such as airport and seaport, this development area can be easily accessed within 10 minutes from the Kandeman Toll Gate in Batang. This strategic location is further supported by a toll road access that gives investor an immense added value in terms of the ease of distribution of goods to numerous facilities, such as seaports and international airports.

## Aeropolis Techno Park

**Deskripsi**
**Description**

Aeropolis Techno Park adalah pengembangan area pergudangan modern yang menjadi bagian dari pengembangan kawasan *mixed-use* terpadu Aeropolis yang berlokasi dekat Bandara Internasional Soekarno-Hatta. Dirancang sebagai area pergudangan modern, Aeropolis Techno Park berdampingan dengan area komersial, perkantoran dan hunian. Tersedia dalam berbagai tipe dan ukuran, pergudangan Aeropolis memberikan nilai tambah investasi dan menunjang kebutuhan bisnis. Lokasi sangat strategis hanya berjarak sekitar 700 meter dari Cargo Village, TOD Bandara Soeta, dan rencana Tol JORR 2 sehingga menunjang kebutuhan logistik dan distribusi cargo di area bandara.

Aeropolis Techno Park is the development of a modern warehouse area that is part of the integrated mixed-use development of Aeropolis, located near Soekarno-Hatta International Airport. Designed as a modern warehouse area, Aeropolis Techno Park is situated alongside commercial, office, and residential areas. Available in various types and sizes, the Aeropolis warehouses offer added investment value and support business needs. The location is highly strategic, just approximately 700 meters from Cargo Village, Soeta Airport TOD, and the planned JORR 2 Toll Road, thus supporting logistics and cargo distribution needs in the airport area.

| Lokasi<br>Location | Kepemilikan<br>Ownership | Luas Kawasan<br>Total Area | Progres<br>Progress |
|---|---|---|---|
| 500 meter dari Bandara Internasional Soekarno – Hatta, Tangerang<br>500 meters from Soekarno – Hatta International Airport, Tangerang | 100% | 30 hektare<br>30 hectares | 90% dari total unit telah terjual<br>90% of the total units have been sold |

**Infrastruktur**
**Infrastructure**

Jaringan listrik, telekomunikasi, air bersih, infrastruktur jalan utama dan jalan kawasan, managemen kawasan.

Electricity, telecommunication, clean water, main road infrastructure, property management.

**Fasilitas & Layanan**
**Facilities & Services**

Apartemen, perkantoran, area komersial, mini market, hotel, kantor manajemen, klub olahraga.

Apartment, offices, commercial area, mini market, hotel, management office, club house.

**Kemudahan**
**Amenities**

Lokasi strategis dengan bandara internasional Soekarno Hatta, hanya berjarak sekitar 700 m yang juga dilengkapi akses kereta bandara. Tersedia akses jalan tol bandara dan jalan provinsi yang memudahkan mobilitas dan distribusi barang ke berbagai fasilitas seperti pelabuhan. Berjarak sekitar 35 km dari pelabuhan Tanjung Priok, Jakarta Utara.

The strategic location near Soekarno-Hatta International Airport, just approximately 700 meters away, is also equipped with access to the airport train. It provides access to the airport toll road and provincial roads, facilitating mobility and the distribution of goods to various facilities such as ports. It is approximately 35 km from Tanjung Priok Port, North Jakarta.

# TINJAUAN KEUANGAN SEGMEN KAWASAN INDUSTRI
## FINANCIAL OVERVIEW OF INDUSTRIAL ESTATE SEGMENT

Dalam jutaan Rupiah kecuali dinyatakan lain | In millions of Rupiah unless stated otherwise

| **Kawasan Industri** Industrial Estate | **2025** | **% terhadap Pendapatan** % to the Revenue | **2024** | **% terhadap Pendapatan** % to the Revenue | **Pertumbuhan** Growth | **Persentase** Percentage |
|---|---|---|---|---|---|---|
| Pendapatan Revenue | 510.369 | 100,00% | 638.349 | 100,00% | -127,980 | -20.05% |
| Beban Pokok Cost of Sales | 301.332 | 59,04% | 454.502 | 71,20% | -153,170 | -33.70% |
| Laba Kotor Gross Profit | 209.037 | 40,96% | 183.847 | 28,80% | 25,190 | 13.70% |

# PROPERTI INVESTASI
## INVESTMENT PROPERTIES

Properti investasi merupakan segmen operasional Perseroan yang mencakup pengelolaan dan penyewaan berbagai jenis aset properti, antara lain ruang perkantoran, pusat perbelanjaan, fasilitas olahraga dan rekreasi, pergudangan, ruko, asrama, serta pengelolaan limbah di kawasan industri. Segmen ini berperan sebagai sumber pendapatan berulang (recurring income) yang mendukung stabilitas kinerja usaha Perseroan dalam jangka panjang.

Hingga tahun 2025, Perseroan mengelola berbagai aset properti investasi yang tersebar di Jakarta, Tangerang, Surabaya, Mojokerto, dan Batang. Di Jakarta, aset properti investasi meliputi gedung perkantoran Intiland Tower Jakarta dan South Quarter, pusat perbelanjaan Poins, serta fasilitas olahraga dan rekreasi seperti Pantai Mutiara Sports Club, Serenia Mansion Club di kawasan Serenia Hills, serta Splash Swimming Pool & Gym di Taman Semanan Indah.

Di Tangerang, Perseroan mengelola aset properti investasi berupa fasilitas olahraga dan kawasan pendukung di Talaga Bestari serta kawasan Aeropolis. Sementara itu, di Surabaya, aset properti investasi meliputi gedung perkantoran Intiland Tower Surabaya, Spazio, Spazio Tower, dan Praxis, serta fasilitas olahraga dan rekreasi seperti Golf Graha Famili & Country Club, ROCA Sport Center, Loop, Fair Ground di Graha Famili, serta Natura Club House di Graha Natura.

Investment properties represent one of the Company's operational segments, encompassing the management and leasing of various types of property assets, including office spaces, shopping centers, sports and recreational facilities, warehouses, shophouses, dormitories, as well as waste management within industrial estates. This segment serves as a source of recurring income that supports the long-term stability of the Company's business performance.

As of 2025, the Company manages a range of investment property assets located in Jakarta, Tangerang, Surabaya, Mojokerto, and Batang. In Jakarta, these assets include office buildings such as Intiland Tower Jakarta and South Quarter, the Poins shopping center, as well as sports and recreational facilities including Pantai Mutiara Sports Club, Serenia Mansion Club in the Serenia Hills residential area, and Splash Swimming Pool & Gym in Taman Semanan Indah.

In Tangerang, the Company manages investment property assets comprising sports facilities and supporting areas in Talaga Bestari and the Aeropolis area. Meanwhile, in Surabaya, the Company's investment properties include office buildings such as Intiland Tower Surabaya, Spazio, Spazio Tower, and Praxis, as well as sports and recreational facilities including Golf Graha Famili & Country Club, ROCA Sport Center, Loop, Fair Ground in Graha Famili, and Natura

Di Mojokerto, properti investasi Perseroan mencakup penyewaan gudang, asrama, dan ruko, serta pengelolaan limbah di kawasan industri Ngoro Industrial Park.

## Pemasaran

Perseroan menerapkan strategi pemasaran yang terfokus pada penguatan pendapatan berulang dari segmen properti investasi, melalui optimalisasi pengelolaan dan pemasaran aset-aset yang telah beroperasi. Strategi pemasaran dirumuskan secara terarah dengan penekanan pada aktivitas penyewaan perkantoran, apartemen, ritel, serta fasilitas pendukung lainnya. Dalam pelaksanaannya, Perseroan secara selektif menjalin kerja sama dengan agen dan mitra profesional untuk mendukung aktivitas pemasaran, sekaligus mengoptimalkan pemanfaatan kanal komunikasi digital dalam menjangkau calon penyewa yang relevan.

Dalam konteks pasar, sepanjang tahun 2025 segmen properti investasi dihadapkan pada kondisi pasar yang masih berlangsung secara selektif, seiring dengan ketidakpastian ekonomi global dan kehati-hatian pelaku usaha dalam mengambil keputusan ekspansi. Perseroan mencermati bahwa persaingan pada segmen perkantoran masih cukup ketat, khususnya akibat ketersediaan pasokan ruang kantor yang relatif tinggi di sejumlah kawasan, yang berdampak pada tingkat sewa dan tingkat hunian. Di sisi lain, permintaan dari pasar domestik serta kebutuhan ruang usaha dengan fleksibilitas penggunaan tetap menjadi penopang aktivitas leasing di beberapa aset Perseroan.

Menyikapi kondisi tersebut, Perseroan menerapkan pendekatan yang adaptif dengan memfokuskan strategi pada peningkatan tingkat hunian, optimalisasi pemanfaatan ruang dan lahan yang tersedia, serta penguatan hubungan dengan penyewa melalui berbagai kegiatan yang mendukung komunitas dan aktivitas usaha. Perseroan juga terus mengevaluasi peluang kolaborasi dengan berbagai pihak guna meningkatkan efisiensi operasional dan memperluas basis penyewa, sejalan dengan strategi konsolidasi dan penguatan fundamental operasional.

Pada tahun 2025 segmen properti investasi mencatatkan pendapatan usaha sebesar Rp947,7 miliar atau meningkat 7,2% dibandingkan pendapatan usaha tahun 2024 sebesar Rp883,8 miliar. Segmen properti investasi memberikan kontribusi pendapatan usaha terbesar mencapai 38,5% dari keseluruhan. Kontribusi pendapatan terutama berasal dari pendapatan sewa ruang perkantoran, apartemen, pusat perbelanjaan, fasilitas olahraga dan rekreasi, pergudangan,

Club House in Graha Natura. In Mojokerto, the Company's investment properties include warehouse, dormitory, and shophouse leasing, as well as waste management within the Ngoro Industrial Park.

## Marketing

The Company implements a marketing strategy focused on strengthening recurring income from the investment properties segment through the optimization of the management and marketing of operating assets. Marketing strategies are formulated in a structured manner with an emphasis on leasing activities for office spaces, apartments, retail, and other supporting facilities. In its implementation, the Company selectively establishes partnerships with agents and professional partners to support marketing activities, while also optimizing the use of digital communication channels to reach relevant prospective tenants.

In terms of market conditions, throughout 2025 the investment properties segment faced a market environment that remained selective, in line with global economic uncertainty and the cautious approach of businesses in making expansion decisions. The Company observed that competition in the office segment remained relatively intense, particularly due to the high supply of office space in certain areas, which affected rental rates and occupancy levels. On the other hand, demand from the domestic market, as well as the need for flexible business spaces, continued to support leasing activities across several of the Company's assets.

In response to these conditions, the Company adopted an adaptive approach by focusing its strategy on increasing occupancy rates, optimizing the utilization of available space and land, and strengthening relationships with tenants through various initiatives that support community engagement and business activities. The Company also continuously evaluates opportunities for collaboration with various parties to improve operational efficiency and expand its tenant base, in line with its strategy of consolidation and strengthening operational fundamentals.

In 2025, the investment property segment recorded revenue of Rp947.7 billion, representing an increase of 7.2% compared to Rp883.8 billion in the previous year. The investment properties segment contributed the largest share of revenue, accounting for 38.5% of the total. Revenue contributions were primarily derived from leasing income from office spaces, apartments, shopping centers, sports and recreational facilities, warehouses, as well as the management of

serta pengelolaan fasilitas pendukung lainnya, yang secara keseluruhan mendukung stabilitas kinerja usaha Perseroan.

## Pengembangan Masa Depan

Di tahun 2025, Intiland masih fokus untuk meningkatkan kontribusi pendapatan berulang untuk memperkuat kinerja pendapatan usaha yang berasal dari segmen properti investasi. Pendapatan pada segmen ini berasal dari penyewaan perkantoran, pengelolaan fasilitas kawasan, sarana olah raga, hingga investasi. Upaya tersebut diantaranya akan dilakukan melalui rencana pengembangan gedung-gedung perkantoran di masa mendatang, pengelolaan kawasan industri maupun kawasan perumahan, hingga menambah fasilitas klub olah raga.

supporting facilities, all of which contributed to the stability of the Company's business performance.

## Future Development

In 2025, Intiland continued to focus on increasing the contribution of recurring income to strengthen revenue performance from the investment property segment. Revenue in this segment is derived from office leasing, estate management, sports facilities, as well as other investment activities. These efforts are carried out through plans to develop office buildings in the future, manage industrial estates and residential areas, and expand sports club facilities.

## Kapasitas dan Pengembangan *Recurring Income*
## Capacity and Development of Recurring Income

### Intiland Tower Jakarta

**Deskripsi**
**Description**

Gedung perkantoran yang dirancang oleh Paul Rudolph ini menawarkan ruang bisnis yang tidak hanya dinamis, namun juga didukung oleh suasana yang asri. Gedung dengan luas bangunan yang disewakan 24.647 $m^2$ ini mulai dibangun pada tahun 1984 ini selesai pada tahun 1986 dengan jumlah 23 lantai dan 2 basement.

Office building designed by Paul Rudolph, offering business space that is not only dynamic but also green. The office building designed by Paul Rudolph offers an area for doing business that is not only dynamic but also boasts a green environment. The building, which was built in 1984 and completed in 1986, has a total leaseable building area of 24,647 $m^2$, with 23 floors and 2 basement levels.

| Kategori<br>Category | Lokasi<br>Location | Kepemilikan<br>Ownership | Okupansi<br>Occupancy |
|---|---|---|---|
| Perkantoran dan ritel<br>Offices and retail | Jl. Jend. Sudirman Jakarta Pusat<br>Jend. Sudirman, Central Jakarta | 100% | 85% |

**Kemudahan**
**Amenities**

Ruang serba guna, pujasera, restoran, kedai kopi, internet berkecepatan tinggi, ATM dan bank, *mini market*, penukaran uang, apotek, CCTV dan keamanan 24 jam, tempat parkir, kartu akses, akses stasiun MRT, akses Bus Transjakarta.

Multifunction hall, food court, coffee shop, restaurant, high speed internet, ATM and bank, mini market, money changer, pharmacy, CCTV and 24-hour security, parking lot, access card, access to MRT station, bus Transjakarta access.

## Intiland Tower Surabaya

**Deskripsi**
**Description**

Gedung perkantoran yang dirancang dengan bentuk yang indah serta menerapkan kaidah-kaidah gedung hemat energi. Bangunan ikonik ini melengkapi setiap lantainya dengan teras untuk memberikan sirkulasi udara dan pencahayaan natural. Gedung yang dibangun pada tahun 1995 dan selesai di tahun 1997 ini memiliki luasan 19.568 $m^2$ dengan jumlah 12 lantai dan 3 basement.

An office building designed with beauty and elegance in mind, and in accordance with energy-efficient building principles. Each floor in this iconic building is equipped with a terrace to provide better air circulation and natural lighting. The building began to be constructed in 1995 and was completed in 1997. It has a total area of 19,568 $m^2$ with 12 floors and 3 basement levels.

| Kategori<br>Category | Lokasi<br>Location | Kepemilikan<br>Ownership | Okupansi<br>Occupancy |
|---|---|---|---|
| Pengelolaan kantor dan ritel<br>Offices and retail | Jl. Panglima Sudirman, Surabaya<br>Jl. Panglima Sudirman, Surabaya | 100% | 71% |

**Kemudahan**
**Amenities**

Kartu akses, area parkir, jaringan serat optik, CCTV dan keamanan 24 jam, ATM, dekat dengan rumah sakit (Dr Soetomo, Siloam, Husada Utama), dekat dengan hotel (Praxis, Sheraton, Four Points, JW Mariot), dekat dengan pusat perbelanjaan, dekat dengan Stasiun Kereta Api Gubeng Surabaya.

Access card, parking lot, fiber optic network, CCTV and 24-hour security, ATM, near hospitals (Dr. Soetomo, Siloam, Husada Utama), near hotels (Praxis, Sheraton, Four Points, JW Marriott), near shopping centers (Grand City Mall, Tunjungan Plaza), near Gubeng Train Station, Surabaya.

## Spazio Tower

**Deskripsi**
**Description**

Menjadi bagian dari pengembangan *mixed-use* di kawasan komersial Graha Famili, Spazio Tower dirancang untuk memenuhi beragam kebutuhan Anda untuk bekerja dan bersantai. Spazio Tower meliputi perkantoran, komersial dan hotel.

As a development of the mixed-use property located in Graha Famili commercial zone, Spazio Tower has been designed to cater to all your work and leisure needs. Spazio Tower consist of office, commercial, and hotel.

| Lokasi<br>Location | Kepemilikan<br>Ownership | Luas Kawasan<br>Total Area | Okupansi<br>Occupancy |
|---|---|---|---|
| Graha Famili, Surabaya Barat<br>Graha Famili, West Surabaya | 100% | 0,5 hektare<br>0.5 hectares | Ritel 65%<br>Perkantoran 91%<br>Hotel 73%<br>Retail 65%<br>Office 91%<br>Hotel 73% |

**Kemudahan**
**Amenities**

Jaringan serat optik, internet berkecepatan tinggi, hotel bintang lima, koridor terbuka, pujasera, pusat kebugaran, aula, ruang rapat, dekat dengan tol Surabaya – Porong, pusat perbelanjaan, dan rumah sakit National Hospital dan Mitra Keluarga.

Fiber optic network, high speed internet, five stars hotel, open corridors, food court, gym, auditorium, meeting room, near highways Surabaya – Porong, near shopping center, near National Hospital & Mitra Keluarga Hospital.

## World Trade Center

**Deskripsi**
**Description**

Pusat perbelanjaan yang dikhususkan untuk menjual telepon seluler, laptop, kamera, maupun gadget lainnya di kota Surabaya. WTC dibangun pada tahun 1991 dan selesai pada tahun 1993, pusat perbelanjaan ini memiliki 6 lantai dan 2 basement dengan luas bangunan 24.567 $m^2$.

A shopping center mainly selling cellular phones, laptops, cameras, and other gadgets in Surabaya. WTC was constructed in 1991 and was completed in 1993, with 6 floors and 2 basement levels, and a total building area of 24,567 $m^2$.

| Kategori<br>Category | Lokasi<br>Location | Kepemilikan<br>Ownership | Okupansi<br>Occupancy |
|---|---|---|---|
| Perkantoran dan ritel<br>Offices and retail | Jalan Pemuda, Surabaya<br>Pemuda street, Surabaya | 32% | 85% |

**Kemudahan**
**Amenities**

Resepsionis, musholla, parkir, area merokok, lintasan kursi roda, ATM, restoran, pujasera, *nursery room*.

Receptionist, musholla, parking lot, smoking area, wheel chair, ATM, restaurant, food court, nursery room.

## POINS

**Deskripsi**
**Description**

Poins merupakan superblok dengan konsep one stop shopping. Hadir dengan wajah baru berkonsep modern menjadi Transit Mall di kawasan TOD (*Transit Oriented Development*) Lebak Bulus. Berhasil memadukan pusat kuliner, bioskop, hiburan, belanja, pusat *gadget* dan elektronik, hotel, serta apartemen, memposisikan Poins menjadi hub dan meeting point baru di kawasan Jakara Selatan.

Poins is a superblock with the concept of one stop shopping. Introduced with a new modern concept as a Transit Mall within the Lebak Bulus Transit-Oriented Development (TOD) area, Poins successfully integrates a culinary center, cinema, entertainment facilities, retail outlets, a gadget and electronics center, hotel, and apartments. This positions Poins as a new hub and meeting point in the South Jakarta.

| Kategori<br>Category | Lokasi<br>Location | Okupansi<br>Occupancy |
|---|---|---|
| Ritel<br>Retail | Lebak Bulus, Jakarta Selatan<br>Lebak Bulus, South Jakarta | 76% |

**Kemudahan**
**Amenities**

Pusat perbelanjaan, ritel, terdapat apartemen, hotel bintang empat, fasilitas *food & beverage*, kafe, restoran, dekat dengan MRT, dekat dengan transportasi umum, dekat dengan rumah sakit, dekat dengan perkantoran wilayah TB Simatupang.

Shopping centers, retail, there are apartments, four-star hotels, food & beverage facilities, cafes, restaurants, close to the MRT, close to public transportation, close to hospitals, close to the TB Simatupang office area.

## Graha Pratama

**Deskripsi**
**Description**

Gedung perkantoran yang terletak di Jakarta Selatan dengan luas bangunan 24.686 m² terdiri dari 21 lantai dan 2 lantai *basement* yang dibangun pada 1995 dan diselesaikan pada 1997.

Office building located in South Jakarta, with a total building area of 24,686 m². It has 21 floors and 2 basement levels, constructed in 1995 and was completed in 1997.

| Kategori<br>Category | Lokasi<br>Location | Kepemilikan<br>Ownership |
|---|---|---|
| Pengelolaan kantor dan ritel<br>Office and retail | Jl. MT Haryono, Jakarta Selatan<br>MT Haryono, South Jakarta | 30% |

**Kemudahan**
**Amenities**

Pujasera, *mini market*, jalan tol, akses transjakarta, dekat dengan pusat perbelanjaan (Mal Kalibata, Kota Kasablanka).

Food court, mini market, highway Trans Jakarta access, near shopping centers (Mal Kalibata, Kota Kasablanka).

## Club Pantai Mutiara

**Deskripsi**
**Description**

Fasilitas olahraga lengkap yang menawarkan suasana berbeda dengan pemandangan tepi laut Jakarta yang indah.

A comprehensive sports complex with a unique ambience conferred by the glorious view of Jakarta's beachfront.

| Kategori<br>Category | Lokasi<br>Location |
|---|---|
| Pengelolaan klub olahraga<br>Sport club management | Pantai Mutiara, Pluit, Jakarta Utara<br>Pantai Mutiara, Pluit, North Jakarta |

**Fasilitas**
**Facilities**

*Gym*, tenis meja, loker & ruang *shower*, sauna, kolam renang, restoran.

Gym, table tennis, lockers & shower room, sauna, swimming pool, restaurants.

## Club Serenia Mansion

**Deskripsi**
**Description**

Klub eksklusif modern dengan sentuhan taman tropikal yang sejuk.

A modern exclusive club with a touch of soothing tropical garden.

| Kategori<br>Category | Lokasi<br>Location |
|---|---|
| Pengelolaan klub olahraga<br>Sport club management | Serenia Hills, Lebak Bulus, Jakarta Selatan<br>Serenia Hills, Lebak Bulus, South Jakarta |

**Fasilitas**
**Facilities**

Kolam renang, *mini soccer*, futsal, *gym*, kafe, ruang serbaguna.

Swimming pool, mini soccer, futsal, gym, cafe, multi-function hall.

## Splash Swimming Pool & Gym

**Deskripsi**
**Description**
Klub Olahraga dengan nuansa teduh dan nyaman dengan ragam fasilitas pendukung.
A sports club with a calm and comfortable feel, offering an array of supporting facilities.

| Kategori<br>Category | Lokasi<br>Location |
|---|---|
| Pengelolaan klub olahraga<br>Sport club management | Taman Semanan Indah, Jakarta Barat<br>Taman Semanan Indah, West Jakarta |

**Fasilitas**
**Facilities**
Kolam renang semi rekreasi, pusat kebugaran, lapangan tenis, restoran, *mini waterpark*.
Semi-recreational swimming pool, fitness center, tennis court, restaurants, mini waterpark.

## Runway Sports Club

**Deskripsi**
**Description**
Fasilitas kolam renang dan pusat kebugaran yang lengkap untuk membantu Anda menjaga hidup sehat.
Swimming pool and fitness center facilities to help you maintain your healthy lifestyle.

| Kategori<br>Category | Lokasi<br>Location |
|---|---|
| Pengelolaan klub olahraga<br>Sport club management | Aeropolis, Tangerang<br>Aeropolis, Tangerang |

**Fasilitas**
**Facilities**
Pusat kebugaran, kolam renang ukuran olimpiade, area makanan dan minuman.
Fitness center, olympic-size swimming pool, food & Beverage area.

## ROCA Sports Center

**Deskripsi**
**Description**
Fasilitas olah raga dan club house modern dengan beragam fasilitas.
Modern sports facilities and club house with various facilities.

| Kategori<br>Category | Lokasi<br>Location |
|---|---|
| Pengelolaan klub olahraga<br>Sport club management | Graha Famili, Surabaya Barat, Jawa Timur<br>Graha Famili, West Surabaya, East Jawa |

**Fasilitas**
**Facilities**
Kolam renang, *gym*, pusat yoga, panjat dinding, restoran.
Swimming pool, gym, yoga center, wall climbing, restaurants.

## Sports Club Talaga Bestari

**Deskripsi**
**Description**
Pusat kebugaran modern yang sangat cocok untuk dikunjungi bersama keluarga sambil menikmati akhir pekan.
Modern fitness center well-suited for family's weekend excursions.

| Kategori<br>Category | Lokasi<br>Location |
|---|---|
| Pengelolaan klub olahraga<br>Sport club management | Talaga Bestari, Tangerang<br>Talaga Bestari, Tangerang |

**Fasilitas**
**Facilities**
Kolam renang, *gym*, kafe, restoran.
Swimming pool, gym, cafe, restaurants.

## Golf Graha Famili & Country Club

**Deskripsi**
**Description**
Lapangan golf 18-*hole* dan 72-*par* ini menawarkan beragam tantangan seperti danau, sungai, bunker, dan bukit.
An 18-hole and 72-par golf course that offers various challenges such as flat area, pond, river, bunker, and hill.

| Kategori<br>Category | Lokasi<br>Location |
|---|---|
| Pengelolaan klub olahraga dan golf<br>Golf Course and Sport club management | Graha Famili, Surabaya Barat<br>Graha Famili, West Surabaya |

**Fasilitas**
**Facilities**
Restoran, area pernikahan, ruang serbaguna, *driving range*.
Restaurants, wedding hall, multi-function hall, driving range.

## Natura Club House

**Deskripsi**
**Description**
Fasilitas olah raga, kolam renang, dan *club house* modern dengan beragam fasilitas.
Modern sports facilities, swimming pool, and modern club house with various facilities.

| Kategori<br>Category | Lokasi<br>Location |
|---|---|
| Pengelolaan klub olahraga<br>Sport club management | Graha Natura, Surabaya Barat<br>Graha Natura, West Surabaya |

**Fasilitas**
**Facilities**
Kolam renang, *gym*, pusat yoga, restoran.
Swimming pool, gym, yoga center, restaurants.

## Intiwhiz Hotel Chain

**Deskripsi**
**Description**

Intiwhiz International merupakan penyedia layanan hospitaliti dan pengelola jaringan hotel terdepan dan menjanjikan di Indonesia. Semua jaringan hotel Intiwhiz dikelola secara profesional dengan standar layanan terbaik dan berkualitas dan berada di lokasi sangat strategis dan dekat dengan berbagai fasilitas penunjang.

The Intiwhiz International is Indonesia's leading and most promising hospitality management provider, with Intiwhiz hotel chain being the business core. All the hotels developed under the Intiwhiz hotel chain are operated with internationally standard of quality service, and each hotel is strategically located in close proximity to major amenities.

| Kategori<br>Category | Lokasi<br>Location | Kepemilikan<br>Ownership |
|---|---|---|
| Pengelolaan jaringan Hotel<br>Hotel chain management | Jakarta, Semarang, Bali, Yogyakarta, Surabaya, Manado, Balikpapan, Samarinda, Padang, Trawas, Bromo dan sejumlah kota di Indonesia.<br>Jakarta, Semarang, Bali, Yogyakarta, Surabaya, Manado, Balikpapan, Samarinda, Padang, Trawas, Bromo, and several cities in Indonesia. | 10% |

| Jumlah Hotel<br>Total Hotels | Jumlah Kamar<br>Total Room |
|---|---|
| 24 hotel<br>24 hotels | 3.094 kamar<br>3,094 rooms |

**Kemudahan**
**Amenities**

Menyediakan beragam jenis kebutuhan akomodasi mulai dari Whiz Capsule, Whiz Hotel (bintang dua plus), Whiz Prime Hotel (bintang tiga), Grand Whiz Hotel (bintang empat), Whiz Luxe (bintang lima), Whiz Residence dan Swift Inn dengan keunggulan sebagai berikut:

- Kemudahan akses dan lokasi strategis
- Tidur yang lelap dengan kasur berkualitas
- Kamar mandi yang nyaman
- Konektivitas
- Bergaya modern
- Ramah dan menyenangkan

Providing various types of accommodation suited to different needs, starting from Whiz Capsule, Whiz Hotel (two-plus stars), Whiz Prime Hotel (three stars), Grand Whiz Hotel (four stars), Whiz Luxe (five-stars), Whiz Residence and Swift Inn, with the advantages as follows:

- Easy access and strategic location
- Good sleep with quality mattress and linen
- Good shower
- Connectivity
- Stylish and modern
- Friendly and fun

# TINJAUAN KEUANGAN SEGMEN SEGMEN PROPERTI INVESTASI

## FINANCIAL OVERVIEW OF INVESTMENT PROPERTIES SEGMENT

Dalam jutaan Rupiah kecuali dinyatakan lain | In millions of Rupiah unless stated otherwise

| **Properti Investasi**<br>Investment Properties | **2025** | **% terhadap Pendapatan**<br>% to the Revenue | **2024** | **% terhadap Pendapatan**<br>% to the Revenue | **Pertumbuhan**<br>Growth | **Persentase**<br>Percentage |
|---|---|---|---|---|---|---|
| Pendapatan<br>Revenue | 947.680 | 100,00% | 883.754 | 100,00% | 63,926 | 7,23% |
| Beban Pokok<br>Cost of Sales | 732.105 | 77,25% | 689.996 | 78,08% | 42,110 | 6,10% |
| Laba Kotor<br>Gross Profit | 215.575 | 22,75% | 193.758 | 21,92% | 21,817 | 11,26% |

# TINJAUAN LAPORAN KEUANGAN

## OVERVIEW ON FINANCIAL STATEMENTS

### Aset
### Assets

Dalam jutaan Rupiah kecuali dinyatakan lain | In millions of Rupiah unless stated otherwise

| **Uraian**<br>Description | **2025** | **2024** | **Pertumbuhan**<br>Growth | **(%)** |
|---|---|---|---|---|
| Aset<br>Assets | 13.117.009 | 13.703.553 | -586.544 | -4,28% |
| Aset Lancar<br>Current Assets | 3.237.073 | 3.870.567 | -633.494 | -16,37% |
| Kas dan Setara Kas<br>Cash and Cash Equivalent | 944.374 | 752.320 | 192.054 | 25,53% |
| Persediaan<br>Inventories | 1.708.790 | 2.455.486 | -746.696 | -30,41% |
| Aset Lancar lainnya<br>Non Current Assets | 583.909 | 662.761 | -78.852 | -11,90% |
| Aset tidak Lancar<br>Non Current Assets | 9.879.936 | 9.832.986 | 46.951 | 0,48% |
| Investasi Saham<br>Share Investment | 463.210 | 454.975 | 8.234 | 1,81% |
| Persediaan<br>Inventories | 2.828.461 | 2.754.565 | 73.896 | 2,68% |
| Tanah yang belum Dikembangkan<br>Land for Development | 3.553.468 | 3.896.603 | -343.135 | -8,81% |
| Aset Tetap – Bersih<br>Property & Equipment – Net | 639.402 | 384.463 | 254.938 | 66,31% |
| Properti Investasi – Bersih<br>Investment Property – Net | 1.555.078 | 1.638.491 | -83.413 | -5,09% |
| Aset tidak Lancar Lainnya<br>Other Non Current Assets | 840.318 | 703.887 | 136.431 | 19,38% |

Pada Tahun 2025, aset Perseroan mengalami penurunan sebesar Rp586 miliar atau sebesar 4,28% terutama disebabkan oleh:

- Penurunan Persediaan baik lancar maupun tidak lancar sebesar Rp673 miliar atau sebesar 12,91%. Penurunan ini terutama disebabkan :
  1. Adanya reklasifikasi bangunan siap dijual ke aset tetap dan properti investasi sebesar Rp263 miliar seiring dengan perubahan penggunaan aset tersebut; dan
  2. Adanya pengakuan penjualan atas unit-unit yang sudah terjual.

Reklasifikasi tersebut di atas juga berkontribusi atas peningkatan aset tetap sebesar Rp255 miliar atau sebesar 66,31%.

- Penurunan tanah yang belum dikembangkan sebesar Rp343 miliar atau 8,81% antara lain disebabkan oleh penyesuaian nilai sebagian aset tanah sebagai bagian dari evaluasi berkala manajemen.

In 2025, the Company's total assets decreased by Rp586 billion or 4.28%, primarily driven by:

- A decrease in inventories, both current and non-current, amounting to Rp673 billion or 12.91%. This decline was mainly attributable to:
  1. The reclassification of ready for buildings to property and equipment and investment properties amounting to Rp263 billion, in line with changes in the intended use of these assets; and
  2. The recognition of revenue from property units sold.

The above reclassification also contributed to an increase in property and equipment of Rp255 billion or 66.31%.

- A decrease in land for development amounting to Rp343 billion or 8.81%, which was partly due to value adjustments on certain land assets as part of management's periodic evaluation.

## Liabilitas
## Liabilities

Dalam jutaan Rupiah kecuali dinyatakan lain | In millions of Rupiah unless stated otherwise

| Uraian<br>Description | 2025 | 2024 | Pertumbuhan<br>Growth | (%) |
|---|---|---|---|---|
| Liabilitas<br>Liabilities | 6.330.131 | 6.956.641 | -626.510 | -9,01% |
| Liabilitas Jangka Pendek<br>Current Liabilities | 3.398.833 | 3.583.108 | -184.275 | -5,14% |
| Utang Bank Jangka Pendek<br>Short-term Bank Loan | 766.533 | 1.045.556 | -279.023 | -26,69% |
| Liabilitas Kontrak<br>Contract Liability | 1.133.881 | 1.162.804 | -28.923 | -2,49% |
| Bagian Liabilitas Jangka Panjang yang akan jatuh tempo dalam waktu satu tahun<br>Current Portion Long-term Liabilities | 385.211 | 498.468 | -113.257 | -22,72% |
| Liabilitas Jangka Pendek Lainnya<br>Other Current Liabilities | 1.113.208 | 876.280 | 236.928 | 27,04% |
| Liabilitas Jangka Panjang<br>Non Current Liabilities | 2.931.298 | 3.373.532 | 442.235 | -13,11% |
| Liabilitas Kontrak<br>Contract Liability | 146.612 | 95.107 | 51.505 | 54,15% |
| Bagian Liabilitas Jangka Panjang setelah dikurangi yang akan jatuh tempo dalam waktu satu tahun<br>Long-term Liabilities net of Current Portion | 1.929.604 | 2.565.001 | -635.397 | -24,77% |
| Liabilitas tidak Lancar Lainnya<br>Other Non-Current Liabilities | 855.082 | 713.425 | 141.657 | 19,86% |

Pada tahun 2025, liabilitas perseroan mengalami penurunan sebesar Rp626,5 miliar atau sebesar 9,01% yang terutama disebabkan:

- Penurunan utang bank baik utang bank jangka panjang maupun jangka pendek sebesar Rp655 miliar atau 17,54% seiring dengan adanya pembayaran utang ke beberapa bank antara lain: Bank Mayapada, Bank Victoria, Bank Pan International, Bank CCB, Bank Woori dan Bank Central Asia.
- Adanya pembayaran utang sukuk sebesar Rp375 miliar yang jatuh tempo di 2025.

Penurunan tersebut diimbangi oleh peningkatan pinjaman kepada pihak ketiga sebesar Rp119 miliar atau sebesar 132,89%, terutama berasal dari pinjaman baru yang diperoleh dari Proline Finance Indonesia.

In 2025, The Company's total liabilities decreased by Rp626,5 billion or 9.01%, primarily driven by:

- A decrease in bank loan, both short-term and long-term by Rp665 billion or 17.54%, in line with repayments made to several banks, including Bank Mayapada, Bank Victoria, Bank Pan International, Bank CCB, Bank Woori and Bank Central Asia.
- The settlement of Sukuk Ijarah Payable amounting to Rp375 billion, which mature in 2025.

The decrease was partially offset by an increase in Loan from third parties amounting to Rp119 billion or 132.89%, mainly arising from new financing obtained from Proline Finance Indonesia.

## Ekuitas
## Equity

Dalam jutaan Rupiah kecuali dinyatakan lain | In millions of Rupiah unless stated otherwise

| Uraian<br>Description | 2025 | 2024 | Pertumbuhan<br>Growth | (%) |
|---|---|---|---|---|
| Ekuitas<br>Equity | 6.786.879 | 6.746.912 | 39.966 | 0,59% |
| Pemilik Entitas Induk<br>Owners of the Parent Entity | 5.644.118 | 5.574.604 | 69.514 | 1,25% |
| Modal Saham<br>Capital Stock | 2.591.464 | 2.591.464 | 0 | 0.00% |
| Tambahan Modal Disetor – Bersih<br>Additional Paid in Capital –Net | 1.096.320 | 1.096.320 | 0 | 0.00% |
| Komponen Ekuitas Lainnya<br>Other Equity Components | 514.291 | 514.291 | 0 | 0.00% |
| Saldo Laba<br>Retained Earning | 1.442.044 | 1.372.530 | 69.514 | 5,06% |
| Kepentingan Non Pengendali<br>Non-Controlling Interest | 1.142.760 | 1.172.308 | -29.548 | -2,52% |

Pada tahun 2025, ekuitas Perseroan mengalami peningkatan sebesar Rp39 miliar atau 0,59%, terutama karena adanya laba komprehensif tahun berjalan sebesar Rp69 miliar yang dapat diatribusikan kepada entitas induk dan kepentingan non-pengendali.

Peningkatan tersebut diimbangi dengan penurunan kepentingan non-pengendali sebesar Rp29 miliar yang terutama disebabkan oleh perubahan struktur permodalan pada entitas anak, serta pembagian dividen kepada kepentingan non-pengendali.

In 2025, the Company's equity increased by Rp39 billion, or 0.59%, primarily due to total comprehensive income for the year of Rp69 billion attributable to the owners of the parent and non-controlling interests.

The increase was offset by a decrease in non-controlling interests amounting to Rp29 billion, primarily due to changes in the capital structure of subsidiaries, as well as dividend distributions to non-controlling interests.

## Laporan Laba Rugi dan Penghasilan Komprehensif lain Konsolidasi
## Consolidated Statements of Profit or Loss and Other Comprehensive Income

Dalam jutaan Rupiah kecuali dinyatakan lain | In millions of Rupiah unless stated otherwise

| Uraian<br>Description | 2025 | 2024 | Pertumbuhan<br>Growth | (%) |
|---|---|---|---|---|
| Pendapatan Usaha<br>Revenue | 2.462.390 | 2.553.285 | -90.895 | -3,56% |
| Beban Pokok Penjualan dan Beban Langsung<br>Cost of Sales and Direct Cost | 1.501.903 | 1.767.933 | -266.030 | -15,05% |
| Laba Kotor<br>Gross Profit | 960.487 | 785.352 | 175.135 | 22,30% |
| Laba Usaha<br>Operational Income | 672.241 | 454.231 | 218.010 | 48,00% |
| Laba Sebelum Pajak Penghasilan<br>Profit Before Tax | 159.147 | 407.086 | -247.939 | -60,91% |
| Laba Tahun Berjalan<br>Profit for the Year | 178.557 | 263.852 | -85.295 | -32,33% |

## Pendapatan Usaha
## Revenue

Dalam jutaan Rupiah kecuali dinyatakan lain | In millions of Rupiah unless stated otherwise

| Uraian<br>Description | 2025 | % Terhadap Pendapatan<br>% to Revenue | 2024 | % Terhadap Pendapatan<br>% to Revenue | Pertumbuhan (%)<br>Growth (%) |
|---|---|---|---|---|---|
| Pendapatan Usaha<br>Revenue | 2.462.390 | 100,00% | 2.553.285 | 100,00% | -3,56% |
| Pendapatan dari Pengembangan<br>Development Income | 1.514.710 | 61,51% | 1.669.532 | 65,39% | -9,27% |
| Perumahan<br>Landed residential | 781.998 | 31,76% | 659.423 | 25,83% | 18,59% |
| *Mixed-use & High-rise*<br>Mixed-use & High-rise | 222.344 | 9,03% | 371.760 | 14,56% | -40,19% |
| Kawasan Industrial<br>Industrial Estate | 510.369 | 20,73% | 638.349 | 25,00% | -20,05% |
| Pendapatan Berulang<br>Recurring Income | 947.680 | 38,49% | 883.754 | 34,61% | 7,23% |
| Persewaan<br>Rental Space | 253.489 | 10,29% | 259.273 | 10,15% | -2,23% |
| Sarana Olahraga dan Fasilitas<br>Sportclub & Facilities | 533.469 | 21,66% | 477.450 | 18,70% | 11,73% |
| Kawasan Industri<br>Industrial Estate | 113.182 | 4,60% | 105.888 | 4,15% | 6,89% |
| Hotel<br>Hotel | 46.137 | 1,87% | 39.452 | 1,55% | 16,94% |
| Lain-lain<br>Others | 1.403 | 0,06% | 1.691 | 0,07% | -17,02% |

Pada tahun 2025, Perseroan mencatat pendapatan sebesar Rp2.462 miliar, mengalami penurunan sebesar Rp91 miliar atau sebesar 3,56% jika dibandingkan tahun 2024. Penurunan ini terutama disebabkan oleh:

- Penurunan pendapatan dari pengembangan sebesar Rp155 miliar atau 9,27% yang terutama dipengaruhi oleh:
  1. Penurunan kontribusi sektor *high-rise* sebesar Rp149 miliar atau 40,19% seiring berkurangnya pengakuan pendapatan dari beberapa proyek jika dibandingkan tahun sebelumnya antara lain SQ Res;
  2. Penurunan kontribusi dari Kawasan Industri sebesar Rp128 miliar atau 20,05%.

Namun, penurunan ini diimbangi dengan peningkatan pendapatan dari sektor Perumahan sebesar Rp23 miliar atau sebesar 18,59% yang didorong dari peningkatan penjualan dan pengakuan pendapatan dari proyek -proyek perumahan terutama Brezza dan Graha Famili.

Di sisi lain, pendapatan berulang mengalami peningkatan sebesar Rp64 miliar atau 7,23% yang merupakan dampak dari peningkatan pendapatan dari sektor hotel, fasilitas dan Kawasan industri.

In 2025, The Company recorded revenue Rp2.462 billion, decreased by Rp91 billion or 3.56% compared to 2024. The decline was primarily driven by:

- A decrease in development income of Rp155 billion or 9.27%, mainly attributable to :
  1. A decline in high-rise segment by Rp149 billion or 40.19%, reflecting lower revenue recognition from several projects compared to the previous year, including SQ Res; and
  2. A decrease in the industrial estate segment of Rp128 billion or 20.05%.

However, the decline was partially offset by an increase in revenue from the housing segment of Rp23 billion or 18.59%, driven by higher sales and revenue recognition from housing projects, particularly Brezza and Graha Famili.

Meanwhile, recurring income increased by Rp64 billion or 7.23%, primarily driven by higher contributions from the hospitality, facility, and industrial estate segments.

## Beban Operasional
## Operating Expenses

Dalam jutaan Rupiah kecuali dinyatakan lain | In millions of Rupiah unless stated otherwise

| Uraian<br>Description | 2025 | 2024 | Pertumbuhan (%)<br>Growth (%) |
|---|---|---|---|
| Biaya Penjualan<br>Marketing Expenses | 39.164 | 58.948 | -33,56% |
| Promosi dan Iklan<br>Promotion and Advertising | 20.610 | 29.742 | -30,71% |
| Komisi Penjualan<br>Sales Commission | 18.474 | 29.205 | -36,74% |
| Lain-lain<br>Others | 80 | 0 | 100,00% |
| Biaya Umum dan Administrasi<br>General and Administrative Expenses | 249.083 | 272.173 | -8,48% |
| Gaji dan Upah<br>Salaries and Wages | 151.033 | 164.237 | -8,04% |
| Pajak dan Perijinan<br>Tax and Licenses | 32.903 | 31.696 | 3,81% |
| Imbalan Kerja Jangka Panjang<br>Long-term Employee Benefit | 11.795 | 11.275 | 4,61% |
| Jasa Profesional<br>Professional fees | 14.436 | 12.837 | 12,46% |
| Penyusutan<br>Depreciation | 3.609 | 4.602 | -21,58% |
| Lain-lain<br>Others | 35.307 | 47.526 | -25,71% |
| Jumlah<br>Total | 288.246 | 331.121 | -12,95% |

Pada tahun 2025, beban usaha Perseroan menurun Rp43 miliar atau 12,95%. Penurunan ini terutama disebabkan oleh:

- Penurunan biaya penjualan sebesar Rp20 miliar atau sebesar 33,56%, yang terutama berasal dari penurunan biaya promosi dan komisi penjualan sejalan dengan upaya Perseroan melakukan efisiensi biaya pemasaran dan menerapkan strategi penjualan yang lebih selektif.
- Penurunan biaya umum dan administrasi sebesar Rp23 miliar atau sebesar 8,48% terutama disebabkan oleh penurunan biaya gaji dan upah yang mencerminkan upaya Perseroan dalam efisiensi dan pengelolaan biaya yang lebih optimal.

In 2025, the Company's operating expenses decreased by Rp43 billion, or 12.95%. This decrease was primarily driven by:

- A decrease in selling expenses of Rp20 billion, or 33.56%, mainly resulting from lower promotional expenses and sales commissions, in line with the Company's efforts to improve marketing cost efficiency and implement a more selective sales strategy.
- A decrease in general and administrative expenses amounting to Rp23 billion or 8.48%, primarily due to lower salaries and wages expenses, reflecting the Company's efforts to enhance cost efficiency and optimize operational management.

## Penghasilan (Beban) Lain-lain
## Other Income (Expenses)

Dalam jutaan Rupiah kecuali dinyatakan lain | In millions of Rupiah unless stated otherwise

| Uraian<br>Description | 2025 | 2024 | Pertumbuhan (%)<br>Growth (%) |
|---|---|---|---|
| Penghasilan & Beban Lain-lain<br>Other Income & Expenses | - 513.093 | -47.145 | 988,33% |
| Pendapatan Bunga<br>Interest Income | 20.819 | 19.563 | 6,42% |
| Keuntungan (kerugian) mata uang asing<br>Gain (Loss) on Foreign Exchange | 203 | 127 | 60,44% |
| Keuntungan (Kerugian) Penjualan Aset<br>Gain (Loss) on Sale of Property and Equipment | 919 | 384 | 138,99% |
| Beban Bunga<br>Interest Expenses | -371.507 | -359.417 | 3,36% |
| Dampak Pendiskontoan Liabilitas Keuangan<br>Impact of Discounting Fianncial Liabilities | -76.820 | -97.839 | -89,40% |
| Ekuitas pada Laba Bersih Entitas Asosiasi<br>Share in Net Income in Associate Companies | 7.774 | 73.340 | -21,48% |
| Lain-lain<br>Others | -94.480 | 316.696 | -129,83% |

## Laba Sebelum Pajak

Laba sebelum pajak Perseroan pada tahun 2025 sebesar Rp159 miliar mengalami penurunan sebesar 60,91% jika dibandingkan dengan tahun 2024, yang terutama disebabkan oleh penurunan kontribusi laba dari entitas asosiasi.

## Income Before Tax

In 2025, The Company recorded profit before tax of Rp159 billion, representing a decrease of 60.91% compared to 2024, mainly due to lower contribution from associate entities.

# Laporan Arus Kas
## Analysis on Cash Flow Statement

Dalam jutaan Rupiah kecuali dinyatakan lain | In millions of Rupiah unless stated otherwise

| Uraian<br>Description | 2025 | 2024 | Pertumbuhan (%)<br>Growth (%) |
|---|---|---|---|
| Jumlah Arus Kas Bersih<br>Total Net Cash Flow | 192.054 | -201.988 | 195,08% |
| Kas Bersih yang digunakan untuk Aktivitas Operasional<br>Net Cash use in Operating Activities | 822.042 | 164.288 | 400,37% |
| Kas Bersih yang Diperoleh dari (Digunakan untuk) Aktivitas Investasi<br>Net Cash Used in Investing Activities | -13.410 | 45.842 | -129,25% |
| Kas Bersih yang Didapat dari (Digunakan untuk) Aktivitas Pembiayaan<br>Net Cash Received from (Use in) Financing Activities | -616.754 | -412.312 | 49,58% |
| Pengaruh Perubahan Kurs Mata Uang Asing<br>Effect of Change in Currency | 176 | 194 | -9,41% |

## Analisis Arus Kas Konsolidasian

### Kas Bersih yang digunakan untuk Aktivitas Operasional

Pada tahun 2025, kas bersih yang diterima dari aktivitas operasi mengalami peningkatan cukup signifikan sebesar Rp657 miliar atau 400,37% yang terutama didorong oleh peningkatan penerimaan dari pelanggan serta penurunan pembayaran bunga.

### Arus Kas yang digunakan untuk Aktivitas Investasi

Pada tahun 2025, arus kas bersih yang dipakai untuk aktivitas investasi tercatat sebesar Rp13 miliar, naik sebesar Rp59 miliar jika dibandingkan dengan tahun 2024. Hal ini disebabkan pada tahun 2024 terdapat transaksi penjualan investasi pada perusahaan asosiasi dan penjualan entitas anak.

### Kas Bersih yang digunakan untuk Aktivitas Pendanaan

Pada tahun 2025, kas bersih yang digunakan untuk aktivitas pendanaan meningkat 49,58% jika dibandingkan dengan tahun 2024. Hal ini terutama disebabkan karena peningkatan pembayaran utang, baik utang bank jangka panjang, jangka pendek, dan utang sukuk.

## Consolidated Cash Flow Analysis

### Cash Flows Use in Operating Activities

In 2025, net cash received from operating activities increased significantly by Rp657 billion, or 400.37%, primarily driven by higher cash receipts from customers and lower interest payments.

### Cash Flow Use in Investing Activities

In 2025, net cash used for investing activities recorded of Rp13 billion, an increase of Rp59 billion compared to 2024. Mainly due to the transaction of disposal in associate and subsidiary entity in 2024.

### Cash Flows Use in Financing Activities

In 2025, net cash used for financing activities increased by 49.58% compared to 2024. This was mainly due to an increase in debt payments, both long-term bank loan, short-term bank Loan and sukuk.

# INFORMASI PENTING LAINNYA
## OTHER IMPORTANT INFORMATION

### STRUKTUR MODAL DAN KEBIJAKAN STRUKTUR MODAL

Tujuan utama Perseroan dalam pengelolaan modal adalah optimalisasi saldo utang dan ekuitas Perseroan dalam rangka mempertahankan perkembangan bisnis di masa depan dan memaksimalkan nilai pemegang saham. Perseroan mengelola struktur modal dan membuat penyesuaian yang diperlukan dengan memperhatikan perubahan kondisi ekonomi dan tujuan strategis Perseroan.

Kebijakan manajemen atas struktur modal ditujukan untuk melindungi kemampuan Perseroan dalam mempertahankan kelangsungan usaha, sehingga Perseroan dapat tetap memberikan hasil bagi pemegang saham dan manfaat bagi seluruh pemangku kepentingan lainnya. Kebijakan struktur modal juga ditujukan kepada pemegang saham dengan menentukan harga produk dan jasa yang sepadan dengan tingkat risiko.

### KEMAMPUAN MEMBAYAR UTANG

Kemampuan perusahaan dalam memenuhi kewajiban finansialnya merupakan aspek penting yang sangat diperhatikan. Solvabilitas menjadi indikator utama dalam mengukur kemampuan Perusahaan untuk melunasi seluruh liabilitasnya, baik jangka pendek maupun jangka panjang. Analisis solvabilitas umumnya dilakukan melalui berbagai rasio keuangan. Evaluasi rasio-rasio ini membantu dalam menilai tingkat risiko keuangan serta keberlanjutan operasional Perusahaan di masa mendatang. Berikut detail penjelasan mengenai solvabilitas Perseroan:

#### Solvabilitas

Solvabilitas atau kemampuan Perseroan dalam memenuhi kewajiban ditunjukkan dari tingkat likuiditas yang dimiliki.

#### Rasio Likuiditas

Rasio kas Perseroan pada tahun 2025 tercatat sebesar 27,79%, mengalami peningkatan sebesar 6,79% dibandingkan dengan tahun 2024. Peningkatan ini disebabkan oleh peningkatan kas dan setara kas.

#### Rasio Solvabilitas

Rasio utang bersih Perseroan pada tahun 2025 tercatat sebesar 33,72%, mengalami penurunan sebesar 16,63% dibandingkan dengan tahun 2024. Penurunan ini

### CAPITAL STRUCTURE AND CAPITAL STRUCTURE POLICY

The main objective of the Company in its capital management is to optimize the balance of the Company's debt and equity in order to ensure future business development and maximize shareholder value. The Company manages its capital structure and makes necessary adjustments by taking into account the changes in the economic conditions and its own strategic objectives.

The management policy on capital structure is intended to protect the Company's ability to ensure its business continuity so that the Company can continue to provide returns to the shareholders and benefits to all stakeholders. The capital structure policy is also aimed at the shareholders by determining the prices of products and services commensurate with the level of risk.

### DEBT-PAYING ABILITY

The Company's ability to meet its financial obligations is a critical aspect that receives significant attention. Solvency serves as a key indicator in assessing the Company's capability to settle all of its liabilities, both short-term and long-term. Solvency analysis is typically conducted using various financial ratios. Evaluating these ratios helps assess the level of financial risk and the sustainability of the Company's operations in the future. The following provides a detailed explanation of the Company's solvency:

#### Solvency

Solvency or the ability of the Company to service its obligations is indicated by the Company's level of liquidity.

#### Liquidity Ratio

The Company's cash ratio in 2025 was recorded at 27.79%, reflecting an increase of 6.79% compared to 2024. This increase was primarily due to a increasing in cash and cash equivalents.

#### Solvency Ratio

The Company's net debt ratio in 2025 was recorded at 33.72%, reflecting a decrease of 16.63% compared to 2024. This decline indicates a reduction in the company's net debt

mencerminkan berkurangnya beban utang bersih perusahaan, yang terutama disebabkan oleh pembayaran utang bank dan sukuk yang telah jatuh tempo. Selain itu, peningkatan kas dari aktivitas operasional turut berkontribusi dalam mengurangi rasio utang bersih, sehingga memperkuat posisi keuangan perusahaan.

burden, primarily due to the repayment of maturing bank loans and sukuk. Additionally, an increase in cash from operating activities contributed to the lower net debt ratio, strengthening the company's financial position.

## Rasio Solvabilitas dan Rasio Likuiditas
## Solvency and Liquidity Ratios

Dalam persentase | In precentage

| Uraian<br>Description | 2025 | 2024 |
|---|---|---|
| Rasio Solvabilitas<br>Solvency Ratios | | |
| Rasio utang bersih terhadap ekuitas<br>Net debt to equity ratio | 33,72% | 50,35% |
| Rasio liabilitas terhadap ekuitas<br>Liabilities to equity ratio | 93,27% | 103,11% |
| Rasio utang terhadap aset<br>Debt to assets ratio | 24,65% | 30,28% |
| Rasio Solvabilitas<br>Solvency Ratios | | |
| Rasio kas<br>Cash ratio | 27,79% | 21,00% |
| Rasio lancar<br>Current ratio | 95,24% | 108,02% |

## Kolektabilitas Piutang

Pada tahun 2025, umur piutang rata-rata tercatat sebesar 59 hari, menunjukkan waktu yang dibutuhkan perusahaan untuk menagih piutang dari pelanggan. Sementara itu, tingkat kolektabilitas piutang mencapai 71,98%, mencerminkan efektivitas perusahaan dalam mengelola dan menagih piutang. Angka ini menunjukkan bahwa sebagian besar piutang dapat tertagih dengan baik, meskipun masih terdapat risiko terkait piutang yang belum terselesaikan. Rasio ini menjadi indikator penting dalam menilai likuiditas serta efisiensi manajemen kredit perusahaan.

## Receivables Collectability

In 2025, the average accounts receivable turnover period was recorded at 59 days, indicating the time required for the company to collect payments from customers. Meanwhile, the receivables collectibility rate reached 71.98%, reflecting the company's effectiveness in managing and collecting outstanding payments. This figure suggests that the majority of receivables were successfully collected, though some risks remain regarding uncollected amounts. These metrics serve as key indicators for assessing the company's liquidity and credit management efficiency.

## Ikatan Material untuk Investasi Barang Modal

Hingga akhir tahun 2025, Perseroan tidak memiliki ikatan material untuk investasi barang modal.

## Material Commitment for Capital Goods Investment

Until the end of 2025, the Company has no material commitment for investment in capital goods.

## Realisasi Investasi Barang Modal tahun 2025

Di tahun 2025, Perseroan melakukan investasi barang modal sebesar Rp55 miliar yang terutama digunakan untuk penggantian aset tetap.

## Realized Capital Goods Investment in 2025

In 2025, the Company invested capital expenditures amounting to Rp55 billion, primarily used for the replacement of fixed assets.

# TARGET DAN REALISASI TAHUN 2025 SERTA TARGET 2026
## TARGET AND REALIZATION IN 2025 AND TARGET IN 2026

Informasi mengenai target dan realisasi tahun 2025 dan target tahun 2026 terdiri dari *marketing sales*, pendapatan usaha, laba tahun berjalan, dan struktur modal yang dijabarkan sebagai berikut:

Information on the target with realization in 2025 and the 2026 target consisting of marketing sales, revenue, profit for the year and capital structure is described as follows:

| **Keterangan**<br>Remarks | **2025** | | |
|---|---|---|---|
| | **Target (dalam miliaran Rupiah)**<br>(in billion Rupiah) | **Realisasi**<br>Realization<br>**(dalam miliaran Rupiah)**<br>(in billion Rupiah) | **Pencapaian**<br>Results<br>**(%)** |
| *Marketing Sales* | 2.005 | 1.608 | 80,4% |
| Pendapatan Usaha<br>Revenue | 2.531 | 2.462 | 97,3% |
| Laba Tahun Berjalan yang Dapat Diatribusikan ke Pemilik Entitas Induk<br>Profit for the Years Attributable to Owners of the Parent Company | 58 | 64,3 | 110,8% |
| Struktur Modal<br>Capital Structure:<br>Rasio Utang Bersih Terhadap Ekuitas<br>Net Gearing Ratio | 43,83% | 33,72% | - |

# TARGET TAHUN 2026
## 2026 TARGET

### *Marketing Sales*

Perseroan mencermati pasar properti di tahun 2026 masih menghadapi tantangan untuk dapat menciptakan pertumbuhan yang lebih substansial. Sejumlah indikator dan faktor-faktor eksternal dan masih lemahnya daya beli pasar akan sangat mempengaruhi dinamika pertumbuhan sektor properti. Mempertimbangkan aspek risiko, tantangan, dan potensi ke depan, Perseroan mengambil langkah konservatif dalam menentukan target kinerja penjualan. Untuk tahun 2026, Perseroan menargetkan *marketing sales* Rp1,95 triliun. Untuk mencapai target tersebut, Perseroan masih akan mengandalkan penjualan dari unit-unit properti pada segmen pengembangan perumahan, *high-rise*, dan kawasan industri.

### Marketing Sales

The Company observes that the property market in 2026 is still expected to face challenges in achieving more substantial growth. Various indicators, external factors, and continued weak purchasing power are likely to significantly influence the growth dynamics of the property sector, making into account risks, challenges, and future potential, the Company has adopted a conservative approach in setting its sales performance target. For 2026, the Company targets marketing sales of Rp1.95 trillion. To achieve this target, the Company will continue to rely on property unit sales from residential development, high-rise, and industrial estate segments.

## Pendapatan Usaha

Perseroan memproyeksikan pendapatan usaha di tahun 2026 akan cukup stabil dengan tahun 2025. Perseroan menetapkan target pendapatan usaha tahun 2026 sebesar Rp2,4 triliun yang berasal dari pengakuan penjualan dari unit-unit properti, antara lain dari segmen perumahan, apartemen, kawasan industri serta properti investasi.

## Revenue

The Company projects that revenue in 2026 will remain relatively stable compared to 2025. The Company has set a revenue target of Rp2.4 trillion for 2026, which will be derived from the recognition of sales of property units, including those from the residential, apartment, industrial estate, and investment properties segments.

## Laba Tahun Berjalan

Di tahun 2026, Perseroan memproyeksikan terjadi perbaikan pada kinerja profitabilitas. Perseroan menargetkan laba tahun berjalan sebesar Rp209 miliar atau mengalami peningkatan dibandingkan tahun 2025.

## Profit for the Years

In 2026, the Company expects an improvement in profitability performance. The Company targets profit for the year of Rp209 billion, representing an increase compared to 2025.

## Tabel Target Tahun 2026
## Table of 2026 Targets

Dalam persentase | In precentage

| **Keterangan**<br>Remarks | **Target 2026**<br>2026 Target<br>**(dalam miliaran Rupiah)**<br>(in billion Rupiah) | **Realisasi 2025**<br>2025 Realization<br>**(dalam miliaran Rupiah)**<br>(in billion Rupiah) | **%** |
|---|---|---|---|
| *Marketing Sales* | 1.953 | 1.608 | 21,4% |
| Pendapatan Usaha<br>Revenue | 2.421 | 2.462 | -1,7% |
| Laba Tahun Berjalan<br>Profit for the Years | 209 | 178 | 17,4% |
| Rasio Utang Bersih terhadap Ekuitas<br>Net Gearing Ratio | 26,92% | 33,72% | - |

## Transaksi dan Fakta Material yang Terjadi Setelah Tanggal Laporan Akuntan

Perseroan tidak memiliki transaksi dan fakta material yang terjadi setelah tanggal pelaporan Akuntan.

Peristiwa-peristiwa yang terjadi setelah periode pelaporan yang menyediakan tambahan informasi mengenai posisi keuangan konsolidasian pada tanggal laporan posisi keuangan konsolidasian (peristiwa penyesuai), jika ada, telah tercermin dalam laporan keuangan konsolidasian. Peristiwa-peristiwa yang terjadi setelah periode pelaporan yang tidak memerlukan penyesuaian (peristiwa non-penyesuai), apabila jumlahnya material, telah diungkapkan dalam laporan keuangan konsolidasian.

## Material Transactions and Facts After the Accountant's Report Date

There is no material transactions and facts after the accountant's report data.

Post year-end events that provide additional information about the consolidated statement of financial position at the reporting date (adjusting events), if any, are reflected in the consolidated financial statements. Post year-end events that are not adjusting events are disclosed in the notes to consolidated financial statements when material.

# PROSPEK USAHA
## BUSINESS PROSPECT

Memasuki tahun 2026, Perseroan memandang prospek usaha sektor properti nasional masih berada dalam dinamika yang menuntut kehati-hatian, seiring dengan ketidakpastian kondisi ekonomi global dan pemulihan domestik yang berlangsung secara bertahap. Meskipun Pemerintah memproyeksikan pertumbuhan ekonomi Indonesia tahun 2026 pada kisaran 5,4–5,6%, Perseroan mencermati bahwa kondisi pasar riil masih relatif selektif, dengan pelaku usaha dan investor cenderung menahan ekspansi serta lebih mengutamakan stabilitas dan efisiensi. Dalam konteks tersebut, stabilitas makroekonomi nasional, tingkat inflasi yang terkendali, serta ketahanan sistem keuangan tetap menjadi faktor pendukung bagi keberlangsungan aktivitas sektor properti, meskipun pemulihan belum terjadi secara merata di seluruh segmen.

Entering 2026, the Company views the outlook for the national property sector as remaining within a dynamic environment that requires prudence, amid ongoing global economic uncertainty and a gradual domestic recovery. Although the Government projected Indonesia's economic growth in 2026 to be in the range of 5.4%–5.6%, the Company observes that actual market conditions remain relatively selective, with business players and investors tending to delay expansion and prioritize stability and efficiency. In this context, national macroeconomic stability, controlled inflation, and a resilient financial system continue to support the sustainability of property sector activities, although recovery has not yet been evenly distributed across all segments.

Dari sisi permintaan, Perseroan mencermati bahwa pasar properti masih didominasi oleh pembeli akhir (*end user*), khususnya pada segmen perumahan. Konsumen semakin selektif dalam mengambil keputusan pembelian dengan mempertimbangkan faktor keterjangkauan harga, lokasi, kualitas produk, serta kepastian serah terima. Kebijakan pemerintah berupa perpanjangan insentif Pajak Pertambahan Nilai Ditanggung Pemerintah (PPN DTP) hingga tahun 2026 diperkirakan tetap berperan dalam menjaga sentimen pasar residensial, meskipun dampaknya cenderung lebih bersifat mempertahankan stabilitas permintaan dibandingkan mendorong percepatan pertumbuhan. Selain itu, kebijakan penghapusan BPHTB dan retribusi Persetujuan Bangunan Gedung (PBG) bagi Masyarakat Berpenghasilan Rendah (MBR) turut mendukung keterjangkauan hunian secara umum.

From the demand side, the Company observes that the property market continues to be dominated by end users, particularly in the residential segment. Consumers are becoming increasingly selective in making purchasing decisions, considering factors such as price affordability, location, product quality, and certainty of handover. Government policies, including the extension of the Government-Borne Value Added Tax (VAT DTP) incentive through 2026, are expected to continue supporting residential market sentiment, although their impact is more likely to sustain demand stability rather than accelerate growth. In addition, the exemption of Land and Building Acquisition Duty and Building Approval fees for Low-Income Communities also supports overall housing affordability.

Berdasarkan segmentasi pengembangan, Perseroan memandang bahwa segmen kawasan perumahan, khususnya pada kelas menengah ke atas, masih memiliki prospek yang relatif lebih stabil dibandingkan segmen properti *mixed-use & high-rise*, seperti apartemen dan perkantoran strata yang diperkirakan masih menghadapi tekanan. Gejala tersebut tercermin dari tingkat permintaan dan okupansi yang belum sepenuhnya pulih, serta kondisi persaingan yang ketat akibat keterbatasan minat investor dan tekanan terhadap tingkat sewa. Para pengembang

From development segmentation perspective, the Company believes that the residential segment, particularly in the middle-to-upper class category, continues to demonstrate relatively more stable prospects compared to the mixed-use and high-rise segments, such as apartments and strata-title offices, which are still expected to face pressure. This trend is reflected in demand and occupancy levels that have not yet fully recovered, as well as intense competition driven by limited investor interest and pressure on rental rates. Property developers are therefore likely to delay the launch

properti akan cenderung menahan peluncuran proyek baru dan memfokuskan strategi pada optimalisasi stok yang tersedia serta peningkatan kinerja aset yang telah beroperasi.

of new projects and focus their strategies on optimizing existing inventory and enhancing the performance of operational assets.

Sementara itu, segmen kawasan industri dan pergudangan diperkirakan tetap menunjukkan prospek yang relatif lebih resilien. Kebutuhan terhadap lahan industri dan fasilitas pendukung aktivitas usaha masih terjaga, seiring dengan realisasi investasi, relokasi industri, serta minat investor lokal dan asing, khususnya pada kawasan industri yang didukung oleh infrastruktur memadai dan struktur biaya yang kompetitif. Perseroan memandang segmen ini berpotensi menjadi salah satu penopang kinerja usaha di tengah kondisi pasar properti yang masih selektif.

Meanwhile, the industrial estate and warehouse segments are expected to remain relatively more resilient. Demand for industrial land and supporting facilities continues to be sustained, driven by investment realization, industrial relocation, and interest from both domestic and foreign investors, particularly in industrial estates supported by adequate infrastructure and competitive cost structures. The Company views this segment as having the potential to become one of the key contributors to business performance amid a property market that remains selective.

Dalam menghadapi prospek usaha tahun 2026, Perseroan akan menerapkan strategi yang adaptif dan lebih hati-hati dengan memprioritaskan penguatan fundamental operasional. Fokus utama diarahkan pada optimalisasi aset yang telah dimiliki, peningkatan tingkat hunian dan kinerja penyewaan pada aset perkantoran, apartemen, dan ritel, serta penguatan kontribusi pendapatan berulang sebagai penopang stabilitas kinerja di tengah dinamika pasar. Perseroan juga terus membuka peluang kerja sama dan kolaborasi strategis guna mengoptimalkan nilai pengembangan aset dan cadangan lahan, sekaligus menjaga fleksibilitas dalam merespons perubahan kondisi pasar dan peluang usaha baru.

In addressing the business outlook for 2026, the Company will implement an adaptive and prudent strategy by prioritizing the strengthening of operational fundamentals. Key focus areas include optimizing existing assets, improving occupancy rates and leasing performance across office, apartment, and retail assets, and strengthening the contribution of recurring income as a stabilizing factor amid market dynamics. The Company also continues to explore opportunities for strategic partnerships and collaborations to optimize the development value of its assets and land bank, while maintaining flexibility in responding to changing market conditions and new business opportunities.

Dengan pendekatan yang berlandaskan kehati-hatian, selektivitas, dan disiplin eksekusi, Perseroan meyakini dapat menjaga ketahanan usaha sepanjang tahun 2026, sekaligus mempersiapkan fondasi yang lebih solid untuk memanfaatkan peluang pertumbuhan secara berkelanjutan pada periode berikutnya.

With an approach grounded in prudence, selectivity, and disciplined execution, the Company believes it can maintain business resilience throughout 2026 while establishing a stronger foundation to capture sustainable growth opportunities in the periods ahead.

# ASPEK PEMASARAN
## MARKETING ASPECT

Secara umum, strategi pemasaran Intiland berfokus pada penjualan stok yang tersedia dengan menyesuaikan pendekatan terhadap kondisi pasar yang didominasi pengguna akhir. Pada 2025, ketika pasar *high-rise* cenderung stagnan, Intiland memperkuat fokus penjualan di segmen kawasan perumahan dan kawasan industri yang terbukti menjadi kontributor terbesar terhadap pencapaian penjualan. Di sisi lain, perusahaan tetap menjaga aktivitas pemasaran secara konsisten melalui promosi digital dan kampanye terpadu, serta memperbanyak kegiatan di proyek-proyek untuk mendorong interaksi langsung dan memperkuat konversi penjualan.

Dalam pelaksanaannya, Intiland aktif memanfaatkan momentum program pemerintah seperti insentif PPN DTP, sekaligus memperluas kolaborasi dengan perbankan dan institusi lainnya untuk menghadirkan program promo dan skema pembayaran yang lebih menarik. Perseroan juga memperkuat strategi penjualan berbasis jaringan melalui program *referral* dan *buyer get buyer*. Untuk segmen *high-rise*, Intiland mengoptimalkan stok unit yang ada melalui paket penjualan *fully furnished*, program *Bulk Price*, serta skema alternatif seperti *Rent to Own* guna memperluas target pasar, termasuk pembeli dari warga negara asing.

Memasuki tahun 2026, strategi pemasaran Intiland semakin menegaskan fokus pada optimalisasi stok yang tersedia di seluruh segmen, dengan langkah-langkah seperti pengemasan ulang produk lama agar terasa lebih relevan, penyesuaian desain dan spesifikasi agar lebih terjangkau, hingga peningkatan kualitas bangunan dan layanan untuk menjaga kepuasan pelanggan. Intiland juga mulai memperkuat pemasaran unit-unit bisnis dengan mengoptimalisasi aset-aset yang ada, termasuk membuka peluang fungsi baru pada aset tertentu (misalnya perluasan fungsi *strata office*), mengaktifkan tim *leasing*, serta membangun kolaborasi fit out dengan vendor melalui skema profit sharing. Seluruh strategi ini dijalankan bersamaan dengan penguatan relasi agen properti, promosi digital yang lebih agresif, serta koordinasi lintas tim untuk memastikan unit stok tetap terawat dan siap dipasarkan.

In general, Intiland's marketing strategy is focused on the sale of existing stock, with approaches tailored to market conditions that are predominantly driven by end users. In 2025, when the high-rise market tended to stagnate, Intiland strengthened its sales focus on the landed residential and industrial estate segment, which proved to be the largest contributor to overall sales performance. At the same time, the Company maintained consistent marketing activities through digital promotions and integrated campaigns while increasing on-site events at projects location to encourage direct engagement and strengthen sales conversion.

In its implementation, Intiland actively leveraged government programs, such as the Government-Borne Value Added Tax (VAT DTP) incentive, while expanding collaborations with banks and other institutions to offer more attractive promotional programs and payment schemes. The Company also strengthened its network-based sales strategy through referral programs and buyer-get-buyer initiatives. For the high-rise segment, Intiland optimized existing unit inventory through fully furnished sales packages, bulk pricing programs, and alternative schemes such as rent-to-own, in order to broaden its target market, including foreign buyers.

Entering 2026, Intiland's marketing strategy further reinforces its focus on optimizing existing stock across all segments, through initiatives such as repositioning older products to enhance their relevance, adjusting design and specifications to improve affordability, and enhancing building quality and services to maintain customer satisfaction. Intiland is also strengthening the marketing of business units that optimize existing assets, including exploring new functional uses for certain assets (such as expanding the use of strata office space), activating leasing teams, and establishing fit-out collaborations with vendors under profit-sharing schemes. All of these strategies are implemented alongside strengthened agent relationships, more aggressive digital promotion, and cross-functional coordination to ensure that existing inventory remains well-maintained and ready for sale.

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# KEBIJAKAN DIVIDEN
## DIVIDEN POLICY

Pembagian dividen dilakukan sekali dalam setahun yang jumlahnya ditentukan berdasarkan pada besarnya laba yang diperoleh tiap tahunnya serta kondisi Perseroan tanpa membatasi hak Pemegang dalam Rapat Umum Pemegang Saham (RUPS) untuk menentukan keputusan lain. Pembayaran dividen akan dilakukan setelah mendapatkan persetujuan Rapat Umum Pemegang Saham serta atas usulan Direksi dengan memperhatikan peraturan perundangan yang berlaku serta pertimbangan atas kemampuan finansial Perseroan.

Dividend distribution is carried out annually and the amount is determined based on the income earned in the year and the condition of the Company without limiting the rights of the Shareholders at the General Meeting of Shareholders to determine otherwise. Dividend payments will be made after obtaining the approval of the General Meeting of Shareholders as well as the proposal of the Board of Directors with due observance of the applicable laws and regulations as well as consideration of the Company's financial capabilities.

Sesuai hasil RUPS Tahunan tanggal 28 Mei 2025, sisa Laba bersih Perseroan setelah disisihkan sebagai dana cadangan wajib Perseroan, dicatat sebagai Laba Ditahan Perseroan.

In accordance with the results of the AGMS dated May 28, 2025, the Company's remaining net profit after being set aside as the Company's mandatory reserve fund is recorded as the Company's retained profit.

### Tabel Riwayat Pembayaran Dividen
### Table of History of Dividend Disbursement

| No | Tahun Buku<br>Fiscal Year | Dividen Tunai Per Saham<br>Cash Dividend per Share | Jumlah Dividen<br>Total Dividend | Laba Tahun Berjalan<br>Income for the Year (Rp) | Rasio Pembayaran<br>Payout Ratio (%) |
|---|---|---|---|---|---|
| 1 | 31 Desember 1992<br>December 31, 1992 | 50 | 8.120.900.000 | 12.176.411.840 | 54 |
| 2 | 31 Desember 1993<br>December 31, 1993 | 100 | 16.241.800.000 | 22.553.304.654 | 72 |
| 3 | 31 Desember 1994<br>December 31, 1994 | 115 | 28.017.105.000 | 55.411.663.493 | 43 |
| 4 | 31 Desember 1995<br>December 31, 1995 | 115 | 28.017.105.000 | 57.689.512.093 | 49 |
| 5 | 31 Desember 1996<br>December 31, 1996 | 100 | 24.362.700.000 | 70.299.340.849 | 35 |
| 6 | 31 Desember 1997<br>December 31, 1997 | - | - | (169.680.960.083) | - |
| 7 | 31 Desember 1998<br>December 31, 1998 | - | - | (179.753.586.162) | - |
| 8 | 31 Desember 1999<br>December 31, 1999 | 0,20 | 185.156.520 | 18.323.771.464 | 1 |
| 9 | 31 Desember 2000<br>December 31, 2000 | - | - | (274.290.900.669) | - |

| No | Tahun Buku<br>Fiscal Year | Dividen Tunai Per Saham<br>Cash Dividend per Share | Jumlah Dividen<br>Total Dividend | Laba Tahun Berjalan<br>Income for the Year (Rp) | Rasio Pembayaran<br>Payout Ratio (%) |
|---|---|---|---|---|---|
| 10 | 31 Desember 2001<br>December 31, 2001 | - | - | (102.706.354.814) | - |
| 11 | 31 Desember 2002<br>December 31, 2002 | - | - | 108.069.679.010 | - |
| 12 | 31 Desember 2003<br>December 31, 2003 | - | - | 13.259.836.924 | - |
| 13 | 31 Desember 2004<br>December 31, 2004 | - | - | (45.750.227.673) | - |
| 14 | 31 Desember 2005<br>December 31, 2005 | - | - | (34.485.314.719) | - |
| 15 | 31 Desember 2006<br>December 31, 2006 | - | - | 80.229.873.493 | - |
| 16 | 31 Desember 2007<br>December 31, 2007 | - | - | 20.429.374.533 | - |
| 17 | 31 Desember 2008<br>December 31, 2008 | - | - | 14.165.322.151 | - |
| 18 | 31 Desember 2009<br>December 31, 2009 | - | - | 25.612.283.715 | - |
| 19 | 31 Desember 2010<br>December 31, 2010 | - | - | 350.491.922.129 | - |
| 20 | 31 Desember 2011<br>December 31, 2011 | 3 | 31.097.562.555 | 139.992.311.478 | 22 |
| 21 | 31 Desember 2012<br>December 31, 2012 | 5 | 51.829.270.925 | 181.319.353.633 | 29 |
| 22 | 31 Desember 2013<br>December 31, 2013 | 8 | 82.136.793.480 | 323.628.928.262 | 26 |
| 23 | 31 Desember 2014<br>December 31, 2014 | 10 | 102.670.991.850 | 429.130.287.067 | 24 |
| 24 | 31 Desember 2015<br>December 31, 2015 | 5 | 51.335.495.925 | 401.477.919.700 | 12,8 |
| 25 | 31 Desember 2016<br>December 31, 2016 | 5 | 51.829.270.925 | 298.891.746.733 | 17,3 |
| 26 | 31 Desember 2017<br>December 31, 2017 | - | - | 297.491.171.119 | - |
| 27 | 31 Desember 2018<br>December 31, 2018 | 2 | 20.731.708.370 | 212.504.509.510 | 10 |
| 28 | 31 Desember 2019<br>December 31, 2019 | - | - | 251.957.248.676 | - |
| 29 | 31 Desember 2020<br>December 31, 2020 | - | - | 113.988,758.599 | - |
| 30 | 31 Desember 2021<br>December 31, 2021 | - | - | 12.185.982.160 | - |
| 31 | 31 Desember 2022<br>December 31, 2022 | - | - | (98.844.466.051) | - |
| 32 | 31 Desember 2023<br>December 31, 2023 | - | - | 174.108.406.452 | - |

# REALISASI PENGGUNAAN DANA HASIL PENAWARAN UMUM

## REALIZATION OF USE OF FUNDS FROM PUBLIC OFFERING

Di tahun 2025, Perseroan sudah tidak memiliki kewajiban pelaporan realisasi penggunaan dana hasil penawaran umum seperti yang diatur dalam peraturan. Sebelumnya, Perseroan telah menyampaikan laporan realisasi penggunaan dana hasil penawaran umum pada periode pelaporan tahun 2024.

In 2025, the Company is no longer required to report the realization of the use of proceeds from the public offering as stipulated under applicable regulations. Previously, the Company had submitted the report on the realization of the use of proceeds from the public offering for the 2024 reporting period.

# PERUBAHAN PERATURAN PERUNDANG-UNDANGAN YANG BERDAMPAK SIGNIFIKAN PADA PERSEROAN

## CHANGES IN LEGISLATION THAT SIGNIFICANTLY AFFECTED THE COMPANY

Sepanjang tahun 2025, tidak terdapat perubahan peraturan perundang-undangan yang berpengaruh signifikan terhadap Perseroan maupun laporan keuangan. Perseroan berkomitmen untuk mematuhi setiap peraturan perundang-undangan yang berlaku.

During 2025, there were no changes to statutory regulations that significantly impacted the Company or its financial statements. The Company is committed to complying with all prevailing laws and regulations.



Sakha Semanan, Jakarta

# PERUBAHAN KEBIJAKAN AKUNTANSI
## CHANGES IN ACCOUNTING POLICIES

I. Diterapkan pada tahun 2025
Penerapan amendemen PSAK No. 221, "Pengaruh Perubahan Kurs Valuta Asing" terkait kondisi ketika suatu mata uang tidak tertukarkan, yang berlaku efektif 1 Januari 2025 dan relevan bagi Grup, tidak menyebabkan perubahan material terhadap jumlah-jumlah yang dilaporkan dalam laporan keuangan konsolidasian.

II. Telah diterbitkan namun belum berlaku efektif
Standar baru dan amendemen standar akuntansi keuangan yang telah diterbitkan yang bersifat wajib untuk tahun buku yang dimulai pada atau setelah:

**1 Januari 2026**
- Amandemen PSAK No. 109, "InstrumenKeuangan" dan PSAK No. 107, "Instrume Keuangan: Pengungkapan" tentang klasifikasi dan pengukuran instrumen keuangan.
- Amandemen PSAK No. 107, "Instrumen Keuangan: Pengungkapan" - Keuntungan atau Kerugian pada Penghentian Pengakuan.
- Amandemen Panduan Implementasi PSAK No. 107, "Instrumen Keuangan: Pengungkapan" Pendahuluan; Pengungkapan Risiko Kredit; dan Pengungkapan Perbedaan Tertunda antara Nilai Wajar dan Harga Transaksi.
- Amandemen PSAK No. 109, "Instrumen Keuangan" - Klasifikasi dan Pengukuran Instrumen Keuangan - Penghentian Pengakuan Kewajiban Sewa; dan Harga Transaksi.
- Amandemen PSAK No. 207, "Laporan Arus Kas"- Metode Biaya

**1 Januari 2027**
- PSAK No. 118, "Penyajian dan Pengungkapan dalam Laporan Keuangan"

Sampai dengan tanggal penerbitan laporan keuangan konsolidasian, Perseroan masih mempelajari dampak yang mungkin timbul dari penerapan standar baru dan amandemen terhadap laporan keuangan konsolidasian Perseroan.

I. Adopted during 2025
The implementation of amendments to PSAK No. 221, "The Effect of Changes in Foreign Exchange Rates" regarding to conditions when a currency is not exchangeable, which is effective from January 1, 2025 and relevant for the Group, had no material impact on the amounts reported in the consolidated financial statements.

II. Issued but not yet effective
The new standards and amendments to financial accounting standards issued that are mandatory for the financial year beginning or after:

**January 1, 2026**
- Amendment to PSAK No. 109, "Financial Instruments" and PSAK No. 107, "Financial Instrument: Disclosure" about classification and measurement of financial instruments.
- Amendment of PSAK No. 107, "Financial Instrument: Disclosure" - Gain or Loss on Derecognition.
- Amendment to Guidance on Implementing PSAK No. 107, "Financial Instruments: Disclosures" - Introduction; Credit Risk, Disclosures; and Disclosure of Deferred Difference between Fair Value and Transaction Price
- Amendment of PSAK No. 109, "Financial Instrument" - Classification and Measurement of Financial Instruments - Derecognition of Lease Liabilities; and Transaction Price.
- Amendment of PSAK No. 207, "Statement of Cash Flows" - Cost Method

**January 1, 2027**
- PSAK No. 118, "Presentation and Disclosures in Financial Statements"

As at the authorization date of these consolidated financial statements, the Company is still evaluating the potential impact from the implementation of the new standards and amendments on the Company's consolidated financial statements.

# INFORMASI MATERIAL PADA INVESTASI, EKSPANSI, DIVESTASI, PENGGABUNGAN ATAU PELEBURAN, AKUISISI DAN RESTRUKTURISASI MODAL / UTANG

## MATERIAL INFORMATION ON INVESTMENT, EXPANSION, DIVESTMENT, BUSINESS MERGER OR CONSOLIDATION, ACQUISITION AND CAPITAL / DEBT RESTRUCTURING

Pada tahun 2025, Perseroan tidak memiliki informasi material berkaitan dengan investasi, ekspansi, divestasi, penggabungan atau peleburan, dan akuisisi.

In 2025, The Company has no material information on investment, diversification, expansion, merger, and acquisition.

Di tahun 2025, Perseroan melakukan sejumlah restrukturisasi utang dengan perincian sebagai berikut:

In 2025, the Company carried out several debt restructuring initiatives, with details as follows:

Pada tanggal 8 Desember 2025, Perusahaan telah menandatangani beberapa addendum perjanjian dengan beberapa poin sebagai berikut:

a. Perpanjangan tanggal jatuh tempo dari 10 Desember 2031 menjadi 30 Juni 2035.
b. Suku bunga efektif sejak tanggal 8 Desember 2025 sampai 31 Desember 2030 adalah 5,0% per tahun dimana bunga yang dibayar oleh Perusahaan adalah 2,0% per tahun dan bunga yang ditangguhkan sebesar 3,0% per tahun. Pembayaran bunga efektif dibebankan setiap 3 bulan.
c. Suku bunga efektif sejak tanggal 1 Januari 2031 sampai 30 Juni 2035 adalah 5,0% per tahun dimana bunga yang dibayar oleh Perusahaan adalah 3,0% per tahun dan bunga yang ditangguhkan sebesar 2,0% per tahun. Pembayaran bunga efektif dibebankan setiap 3 bulan.

On December 8, 2025, the Company has signed several addendum agreements with several points as follows:

a. Maturity date extension from December 10, 2031 to June 30, 2035.
b. The effective interest rate from December 8, 2025 to December 31, 2030 is 5.0% per year, in which the interest paid by the Company is 2.0% per year and the deferred interest is 3.0% per year. Effective interest payments are charged every 3 months.
c. The effective interest rate from January 1, 2031 to June 30, 2035 is 5.0% per year, in which the interest paid by the Company is 3.0% per year and the deferred interest is 2.0% per year. Effective interest payments are charged every 3 months.

# INFORMASI TRANSAKSI MATERIAL YANG MENGANDUNG BENTURAN KEPENTINGAN DAN TRANSAKSI DENGAN PIHAK AFILIASI/BERELASI

INFORMATION ON MATERIAL TRANSACTIONS WITH CONFLICT OF INTEREST AND TRANSACTIONS WITH AFFILIATES/RELATED PARTIES

Di tahun 2025, Perseroan tidak memiliki informasi transaksi material yang mengandung benturan kepentingan dan transaksi dengan pihak afiliasi atau berelasi.

In 2025, The Company has no information on material transactions with conflict of interest and transactions with affiliates or related parties.

# PENDUKUNG BISNIS

BUSINESS SUPPORT

## Sumber Daya Manusia

Perseroan memahami bahwa Sumber Daya Manusia (SDM) merupakan aset utama dalam mencapai visi, misi, dan tujuan perusahaan. Intiland berkomitmen untuk terus meningkatkan kualitas SDM yang selaras dengan nilai-nilai perusahaan, dengan tetap menjaga keseimbangan antara produktivitas, kesejahteraan karyawan, pengembangan kompetensi, serta aspek keselamatan kerja.

Pada tahun 2025, Perseroan melanjutkan implementasi program pengembangan karyawan yang terstruktur, dengan fokus pada pengembangan kepemimpinan melalui pelatihan, *mentoring*, dan program *talent pool* guna mendukung pertumbuhan organisasi serta kolaborasi internal. Selain itu, Perseroan juga memperkuat program yang mendorong budaya perusahaan, kerja sama tim, dan pembelajaran berkelanjutan, disertai dengan evaluasi kompetensi untuk mengidentifikasi dan menutup kesenjangan yang ada.

Perseroan tetap memfokuskan pengembangan pada aspek inovasi, orientasi hasil, dan peningkatan kualitas layanan kepada pelanggan.

## Human Resources

The Company recognizes that Human Resources (HR) are its most valuable asset in achieving its vision, mission, and business objectives. Intiland remains committed to enhancing the quality of its workforce in alignment with corporate values, while maintaining a balance between productivity, employee welfare, competency development, and workplace safety.

In 2025, the Company continued to implement structured employee development programs, with a focus on leadership development through training, mentoring, and talent pool initiatives to support organizational growth and internal collaboration. In addition, the Company strengthened programs that promote corporate culture, teamwork, and continuous learning, accompanied by competency evaluations to identify and address existing gaps.

The Company maintained its focus on key development areas, including innovation, results orientation, and customer service excellence.

## Rekrutmen

Perseroan menerapkan proses rekrutmen yang transparan dan sesuai kebutuhan organisasi, dengan tujuan memastikan ketersediaan SDM yang mendukung keberlanjutan bisnis. Perseroan berkomitmen untuk menarik, mempertahankan, dan mengembangkan talenta melalui skema imbalan yang kompetitif berdasarkan kinerja dan kontribusi.

Pada tahun 2025, Perseroan memprioritaskan rekrutmen internal dengan mempertimbangkan dinamika industri dan kebutuhan organisasi, dengan fokus pada pemenuhan tenaga kerja di unit pengelolaan gedung dan kawasan. Rekrutmen internal juga menjadi bagian dari strategi pengembangan karier melalui program promosi, mutasi, dan rotasi, guna mengoptimalkan potensi SDM, meningkatkan kompetensi, serta menjaga kesinambungan organisasi.

Pada tahun 2025, total jumlah karyawan yang mengundurkan diri, meninggal dunia, maupun memasuki masa pensiun tercatat sebanyak 99 orang. Sementara jumlah rekrutmen karyawan baru sebanyak 45 orang.

## Recruitment

The Company implements a transparent recruitment process aligned with organizational needs to ensure the availability of human resources that support business sustainability. The Company is committed to attracting, retaining, and developing talent through competitive compensation schemes based on performance and contribution.

In 2025, the Company prioritized internal recruitment, taking into account industry dynamics and organizational needs, with a focus on fulfilling workforce requirements in building and estate management units. Internal recruitment also forms part of the Company's career development strategy through promotion, transfer, and rotation programs, aimed at optimizing human resource potential, enhancing competencies, and ensuring organizational continuity.

In 2025, the total number of employees who resigned, passed away, or retired was recorded at 99 people. Meanwhile, the number of newly recruited employees was 45 people.

### Tabel Jumlah Rekrutmen Karyawan dan Karyawan yang Mengundurkan Diri
### Table of Number of Employee Recruitment and Resigned Employees

| Karyawan<br>Employees | 2023 | 2024 | 2025 |
|---|---|---|---|
| Rekrutmen Baru<br>New Employees | 83 | 83 | 45 |
| Mengundurkan Diri dan Pensiun<br>Resigned and Retired | 139 | 147 | 99 |

## Penilaian Kinerja

Penilaian kinerja karyawan adalah sistem yang digunakan untuk menilai dan mengetahui kesesuaian pelaksanaan kerja yang dilakukan seorang karyawan dengan tugas dan tanggung jawabnya. Intiland mengimplementasikan prinsip akuntabilitas yang menuntut kesesuaian antara uraian tugas dengan realisasinya. Penilaian kinerja ini juga merupakan upaya untuk menilai prestasi dengan tujuan meningkatkan produktivitas karyawan maupun perusahaan.

## Performance Assessment

Employee performance assessment is a system used to assess and determine the suitability of the work carried out by an employee, given their duties and responsibilities. Intiland implements the principle of accountability that demands conformity between job descriptions and their actualization. Performance assessment is also an effort to assess achievement aiming to increase both the Company's and employees' productivity.

Pengukuran penilaian kinerja karyawan menggunakan metode *Key Performance Indicator* (KPI) yang dilakukan setiap satu tahun sekali. Melalui metode KPI, Perseroan dapat melakukan evaluasi kinerja setiap karyawan secara lebih obyektif dan terukur. Hasil penilaian KPI dapat menjadi dasar Perseroan untuk memberikan penghargaan atau ganjaran kepada karyawan.

## Remunerasi Karyawan

Intiland menyusun dan menetapkan remunerasi karyawan dengan mengacu pada Anggaran Dasar Perusahaan serta merujuk pada peraturan perundang-undangan yang berlaku antara lain Undang-undang No. 13 tahun 2003 tentang Ketenagakerjaan dan ketentuan daerah di masing-masing wilayah operasional Intiland terkait upah minimum. Secara berkala, Perusahaan melakukan penyesuaian besaran remunerasi agar tetap sejalan dengan peningkatan biaya hidup. Penyesuaian besaran remunerasi tersebut, mempertimbangkan kinerja pekerja dan kinerja Perusahaan.

## Pelatihan dan Pengembangan Sumber Daya Manusia

Perseroan secara terus-menerus melakukan program pengembangan guna meningkatkan mutu SDM yang kemudian akan dapat meningkatkan mutu hasil produksi. Penyelenggaraan program pelatihan serta pengembangan bertujuan untuk memastikan karyawan memiliki pengetahuan dan kompetensi terkini sesuai dengan kemajuan industri properti.

Sepanjang 2025 telah dilaksanakan berbagai pelatihan dan program pengembangan antara lain:

Employee performance is measured using the Key Performance Indicator (KPI) method, which is conducted annually. Through the KPI method, the Company can evaluate the performance of each employee in a more objective and measurable manner. KPI assessment results can be the basis for the Company to provide reward or punishment to the employees.

## Employess Remuneration

Intiland formulated the remuneration for its employees with reference to the Company's Articles of Association and the prevailing regulations, among others the Law No. 13/2003 on Employment, and the local regulations on minimum wage that prevail in each of the operational areas of Intiland. On a regular basis, the Company adjusts the amount of remuneration to the rising living standards. This adjustment of remuneration also takes into account the individual's performance and the Company's performance.

## Human Resources Training and Development

The Company continues to enhance its HR quality through various development initiatives, as this will result in quality improvement in production. Training and development programs are held to ensure that the employees are abreast with the latest knowledge and competence in line with the developments in the property industry.

During 2025, various training and development programs have been implemented, including:

## Tabel Program Pelatihan Karyawan tahun 2025 sebagai berikut:

### Table of Development Programs in 2025 as follows:

Catatan | Note:
L: Laki-Laki | M: Male, P: Perempuan | F: Female

| No. | Jenis Pelatihan<br>Type of training | Nama Pelatihan<br>Activities | Tujuan Program<br>Objectives | Waktu Pelaksanaan<br>Implementation Date |
|---|---|---|---|---|
| 1. | Lokakarya<br>Workshop | Workshop Innovative Mindset Leads to Transformative Solutions | Membekali peserta dengan mindset dan keterampilan inovatif untuk menciptakan serta mengimplementasikan ide-ide baru yang relevan dan berkelanjutan guna meningkatkan kinerja divisi.<br>To equip participants with an innovative mindset and skills to create and implement new, relevant, and sustainable ideas that enhance divisional performance. | 3-4 & 10-11 Februari 2025<br>3-4 & 10-11 February 2025 |
| 2. | Pelatihan<br>Training | Membahas Pergub No.31 Tahun 2022: Pedoman Bagi Dunia Properti & Bisnis<br>Discussing Governor Regulation No. 31 of 2022: A Guide for the Property & Business Sector | Untuk meningkatkan pemahaman peserta mengenai Pergub No. 31 Tahun 2022 serta implikasinya bagi dunia properti dan bisnis, sehingga peserta mampu menerapkan ketentuan yang berlaku secara tepat, patuh terhadap regulasi, dan mendukung keberlangsungan usaha yang beretika serta berkelanjutan.<br>To improve participants' understanding of Governor Regulation No. 31 of 2022 and its implications for the property and business sector, enabling participants to apply the applicable provisions accurately, comply with regulations, and support ethical and sustainable business continuity. | 6 Februari 2025<br>6 February 2025 |
| 3. | Pelatihan<br>Training | NHOB (New Hire on Board) | Memberikan pelatihan kepada para karyawan baru dengan materi yang menyeluruh yaitu meliputi modul NHOB yang disampaikan secara luring dan 3 modul lainnya yang dipelajari melalui E-Learning GLADIS yaitu modul Corporate Values, modul Non-Disclosure Agreement (NDA), dan modul Kode Etik.<br>To provide new employees with comprehensive training covering the NHOB module delivered offline and 3 other modules studied through the GLADIS E-Learning platform: the Corporate Values module, the Non-Disclosure Agreement (NDA) module, and the Code of Ethics module. | 19 Februari 2025<br>19 February 2025 |

| | **Lokasi** Location | **Jenis Kelamin** Gender | | **Durasi Pelatihan dihitung per-orang (jam/orang)** Training Hours per person (hour/person) | **Investasi** Investment **(Rp)** | **Knowledge** Sharing | |
|---|---|---|---|---|---|---|---|
| | | **L** M | **P** F | | | **YA** YES | **TIDAK** NO |
| | Intiland Tower Jakarta Spazio | 30 | 16 | 16 | Rp95.000.000 | V | |
| | Intiland Tower Jakarta | 24 | 19 | 3 | - | V | |
| | Intiland Tower Jakarta | 9 | 4 | 3 | Rp1.000.000 | V | |

| No. | Jenis Pelatihan<br>Type of training | Nama Pelatihan<br>Activities | Tujuan Program<br>Objectives | Waktu Pelaksanaan<br>Implementation Date |
|---|---|---|---|---|
| 4. | Pelatihan<br>Training | Cara Lapor Pajak Tahunan<br>How to Report Annual Tax | Meningkatkan pemahaman peserta dalam mengisi dan melaporkan SPT Tahunan Pribadi secara benar, tepat waktu, dan sesuai ketentuan perpajakan yang berlaku.<br>To enhance participants' understanding of correctly completing and reporting their Annual Personal Tax Return (SPT Tahunan Pribadi) in a timely manner and in accordance with applicable tax regulations. | 11 Maret 2025<br>11 March 2025 |
| 5. | Pelatihan<br>Training | Menghidupkan Nilai Hormat di Intiland<br>Bringing the Value of Respect at Intiland | Memahami arti dan pentingnya Hormat sebagai salah satu nilai yang harus dimiliki Insan Intiland; Mengidentifikasi perilaku yang mencerminkan sikap hormat; Menerapkan perilaku hormat dalam interaksi dengan rekan kerja untuk menciptakan hubungan kerja yang positif, harmonis, dan produktif.<br>To understand the meaning and importance of Respect as one of the core values that every Intiland employee must embody; to identify behaviors that reflect a respectful attitude; and to apply respectful behavior in interactions with colleagues to foster positive, harmonious, and productive working relationships. | 21 Maret 2025<br>21 March 2025 |
| 6. | Pelatihan<br>Training | Mewujudkan Budaya Kepatuhan melalui Pakta Integritas<br>Cultivating a Culture of Compliance through the Integrity Pact | Meningkatkan pemahaman karyawan dalam menerapkan Pakta Integritas guna mewujudkan budaya kepatuhan di lingkungan kerja.<br>To strengthen employees' understanding of implementing the Integrity Pact in order to cultivate a culture of compliance within the workplace. | 14 Juli 2025<br>14 July 2025 |
| 7. | Pelatihan<br>Training | Pelatihan Internal - Excel Zero to Hero: Menguasai Dasar-Dasar Microsoft Excel (Basic Level) - Surabaya<br>Internal Training – Excel Zero to Hero: Mastering Microsoft Excel Fundamentals (Basic Level) – Surabaya | Membangun pemahaman dasar mengenai Excel untuk pengelolaan data yang lebih rapi, terstruktur, dan efisien.<br>To build a foundational understanding of Excel for cleaner, more structured, and efficient data management. | 28 Agustus 2025<br>28 August 2025 |

| | **Lokasi** Location | **Jenis Kelamin** Gender | | **Durasi Pelatihan dihitung per-orang (jam/orang)** Training Hours per person (hour/person) | **Investasi** Investment **(Rp)** | **Knowledge** Sharing | |
|---|---|---|---|---|---|---|---|
| | | **L** M | **P** F | | | **YA** YES | **TIDAK** NO |
| | Online via Ms. Teams | 49 | 60 | 1.5 | - | V | |
| | E-Learning (GLADIS) | 288 | 206 | 1 | - | V | |
| | E-Learning (GLADIS) | 329 | 232 | 1 | - | V | |
| | Spazio | 3 | 19 | 3 | - | V | |

| No. | Jenis Pelatihan<br>Type of training | Nama Pelatihan<br>Activities | Tujuan Program<br>Objectives | Waktu Pelaksanaan<br>Implementation Date |
|---|---|---|---|---|
| 8. | Pelatihan<br>Training | NHOB (New Hire on Board) | Memberikan pelatihan kepada para karyawan baru dengan materi yang menyeluruh yaitu meliputi modul NHOB yang disampaikan secara luring dan 3 modul lainnya yang dipelajari melalui E-Learning GLADIS yaitu modul Nilai Perusahaan, modul Non-Disclosure Agreement (NDA), dan modul Kode Etik.<br>To provide new employees with comprehensive training covering the NHOB module delivered offline and 3 other modules studied through the GLADIS E-Learning platform: the Corporate Values module, the Non-Disclosure Agreement (NDA) module, and the Code of Ethics module. | 15 September 2025<br>15 September 2025 |
| 9. | Pelatihan<br>Training | Pelatihan Internal - Excel Zero to Hero: Menguasai Dasar-Dasar Microsoft Excel (Tingkat Dasar) - Jakarta<br>Internal Training – Excel Zero to Hero: Mastering Microsoft Excel Fundamentals (Basic Level) – Jakarta | Membangun pemahaman dasar mengenai Excel untuk pengelolaan data yang lebih rapi, terstruktur, dan efisien.<br>To build a foundational understanding of Excel for cleaner, more structured, and efficient data management. | 18 September 2025<br>18 September 2025 |
| 10. | Pelatihan<br>Training | Dasar Bahasa Inggris untuk Perkantoran<br>Basic Office English | Membekali karyawan dengan pengetahuan dasar bahasa Inggris yang relevan dengan aktivitas perkantoran, guna mendukung komunikasi kerja yang lebih efektif dan profesional.<br>To equip employees with foundational English language skills relevant to office activities, in support of more effective and professional workplace communication. | 21 Oktober 2025<br>21 October 2025 |

| | **Lokasi** Location | **Jenis Kelamin** Gender | | **Durasi Pelatihan dihitung per-orang (jam/orang)** Training Hours per person (hour/person) | **Investasi** Investment **(Rp)** | **Knowledge** Sharing | |
|---|---|---|---|---|---|---|---|
| | | **L** M | **P** F | | | **YA** YES | **TIDAK** NO |
| | Intiland Tower Jakarta | 6 | 11 | 3 | Rp1.000.000 | V | |
| | Intiland Tower Jakarta | 15 | 24 | 3 | Rp6.120.000 | V | |
| | E-Learning (GLADIS) | 242 | 220 | 1 | - | V | |

# Program Budaya Perseroan
## Corporate Culture Programs

Catatan | Note:
L: Laki-Laki | M: Male, P: Perempuan | F: Female

| No | Tanggal Pelaksanaan Implementation Date | Nama Program Program Titles | Permasalahan Issues | Target | Peserta Participants | | Realisasi dari Target Realization of Targets |
|---|---|---|---|---|---|---|---|
| | | | | | L M | P F | |
| 1 | Januari 2025 January 2025 | Kampanye Tahun Hormat Campaign Year of Respect | Setiap tahun dicanangkan dengan tema salah satu nilai perusahaan. Untuk tahun 2025 sebagai tahun Hormat. Kampanye ini bertujuan untuk meningkatkan kesadaran dan pemahaman karyawan terhadap nilai Hormat. Each year is designated with a theme based on one of the company's core values. For 2025, the theme is the Year of Respect. This campaign aims to raise employee awareness and deepen their understanding of the value of Respect. | Seluruh karyawan All employees | 888 | 317 | Berhasil diselenggarakan sesuai jadwal Accomplished as scheduled |
| 2 | November 2025 November 2025 | TRICE Amazing Race | Penerapan nilai TRICE, kreativitas, kolaborasi lintas divisi dan keterlibatan karyawan masih perlu ditingkatkan. The implementation of TRICE values, creativity, cross-divisional collaboration, and employee engagement still needs to be further improved. | Seluruh karyawan All employees | 888 | 317 | Berhasil diselenggarakan sesuai jadwal Accomplished as scheduled |
| 3 | November – Desember 2025 November – December 2025 | Kompetisi SGA & JDI SGA & JDI Competition | Mewadahi karyawan untuk menyampaikan ide atau program inovasi mereka untuk perusahaan. To provide employees with a platform to share their ideas or innovation programs for the company. | Seluruh karyawan All employees | 888 | 317 | Berhasil diselenggarakan sesuai jadwal Accomplished as scheduled |
| 4 | Desember 2025 December 2025 | Intiland Town Hall | Kebutuhan penyelarasan arah perusahaan dan penguatan nilai tahunan. The need for alignment of the company's direction and reinforcement of the annual core value. | Seluruh karyawan All employees | 888 | 317 | Berhasil diselenggarakan sesuai jadwal Accomplished as scheduled |

# KUALITAS DAN PENINGKATAN BERKELANJUTAN
## QUALITY AND CONTINUOUS IMPROVEMENT

### Memperkuat Tata Kelola, Sistem, dan Operasional Berbasis Inteligensi

Divisi Quality and Continuous Improvement (QCID) akan terus berperan sebagai pilar dalam memperkuat kerangka operasional perusahaan dengan mandat menetapkan standar, memastikan implementasi, serta mendorong peningkatan berkelanjutan di seluruh organisasi.

Divisi QCI terdiri dari beberapa departemen yang meliputi Mutu dan Peningkatan Berkelanjutan, Manajemen Risiko, Informasi Teknologi, Pengansipan Dokumen, dan *Keep Storage*. Seluruh fungsi tersebut bekerja secara terintegrasi dalam mendukung tata kelola, disiplin operasional, serta inovasi di dalam organisasi.

Jika pada tahun 2024 fokus utama adalah kesiapan sistem dan stabilisasi operasional, maka tahun 2025 menjadi fase penguatan kapabilitas digital, peningkatan pengelolaan pengetahuan, serta dukungan terhadap berbagai inisiatif teknologi yang terus berkembang.

### Peningkatan Produktivitas melalui Teknologi AI

Pada tahun 2025, QCID mulai mengeksplorasi pemanfaatan teknologi berbasis kecerdasan buatan (AI) untuk meningkatkan produktivitas internal dan pengelolaan pengetahuan. Upaya awal difokuskan pada evaluasi teknologi yang mampu berinteraksi dengan basis data terstruktur dan sistem informasi internal. Tujuannya adalah untuk memungkinkan ekstraksi pengetahuan yang lebih efisien, pencarian informasi yang lebih cepat, serta penyusunan ringkasan data kompleks guna mendukung pengambilan keputusan.

Inisiatif ini masih berada dalam tahap evaluasi dan pengembangan. Dalam jangka panjang, perusahaan menargetkan pembangunan sistem yang mampu berinteraksi secara aman dengan repositori data internal, sehingga manajemen dapat memperoleh *insight* yang lebih jelas dari informasi operasional yang sebelumnya memerlukan analisis manual yang intensif. Teknologi ini

### Strengthening Governance, Systems, and Intelligent Operations

The Quality and Continuous Improvement Division (QCID) continued in 2025 to serve as a key structural component in strengthening the organization's operational framework. The division's mandate remains focused on establishing clear standards, ensuring consistent implementation, and driving continuous improvement across the organization.

The QCID consists of several departments, including Quality & Continuous Improvement, Risk Management, Information Technology, Document Archive, and Keep Storage. These functions operate as an integrated framework supporting governance, operational discipline, and innovation throughout the organization.

While 2024 focused primarily on system readiness and operational stabilization, 2025 marked a transition toward strengthening digital capabilities, improving knowledge management, and supporting the organization's evolving technological initiatives.

### Advancing Productivity Through AI-Assisted Tools

In 2025, QCID began exploring the use of AI-assisted tools to improve internal productivity and strengthen knowledge management capabilities. Initial efforts focused on evaluating technologies capable of interacting with structured databases and internal information systems. The objective is to enable more efficient knowledge extraction, faster information retrieval, and improved summarization of complex data sets to support management decision-making.

These initiatives remain in the evaluation and development stage. The long-term objective is to establish systems capable of securely interacting with internal data repositories, allowing management teams to obtain clearer insights from operational information that would otherwise require significant manual analysis. Rather than replacing existing processes, these technologies are intended to enhance

tidak dimaksudkan untuk menggantikan proses yang ada, melainkan untuk memperkuat kapabilitas analitis serta meningkatkan efisiensi dalam pemanfaatan pengetahuan organisasi.

## Kompetisi SGA JDI – Mendorong Budaya Perbaikan

Kompetisi SGA JDI pada tahun 2025 kembali menjadi platform penting dalam mendorong inovasi terstruktur di seluruh organisasi. Partisipasi tetap tinggi, dengan berbagai ide yang diajukan oleh tim lintas divisi untuk meningkatkan efisiensi operasional, menekan biaya, serta memperkuat proses internal. Sebagian besar ide berfokus pada perbaikan praktis dalam alur kerja, sementara lainnya mengeksplorasi pemanfaatan teknologi.

Beberapa proposal pemenang saat ini sedang dalam tahap evaluasi untuk implementasi yang lebih luas. Kompetisi ini terus memperkuat budaya di mana inovasi didorong dan perbaikan dilaksanakan melalui proses yang terukur dan disiplin. Melalui penyediaan wadah terstruktur bagi karyawan untuk menyampaikan ide, inisiatif ini mendukung komitmen organisasi yang lebih luas terhadap perbaikan berkelanjutan.

## Pengembangan Perangkat Lunak dan Sistem Digital

Pengembangan perangkat lunak internal terus berkembang sepanjang tahun 2025, khususnya pada sistem yang mendukung pemantauan kualitas dan pengawasan operasional. Peningkatan pada platform Kontrol Mutu memungkinkan pencatatan hasil inspeksi yang lebih sistematis, pelacakan cacat yang lebih terstruktur, serta pemantauan kinerja proyek yang lebih akurat. Alat pelaporan berbasis *mobile* juga telah memperkuat kapabilitas inspeksi di lapangan, sementara *dashboard* terpusat memberikan visibilitas yang lebih jelas kepada tim manajemen terhadap tren operasional.

Infrastruktur digital untuk *Keep Storage* juga terus dikembangkan seiring masuknya bisnis ke fase operasional. Peningkatan dilakukan pada aplikasi pelanggan, serta sistem internal untuk tagihan, pemantauan okupansi, dan pelaporan operasional. Pengembangan ini mencerminkan upaya berkelanjutan perusahaan dalam memperkuat sistem digital internal yang mendukung transparansi dan skalabilitas jangka panjang.

the organization's analytical capabilities and improve the efficiency with which institutional knowledge is accessed and utilized.

## SGA JDI Competition – Driving a Culture of Improvement

The SGA JDI competition continued in 2025 as an important platform for encouraging structured innovation across the organization. Participation remained strong, with teams from multiple divisions submitting ideas aimed at improving operational efficiency, reducing costs, and strengthening internal processes. Many submissions focused on practical improvements to existing workflows, while others explored opportunities to apply technology in support of operational improvements.

Several of the winning proposals are currently under evaluation for broader implementation. The competition continues to reinforce a culture where innovation is encouraged and improvements are implemented through measurable and disciplined processes. By providing a structured avenue for employees to contribute ideas, the initiative supports the organization's broader commitment to continuous improvement.

## Software Development and Digital Systems

Internal software development continued to expand during 2025, particularly in systems supporting quality monitoring and operational oversight. Enhancements to the Quality Control platform improved the ability to record inspection findings, track defects, and monitor project performance more systematically. Mobile-based reporting tools have strengthened field inspection capabilities, while centralized dashboards provide management teams with clearer visibility into operational trends.

Digital infrastructure supporting Keep Storage also continued to develop as the business moved into its operational phase. Improvements were made to customer-facing web applications, while internal systems supporting billing, occupancy monitoring, and operational reporting were further refined. These developments reflect a broader effort to strengthen internal digital systems that support operational transparency and long-term scalability.

## Arsip Dokumen – Perlindungan Aset Strategis Perusahaan

Perusahaan terus menjalankan fungsi krusial dalam menjaga keamanan dokumentasi penting organisasi, termasuk sertifikat tanah, izin pengembangan, perjanjian hukum, serta catatan korporasi lainnya. Selama tahun 2025, departemen terkait melanjutkan upaya untuk mengkatalogkan dan mendigitalisasi arsip fisik, sehingga meningkatkan aksesibilitas dengan tetap mempertahankan mekanisme keamanan dan pengendalian yang ketat. Upaya ini memastikan bahwa dokumentasi penting dapat diakses kembali secara efisien, sekaligus menjaga integritas catatan perusahaan yang bersifat sensitif.

Mengingat pentingnya aset lahan dan hak pengembangan bagi perusahaan, pengelolaan dokumen yang disiplin tetap menjadi bagian fundamental dalam praktik tata kelola perusahaan. Perseroan juga mulai mengeksplorasi kemungkinan pemanfaatan teknologi analitik di masa depan untuk membantu mengekstraksi insight dari repositori dokumen serta merangkum informasi kompleks bagi kebutuhan manajemen.

## Document Archive – Protecting Strategic Corporate Assets

The Company continued to perform a critical function in safeguarding the organization's important documentation, including land certificates, development permits, legal agreements, and other corporate records. During 2025, the department continued its efforts to catalogue and digitize physical records, improving accessibility while maintaining strict security and control mechanisms. These efforts ensure that critical documentation can be retrieved efficiently while preserving the integrity of sensitive corporate records.

Given the strategic importance of land assets and development rights within the organization, maintaining disciplined document governance remains a fundamental component of operational and corporate governance practices. The Company is also exploring the possibility of integrating future analytical tools that may assist in extracting insights from large document repositories and summarizing complex information sets for management review.

## Tata Kelola Kualitas dan Pemantauan KPI

Tata kelola kualitas terus diperkuat melalui integrasi yang lebih baik antara sistem pemantauan kualitas, mekanisme pelacakan KPI, dan kerangka pelaporan operasional.

*Dashboard* pelaporan terpusat serta proses peninjauan yang terstruktur meningkatkan visibilitas terhadap kinerja operasional di seluruh proyek. Hal ini memungkinkan manajemen untuk mengidentifikasi potensi isu lebih dini dan mengambil tindakan korektif secara lebih cepat dan terukur.

Melalui pendekatan pengukuran dan analisis yang disiplin, Perseroan terus menegaskan bahwa peningkatan berkelanjutan hanya dapat dicapai melalui pemantauan yang konsisten dan akuntabilitas yang kuat.

## Quality Governance and KPI Monitoring

Quality governance continued to strengthen through improved integration between quality monitoring systems, KPI tracking mechanisms, and operational reporting frameworks.

Centralized reporting dashboards and structured review processes have improved visibility into operational performance across projects. These systems allow management teams to identify potential issues earlier and implement corrective measures in a more timely and structured manner.

Through disciplined measurement and analysis, the Company continues to reinforce the principle that sustainable improvement is achieved through consistent monitoring and accountability.

## Information Technology – Mendukung Operasional Digital yang Aman

Teknologi informasi terus memainkan peran penting dalam mendukung infrastruktur digital dan sistem operasional perusahaan. Sepanjang tahun 2025, dilakukan peningkatan pada keandalan sistem, protokol keamanan siber, serta pengendalian akses internal guna memastikan keamanan informasi perusahaan dan stabilitas sistem operasional.

Tim TI juga mendukung pengembangan perangkat lunak internal, sistem digital Keep Storage, serta evaluasi teknologi untuk meningkatkan pengelolaan pengetahuan dan efisiensi operasional. Seluruh upaya ini berkontribusi dalam membangun lingkungan digital yang aman, andal, dan *scalable* untuk mendukung pengembangan teknologi jangka panjang perusahaan.

## Dukungan terhadap Inisiatif Data Center dan Cloud

Sebagai bagian dari strategi teknologi jangka panjang, Perseroan mulai mengeksplorasi peluang pengembangan infrastruktur digital, termasuk pusat data dan layanan *cloud*. alam inisiatif ini, QCID berperan memastikan bahwa proses perencanaan dan pengembangan tetap selaras dengan prinsip tata kelola, disiplin operasional, serta skalabilitas jangka panjang.

Tim Teknologi Informasi bertanggung jawab untuk mengevaluasi kebutuhan infrastruktur teknis serta mengidentifikasi kerangka arsitektur yang diperlukan guna mendukung penyampaian layanan digital yang andal. Kolaborasi dengan Algoritma sedang dijajaki untuk mendukung integrasi infrastruktur data dengan platform analitik data serta potensi layanan berbasis kecerdasan buatan.

Para analis bisnis turut mendukung inisiatif ini dengan melakukan kajian terhadap peluang pasar, mengevaluasi potensi model layanan, serta menilai kelayakan komersial dari penawaran infrastruktur *cloud* dan digital.

## Information Technology – Supporting Secure Digital Operations

Information Technology continued to play a key role in supporting the organization's digital infrastructure and operational systems. During 2025, improvements were made to system reliability, cybersecurity protocols, and internal access controls to ensure that corporate information remains protected and operational systems remain stable.

The IT team also supported the development of internal software tools, digital systems for Keep Storage, and the evaluation of technologies that may improve knowledge management and operational efficiency. These efforts contribute to building a secure and scalable digital environment capable of supporting the organization's long-term technological development.

## Supporting the Future Data Center and Cloud Services Initiative

As part of the organization's long-term technology strategy, preliminary work has begun to explore opportunities related to digital infrastructure, including data center development and cloud service capabilities. Within this initiative, QCID plays an important role in ensuring that planning and development efforts remain aligned with governance standards, operational discipline, and long-term scalability considerations.

The Information Technology team is responsible for evaluating technical infrastructure requirements and identifying the architectural frameworks necessary to support reliable digital service delivery. Collaboration with Algoritma is being explored to support the integration of data infrastructure with data analytics platforms and potential AI-driven services.

Business analysts are also supporting the initiative by studying market opportunities, evaluating potential service models, and assessing the commercial feasibility of cloud and digital infrastructure offerings.

## Arah ke Depan

Ke depan, Perseroan akan terus memperkuat sistem internal, meningkatkan tata kelola operasional, serta mengembangkan kapabilitas digital yang mendukung produktivitas dan kualitas pengambilan keputusan. Prioritas utama meliputi pengembangan lanjutan sistem pemantauan kualitas, dukungan terhadap pertumbuhan operasional *Keep Storage*, serta penguatan tata kelola dokumentasi di seluruh organisasi.

Perseroan juga akan terus mendukung eksplorasi inisiatif pusat data dan layanan *cloud* dengan memastikan kesiapan kerangka tata kelola, standar operasional, serta implementasi yang terintegrasi dengan perencanaan teknologi dan bisnis.

## Kesimpulan

Sepanjang tahun 2025, Perseroan berhasil memperkuat fondasi operasional perusahaan melalui penguatan sistem, peningkatan tata kelola, serta dukungan terhadap berbagai inisiatif strategis lintas bisnis.Dengan menjaga keseimbangan antara disiplin tata kelola dan inovasi, QCID terus berperan sebagai fungsi pengendali sekaligus enabler strategis bagi pertumbuhan jangka panjang perusahaan.

## Looking Forward

Looking ahead, the Company will continue strengthening internal systems, improving operational governance, and expanding digital capabilities that support productivity and decision-making. Key priorities include further development of quality monitoring systems, continued support for the operational growth of Keep Storage, and strengthening documentation governance across the organization.

In addition, the Company will continue supporting the organization's exploration of data center and cloud service initiatives by ensuring that governance structures, operational standards, and implementation frameworks are developed alongside technical and business planning efforts.

## Conclusion

Throughout 2025, the Company continued to strengthen the organization's operational foundations by maintaining reliable systems, improving governance frameworks, and supporting strategic initiatives across multiple business areas. By balancing disciplined governance with forward-looking initiatives, QCID continues to serve as both a control function and a strategic enabler for the organization's long-term development.

04
**ANALISIS & PEMBAHASAN MANAJEMEN**
MANAGEMENT DISCUSSION AND ANALYSIS

05

# TATA KELOLA PERUSAHAAN

## CORPORATE GOVERNANCE

06
**TANGGUNG JAWAB SOSIAL PERUSAHAAN**
CORPORATE SOCIAL RESPONSIBILITY



Fifty Seven Promenade, Jakarta

# TATA KELOLA PERUSAHAAN
## CORPORATE GOVERNANCE

**Kami meyakini bahwa penerapan nilai-nilai Perusahaan akan membentuk hubungan dan lingkungan kerja yang positif, profesional, transparan, produktif, serta saling menghargai. Perseroan senantiasa mendorong seluruh karyawan untuk mengimplementasikan nilai-nilai tersebut dalam setiap aktivitas dan proses bisnis.**

**We believe that the implementation of the Company's core values fosters a positive, professional, transparent, productive, and mutually respectful working environment and relationships. The Company consistently encourages all employees to uphold and apply these values in every activity and business process.**

Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*/GCG) merupakan sistem yang mengatur hubungan antara pemegang saham, manajemen, karyawan, dan pemangku kepentingan lainnya sebagai fondasi pengelolaan perusahaan yang akuntabel. Perseroan memahami bahwa penerapan GCG menjadi pedoman dalam menciptakan nilai tambah yang berkelanjutan bagi para pemangku kepentingan.

Good Corporate Governance (GCG) constitutes a system that regulates the relationships among shareholders, management, employees, and other stakeholders, serving as the foundation for accountable corporate management. The Company recognizes that the implementation of GCG provides essential guidance in creating sustainable value for stakeholders.

Perseroan berkomitmen untuk mengimplementasikan prinsip-prinsip GCG secara konsisten pada seluruh kebijakan dan kegiatan operasional. Setiap organ Perusahaan diwajibkan untuk menerapkan nilai-nilai Perusahaan dalam setiap aktivitas dan proses bisnis, baik secara langsung maupun tidak langsung.

The Company is committed to consistently implementing GCG principles across all policies and operational activities. Each of corporate organs is required to uphold and apply the Company's values in every activity and business process, whether directly or indirectly.

Pedoman Tata Kelola Perusahaan mengatur mekanisme pengelolaan dan pengawasan usaha, termasuk penetapan tugas, wewenang, dan tanggung jawab setiap organ perusahaan, khususnya Pemegang Saham, Dewan Komisaris, dan Direksi.

The Corporate Governance Guidelines regulate the mechanisms for managing and supervising the Company's operations, including the delineation of duties, authorities, and responsibilities of each corporate organ, particularly the Shareholders, the Board of Commissioners, and the Board of Directors.

Perseroan juga berpandangan bahwa prinsip-prinsip GCG terus berkembang, terutama dalam aspek pengawasan dan pengendalian, sejalan dengan dinamika dan pertumbuhan dunia usaha.

The Company also acknowledges that GCG principles continue to evolve, particularly in the areas of oversight and control, in line with business dynamics and industry growth.

## Komitmen pada Tata Kelola Perusahaan

Penerapan GCG berlandaskan pada prinsip transparansi, akuntabilitas, tanggung jawab, kemandirian, dan kesetaraan. Perseroan berkomitmen untuk mengintegrasikan prinsip-prinsip tersebut dalam seluruh aspek operasional. Sepanjang tahun 2025, Perseroan secara rutin dan berkala melaksanakan sosialisasi GCG kepada karyawan guna memperkuat pemahaman dan konsistensi penerapannya.

Konsistensi Perseroan dalam penerapan GCG memiliki beberapa tujuan terpenting, di antaranya:

1. Mengoptimalkan nilai-nilai Perusahaan;
2. Mendorong pengelolaan Perusahaan yang bertanggung jawab, transparan, akuntabel, pemberian informasi yang setara kepada seluruh Pemangku Kepentingan dan Pemegang Saham, serta menumbuhkan kemandirian Perusahaan;
3. Memberikan kepastian dan melindungi kepentingan Pemangku Kepentingan sesuai dengan ketentuan di dalam peraturan dan Anggaran Dasar Perseroan;
4. Menumbuhkan kesadaran Perusahaan terhadap tanggung jawab kepada pemegang saham, pemangku kepentingan, serta lingkungan sekitar, baik terhadap sosial masyarakat maupun lingkungan alam;
5. Meningkatkan kepercayaan masyarakat kepada Perusahaan.

## Penilaian Penerapan Tata Kelola Perusahaan

Perseroan menetapkan prinsip-prinsip GCG sebagai acuan dalam perumusan kebijakan dan penetapan tujuan strategis organisasi. Pedoman GCG tidak hanya bertujuan untuk memastikan kepatuhan terhadap peraturan dan ketentuan perundang-undangan yang berlaku, tetapi juga sebagai wujud komitmen dalam meningkatkan kinerja jangka panjang secara berkelanjutan.

Di tahun 2025, Perseroan menerapkan GCG secara sistematis dan memperoleh kemajuan melalui pelaksanaan evaluasi secara kualitatif. Dewan Komisaris, Direksi, beserta Komite Audit dan Komite Nominasi dan Remunerasi telah melaksanakan penilaian mandiri. Hasil dari penilaian mandiri tersebut menegaskan bahwa masing-masing organ GCG memahami tugas, tanggung jawab, dan kewenangannya dengan baik, serta telah mematuhi ketentuan yang diatur pada masing-masing piagam serta peraturan perundang-undangan yang berlaku.

## Commitment to Corporate Governance

The implementation of GCG is founded on the principles of transparency, accountability, responsibility, independence, and fairness. The Company is committed to integrating these principles into all aspects of its operations. Throughout 2025, the Company regularly conducted GCG dissemination and awareness programs for employees to strengthen understanding and ensure consistent implementation.

The consistent implementation of GCG in the Company has several key objectives, including:

1. Optimize the value of the Company;
2. Encourage responsible, transparent, accountable management of the Company, provide equal information to all Stakeholders and Shareholders, as well as foster the independence of the Company;
3. Provide certainty and protect the interests of Stakeholders following the provisions in the regulations and the Company's Articles of Association;
4. Increase the Company's awareness of its responsibilities to shareholders, stakeholders, and the surrounding environment, both towards the social community and the natural environment;
5. Increase public trust in the Company.

## Assessment of GCG Implementation

The Company adopts GCG principles as a reference in formulating policies and setting strategic objectives. The GCG Guidelines are intended not only to ensure compliance with applicable laws and regulations, but also to reflect the Company's commitment to enhancing sustainable long-term performance.

In 2025, the Company systematically implemented GCG and made progress through qualitative evaluation. The Board of Commissioners, Board of Directors, along with the Audit Committee and Nomination and Remuneration Committee have conducted a self-assessment. The results of the self-assessment confirmed that each GCG organ understands its duties, responsibilities and authorities well, and has complied with the provisions stipulated in each charter as well as the prevailing laws and regulations.

## Sosialisasi dan Pembaruan GCG

Intiland melaksanakan program internalisasi GCG secara berkesinambungan di tahun 2025. Program internalisasi tersebut mencakup sejumlah aktivitas kegiatan, seperti program pengembangan untuk Dewan Komisaris, Direksi, maupun Komite-Komite, dengan fokus pembahasan terkait peraturan Otoritas Jasa Keuangan, Pasar Modal, dan aturan-aturan terkait aspek kepatuhan Perusahaan. Perseroan juga melaksanakan diseminasi untuk memperkenalkan dan meningkatkan pemahaman mengenai Laporan Keberlanjutan kepada seluruh divisi dan proyek. Perseroan secara rutin menerbitkan *e-buletin* GCG Series sebagai upaya meningkatkan pemahaman karyawan terhadap praktik GCG.

Berikut ini merupakan daftar kegiatan sosialisasi GCG yang telah dilaksanakan Perseroan:

## Dissemination and Updates of GCG

Intiland implemented GCG internalization program continuously in 2025. These programs included a number of activities, such as the Development Program for the Board of Commissioners, Board of Directors, and Committees, with a focus on discussions related to the regulations of the Financial Services Authority, Capital Market, rules related to the Company's compliance aspects. The Company also conducted dissemination to introduce and enhance the understanding of the Sustainability Report across all divisions and projects. Additionally, the Company regularly publishes the GCG Series e-bulletin as an effort to improve employee understanding of GCG practices.

The following is a list of GCG dissemination activities that have been carried out by the Company:

| **Tanggal**<br>Date | **Media/Kegiatan**<br>Media/Event | **Tema**<br>Theme |
|---|---|---|
| 19 Februari 2025<br>February 19, 2025 | GCG Series e-Bulletin | Apa itu Sensor Otomatis Pada Lampu?<br>What is an Automatic Sensor on a Light? |
| 12 Maret 2025<br>March 12, 2025 | GCG Series e-Bulletin | Kesalahan Umum dalam Pelaporan WBS dan Cara Menghindarinya<br>Common Mistakes in WBS Reporting and How to Avoid Them |
| 24 Juni 2025<br>June 24, 2025 | Program Pengembangan & Forum Diskusi<br>Development Program & Discussion Forum | Update Perkembangan ESG: Regulasi, Praktik Terbaik, Laporan Keberlanjutan, dan Posisi Intiland<br>ESG Update: Regulations, Best Practices, Sustainability Reporting, and Intiland's Position |
| 19 November 2025<br>November 19, 2025 | GCG Series e-Bulletin | Kenali Sertifikasi Bangunan Hijau di Indonesia<br>Get to Know Green Building Certification in Indonesia |
| 27 November 2025<br>November 27, 2025 | Forum Diskusi<br>Discussion Forum | Sosialisasi Permen PKP No. 4 Tahun 2025<br>Dissemination of PKP Regulation No. 4 of 2025 |

Pelaksanaan sesi pelatihan maupun distribusi informasi bertujuan untuk membantu karyawan memahami serta mampu mengimplementasikan GCG dalam setiap aktivitas pekerjaan dan interaksi internal atau dengan pemangku kepentingan lainnya.

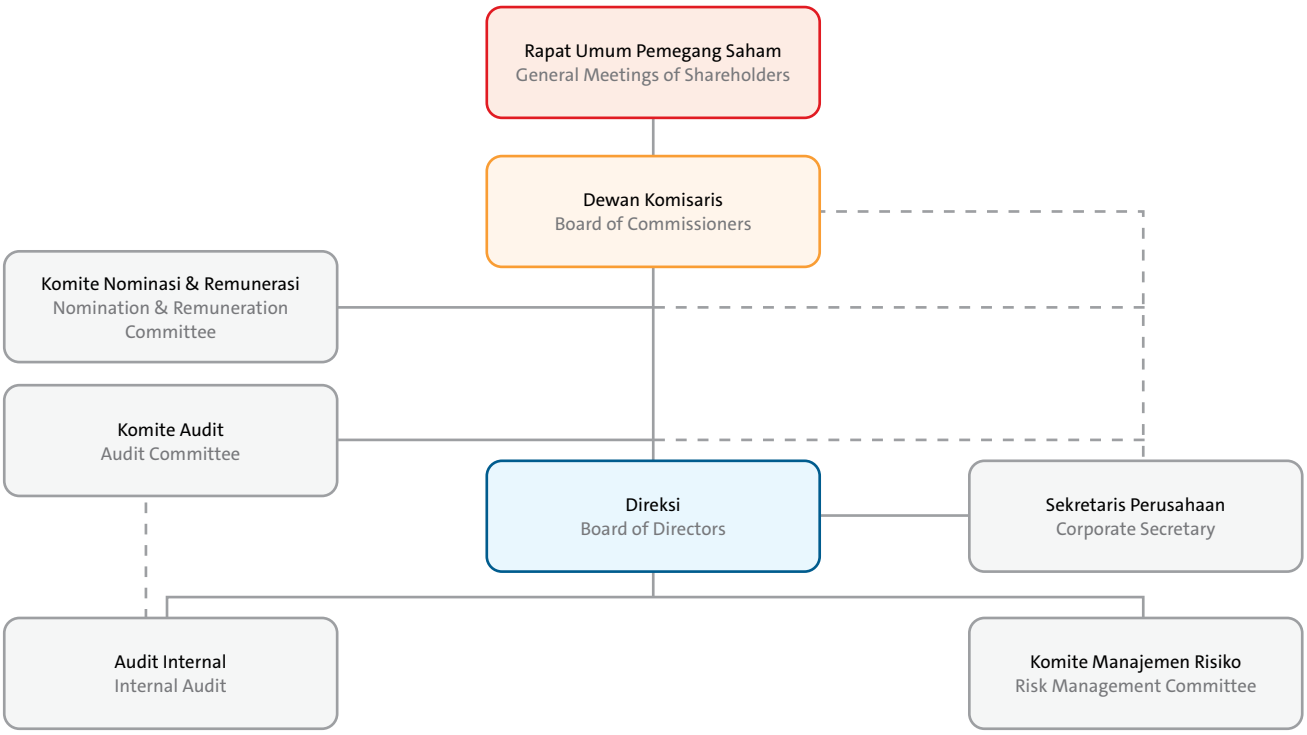
The implementation of these training sessions and information distribution aims to assist employees in understanding and implementing GCG in every work activity, as well as in internal interactions or engagements with stakeholders.

## Struktur Tata Kelola Perusahaan

Struktur tata kelola di Intiland merujuk pada Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas (UUPT) yang terdiri dari organ penting Perusahaan, yaitu Rapat Umum Pemegang Saham (RUPS), Dewan Komisaris, dan Direksi. Ketiga organ penting ini menjalankan tugas dan fungsinya dengan dibantu oleh elemen Tata Kelola Perusahaan yang lainnya, seperti Sekretaris Perusahaan dan Komite-Komite di bawah Dewan Komisaris dan Direksi.

## Corporate Governance Structure

Intiland's governance structure refers to Law No. 40/2007 on Limited Liability Companies (UUPT), which consists of the Company's organs namely the General Meeting of Shareholders (GMS), the Board of Commissioners and the Board of Directors. These three important organs carry out their roles and responsibilities with the assistance of other elements of good corporate governance such as the Corporate Secretary and Committees under the Board of Commissioners and Directors.




# RAPAT UMUM PEMEGANG SAHAM ("RUPS")

## GENERAL MEETING OF SHAREHOLDERS ("GMS")

Perseroan menyelenggarakan RUPS mengacu pada Anggaran Dasar, Undang-Undang No. 40 Tahun 2017 tentang Perseroan Terbatas, Peraturan Otoritas Jasa Keuangan (OJK) No. 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka, dan Peraturan OJK No. 16/POJK.04/2020 tentang Pelaksanaan Rapat Umum Pemegang Saham Perusahaan Terbuka secara Elektronik. RUPS memiliki kewenangan tertinggi dalam struktur Tata Kelola Perusahaan sekaligus sebagai wadah penyampaian pendapat, penggunaan wewenang dan haknya terhadap pengelolaan Perusahaan.

### Penyelenggaraan RUPS Tahun 2025

Intiland menyelenggarakan RUPS Tahunan untuk periode Tahun Buku 2024 pada Rabu, 28 Mei 2025 di Intiland Tower, Jakarta. Kegiatan RUPS Tahunan ini dihadiri oleh pemegang saham yang sah berjumlah 7.043.340.216 saham atau mewakili 67,95% dari 10.365.854.185 saham, yang merupakan seluruh saham yang telah dikeluarkan Perseroan sampai dengan tanggal diselenggarakannya RUPS Tahunan.

The Company holds the General Meeting of Shareholders (GMS) in accordance with the Articles of Association, Law No. 40/2017 on Limited Liability Companies, the Financial Service Authority (OJK) Regulation No. 15/POJK.04/2020 on Planning and Implementation of the General Meeting of Shareholders of Public Companies, and OJK Regulation No. 16/POJK.04/2020 on Electronic Implementation of the General Meeting of Shareholders of Public Companies. The GMS retains the highest authority in the structure of Good Corporate Governance as well as a forum for expressing opinions, exercising its authority and rights vis-a-vis the Company's Management.

### GMS Implementation in 2025

Intiland held Annual GMS for Financial Year 2024 on Thursday, May 28, 2025 at Intiland Tower, Jakarta. The Annual GMS was attended by the Shareholders or their Proxies with valid voting rights representing 7,043,340,216 shares or equivalent to 67.95% of the total of 10,365,854,185 shares issued by the Company up to the date of the Annual GMS.

## Kehadiran Dewan Komisaris dan Direksi

Seluruh anggota Dewan Komisaris dan Direksi hadir pada RUPS Tahunan, tanpa memperhitungkan Bapak Hendro S Gondokusumo selaku Presiden Direktur Perseroan yang wafat pada 13 Maret 2025. Catatan kehadiran RUPS Tahunan sebagai berikut:

## Attendance of the Board of Commissioners and the Board of Directors

All members of the Board of Commissioners and the Directors were present at the Annual GMS, excluding Mr. Hendro S. Gondokusumo, the Company's President Director, who passed away on March 13, 2025. The attendance record for the Annual GMS is as follows:

| | | |
|---|---|---|
| **Dewan Komisaris**<br>**The Board of Commissioners** | | |
| Komisaris Utama<br>President Commissioner | : | Sinarto Dharmawan |
| Wakil Komisaris Utama dan Komisaris Independen<br>Vice President Commissioner and Independent Commissioner | : | Dr. Sofyan A. Djalil, SH, MA |
| Komisaris Independen<br>Independent Commissioner | : | Thio Gwan Po Micky |
| Komisaris Independen<br>Independent Commissioner | : | Friso Palilingan |
| Komisaris<br>Commissioner | : | Jahja Asikin |
| Komisaris<br>Commissioner | : | Ping Handayani Hanli |
| **Direksi**<br>**The Directors** | | |
| Wakil Direktur Utama<br>Vice President Director | : | Utama Gondokusumo |
| Wakil Direktur Utama<br>Vice President Director | : | Suhendro Prabowo<br>(online melalui eASY.KSEI)<br>(Online via eASY.KSEI) |
| Direktur<br>Director | : | Archied Noto Pradono |
| Direktur<br>Director | : | Perry Yoranouw |
| Direktur<br>Director | : | Permadi Indra Yoga |
| Direktur<br>Director | : | Novita Anggriani B |

## Keputusan dan Tindak Lanjut RUPS Tahunan

Berikut adalah agenda dan hasil keputusan RUPS Tahunan 2025 serta pelaksanaan atas hasil keputusan RUPS:

## Annual GMS Resolution and Follow-Ups

The following is the agenda and the resolutions of the 2025 Annual GMS and the implementations of the resolutions:

| | | | |
|---|---|---|---|
| **Mata Acara I RUPS**<br>First Agenda of AGMS | Persetujuan Laporan Tahunan dan pengesahan Laporan Keuangan Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2024, termasuk laporan pelaksanaan pengawasan Dewan Komisaris selama tahun buku 2024.<br>Approval of the Annual Report and Financial Statement for the year ended December 31, 2024, included the implementation of the supervision report of the Board of Commissioners for the year ended 2024. | | |
| **Pertanyaan / Pendapat**<br>Question / Opinion | Tidak ada pertanyaan dan pendapat<br>No questions nor opinions from shareholders | | |
| **Hasil Perhitungan Suara**<br>Voting Result | Setuju<br>Agree<br>**100%** | Tidak Setuju<br>Disagree<br>**0%** | Abstain*<br><br>**0%** |
| | *Sesuai dengan Anggaran Dasar Perseroan, suara abstain dianggap sama dengan mayoritas pemegang saham yang mengeluarkan suara.<br>According to the Company's Articles of Association, abstentions are considered the same as the majority of shareholders who cast votes. | | |
| **Keputusan RUPS**<br>GMS Resolution | Menyetujui dan mengesahkan Laporan Tahunan dan Laporan Keuangan Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2024 termasuk laporan pelaksanaan pengawasan Dewan Komisaris selama tahun 2024 sesuai dengan Anggaran Dasar Perseroan serta memberikan pembebasan tanggung-jawab sepenuhnya (*acquit et de charge*) kepada Dewan Komisaris dan Direksi Perseroan atas tindakan pengawasan dan pengurusan yang mereka lakukan dalam tahun buku yang berakhir pada tanggal 31 Desember 2024.<br>Approved the Annual Report and Financial Statement for the year ended December 31, 2024 including the implementation of the supervision report of the Board of Commissioners for the financial year 2024 in accordance with the Company's Articles of Association, and full discharge of responsibility to the Board of Commissioners and the Board of Directors for their supervision and management actions for the year ended December 31, 2024. | | |
| **Pelaksanaan**<br>Implementation | Langsung berlaku – sudah terlaksana<br>Effective immediately – fulfilled. | | |

| | | | |
|---|---|---|---|
| **Mata Acara II RUPS**<br>Second Agenda of AGMS | Memberikan wewenang kepada Dewan Komisaris Perseroan untuk menunjuk Akuntan Publik Independen yang terdaftar di Otoritas Jasa Keuangan, untuk melaksanakan audit pembukuan Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2025 dan menetapkan honorarium serta persyaratan lain penunjukannya.<br>Authorizing the Board of Commissioners to appoint an Independent Public Accountant which registered at Financial Services Authority, to audit the accounts of the Company for the year ended December 31, 2025, and determine the fee there of and other requirements for such appointment. | | |
| **Pertanyaan / Pendapat**<br>Question / Opinion | Tidak ada pertanyaan dan pendapat<br>No questions nor opinions from shareholders | | |
| **Hasil Perhitungan Suara**<br>Voting Result | Setuju<br>Agree<br>**99,656%** | Tidak Setuju<br>Disagree<br>**0,343%** | Abstain*<br><br>**0%** |
| | *Sesuai dengan Anggaran Dasar Perseroan, suara abstain dianggap sama dengan mayoritas pemegang saham yang mengeluarkan suara.<br>According to the Company's Articles of Association, abstentions are considered the same as the majority of shareholders who cast votes. | | |
| **Keputusan RUPS**<br>GMS Resolution | Memberikan wewenang kepada Dewan Komisaris Perseroan untuk menunjuk Akuntan Publik Independen yang terdaftar di Otoritas Jasa Keuangan, untuk melaksanakan audit pembukuan Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2025 dan menetapkan honorarium serta persyaratan lain penunjukannya.<br>Authorizing the Board of Commissioners to appoint an Independent Public Accountant which registered at Otoritas Jasa Keuangan, to audit the accounts of the Company for the year ended December 31, 2025, and authorizing the Board of Commissioners to approve the fee there of and other requirements for such appointment. | | |

| | |
|---|---|
| **Pelaksanaan**<br>Implementation | Telah Direalisasikan.<br>Perseroan telah melakukan penunjukan Kantor Akuntan Publik dan Akuntan Publik untuk melakukan audit atas informasi keuangan tahunan PT Intiland Development Tbk per 31 Desember 2025. Penunjukan ini telah dilaporkan kepada OJK melalui surat nomor 139/Intiland/CS/DIR/NA/IX/2025 tertanggal 24 September 2025 melalui sarana sistem pelaporan elektronik resmi OJK dan BEI yaitu www.idxnet.co.id<br>Fulfilled.<br>The Company has appointed a Public Accounting Firm and Public Accountant to audit the annual financial information of PT Intiland Development Tbk as of December 31, 2025. This appointment has been reported to the OJK through letter number 139/Intiland/CS/DIR/NA/IX/2025 dated September 24, 2025, via the official electronic reporting system of OJK and the IDX, namely www.idxnet.co.id |

| | | | |
|---|---|---|---|
| **Mata Acara III RUPS**<br>Third Agenda of AGMS | Penetapan penggunaan laba bersih Perseroan untuk tahun buku yang berakhir 31 Desember 2024.<br>Approval of the use of the net profit of the Company for the year ended December 31, 2024. | | |
| **Pertanyaan / Pendapat**<br>Question / Opinion | Tidak ada pertanyaan dan pendapat<br>No questions nor opinions from shareholders | | |
| **Hasil Perhitungan Suara**<br>Voting Result | Setuju<br>Agree<br>**100%** | Tidak Setuju<br>Disagree<br>**0%** | Abstain*<br><br>**0%** |
| | *Sesuai dengan Anggaran Dasar Perseroan, suara abstain dianggap sama dengan mayoritas pemegang saham yang mengeluarkan suara.<br>According to the Company's Articles of Association, abstentions are considered the same as the majority of shareholders who cast votes. | | |
| **Keputusan RUPS**<br>GMS Resolution | Menetapkan penggunaan laba bersih Perseroan dengan perincian sebagai berikut:<br>1. Sebesar Rp.2.000.000.000,- (dua miliar Rupiah) sebagai dana cadangan wajib Perseroan.<br>2. Sisa Laba bersih Perseroan yaitu sebesar Rp.172.766.158.653,- (seratus tujuh puluh dua miliar tujuh ratus enam puluh enam juta seratus lima puluh delapan ribu enam ratus lima puluh tiga Rupiah) akan dicatat sebagai Saldo Laba.<br>Determining the use of the Company's net profit with the following details:<br>1. An amount of Rp.2,000,000,000.- (two billion Rupiah) as the Company's mandatory reserved fund.<br>2. The remaining net profit of the Company, amounting to Rp.172,766,158,653,- (one hundred seventy two billion seven hundred sixty six million one hundred fifty eight thousand six hundred fifty three Rupiah) will be recorded as Retained Earnings. | | |
| **Pelaksanaan**<br>Implementation | Sudah terlaksana.<br>Fulfilled. | | |

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| **Mata Acara IV RUPS**<br>Forth Agenda of AGMS | Persetujuan perubahan susunan Direksi dan Dewan Komisaris Perseroan.<br>Approval of changes to the composition of the Board of Directors and Board of Commissioners of the Company. | | |
| **Pertanyaan / Pendapat**<br>Question / Opinion | Tidak ada pertanyaan dan pendapat<br>No questions nor opinions from shareholders | | |
| **Hasil Perhitungan Suara**<br>Voting Result | Setuju<br>Agree<br>**99,178%** | Tidak Setuju<br>Disagree<br>**1,821%** | Abstain*<br><br>**0%** |
| | *Sesuai dengan Anggaran Dasar Perseroan, suara abstain dianggap sama dengan mayoritas pemegang saham yang mengeluarkan suara.<br>According to the Company's Articles of Association, abstentions are considered the same as the majority of shareholders who cast votes. | | |

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| **Keputusan RUPS**<br>GMS Resolution | 1. Memberikan pelunasan dan pembebasan dari tanggung jawab (*acquit et de charge*) atas tindakan pengurusan dan tindakan pengawasan yang telah dilakukan oleh anggota Direksi dan Dewan Komisaris Perseroan selama menjabat, sepanjang tindakan-tindakan tersebut tercermin dalam pembukuan/catatan Perseroan.<br>2. Menyetujui pengangkatan anggota Direksi dan Dewan Komisaris Perseroan yang baru untuk masa jabatan selama 5 (lima) tahun terhitung sejak ditutupnya Rapat sampai dengan habisnya periode jabatan anggota Direksi dan Dewan Komisaris Perseroan pada penutupan Rapat Umum Pemegang Saham Tahunan Perseroan yang akan diadakan tahun 2030, sehingga susunan anggota Direksi dan Dewan Komisaris Perseroan yang baru adalah sebagai berikut:<br><br>**Dewan Komisaris**<br>Komisaris Utama dan Komisaris Independen : Dr. Sofyan A. Djalil, SH. MA<br>Wakil Komisaris Utama : Sinarto Dharmawan<br>Komisaris Independen : Friso Palilingan<br>Komisaris Independen : Alexander S. Rusli<br><br>**Direksi**<br>Direktur Utama : Archied Noto Pradono<br>Wakil Direktur Utama : Utama Gondokusumo<br>Direktur : Novita Anggriani B.<br>Direktur : Simon Joseph Wirawan<br><br>1. Granted full release and discharge (acquit et de charge) to the members of the Board of Directors and the Board of Commissioners of the Company for the management and their supervision actions such their actions are reflected in the Company's books/records.<br>2. Approved the appointment of the new members of the Board of Directors and the Board of Commissioners of the Company for a term of 5 (five) years, effective from the closing of this AGMS until the end of the term at the closing of the AGMS of the Company to be held in 2030, thus the composition of Board of Directors and Board of Commissioners are as follows:<br><br>**Board of Commissioners**<br>President Commissioner and Independent Commissioner : Dr. Sofyan A. Djalil, SH. MA<br>Vice President Commissioner : Sinarto Dharmawan<br>Independent Commissioner : Friso Palilingan<br>Independent Commissioner : Alexander S. Rusli<br><br>**Board of Director**<br>President Director : Archied Noto Pradono<br>Vice President Director : Utama Gondokusumo<br>Director : Novita Anggriani B.<br>Director : Simon Joseph Wirawan |
| **Pelaksanaan**<br>Implementation | Sudah terlaksana.<br>Fulfilled. |

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| **Mata Acara V RUPS**<br>Fifth Agenda of AGMS | Penetapan remunerasi Dewan Komisaris dan pendelegasian wewenang kepada Dewan Komisaris untuk menetapkan remunerasi Anggota Direksi Perseroan untuk tahun buku yang berakhir 31 Desember 2025.<br>Approval of the remuneration of the Board of Commissioners, and delegation of the authority to approve the remuneration of the Board of Directors, to the Board of Commissioners for the year ended December 31, 2025. | | |
| **Pertanyaan / Pendapat**<br>Question / Opinion | Tidak ada pertanyaan dan pendapat<br>No questions nor opinions from shareholders | | |
| **Hasil Perhitungan Suara**<br>Voting Result | Setuju<br>Agree<br>**99,788%** | Tidak Setuju<br>Disagree<br>**0,211%** | Abstain*<br><br>**0%** |
| | *Sesuai dengan Anggaran Dasar Perseroan, suara abstain dianggap sama dengan mayoritas pemegang saham yang mengeluarkan suara.<br>According to the Company's Articles of Association, abstentions are considered the same as the majority of shareholders who cast votes. | | |

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| **Keputusan RUPS**<br>**GMS Resolution** | Menetapkan remunerasi Dewan Komisaris untuk tahun buku yang berakhir pada tanggal 31 Desember 2025 yaitu sebesar-besarnya Rp.12.000.000.000,- (dua belas miliar Rupiah) yang pembagiannya akan diatur dalam Rapat Dewan Komisaris dan pendelegasian wewenang kepada Dewan Komisaris untuk menetapkan remunerasi Direksi untuk tahun buku yang berakhir tanggal 31 Desember 2025.<br>Resolved the remuneration of the Board of Commissioners for the year ended December 31, 2025 maximum of Rp.12,000,000,000 (twelve billion Rupiah) which distribution would be decided in the meeting of the Board of Commissioners, and delegation of the authority to the Board of Commissioners to approve the remuneration of the Board of Directors for the year ended December 31, 2025. |
| **Pelaksanaan**<br>**Implementation** | Sudah terlaksana.<br>Fulfilled. |

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| **Mata Acara VI RUPS**<br>**Sixth Agenda of AGMS** | Persetujuan mengenai hal-hal lain yang berhubungan dengan agenda RUPS Tahunan, yaitu:<br>a. Memberikan kuasa kepada Direksi untuk menuangkan setiap keputusan dalam RUPS Tahunan ini ke dalam akta pernyataan keputusan rapat, menyampaikannya kepada pejabat berwenang, membuat laporan, memberikan keterangan dan melakukan tindakan hukum lainnya yang diperlukan berkenaan dengan isi setiap keputusan RUPS Tahunan dimaksud guna memenuhi ketentuan hukum yang berlaku, tanpa kecuali; dan<br>b. Menetapkan bahwa semua keputusan yang ditetapkan dan disetujui dalam RUPS Tahunan ini berlaku terhitung sejak ditutupnya RUPS Tahunan ini.<br>Approval of other matters related to the agenda of the AGMS, e.g.:<br>a. Authorizing the Board of Directors to incorporate any decision made in this AGMS into a deed of minutes of meeting resolution, submission to the authorities, makes reports, providing information and performs necessary legal actions with regard to the content of any decision of the AGMS in order to comply with applicable laws, without exception; and<br>b. Stipulating that all decisions made and approved in this AGMS shall take effect from the closing of this AGMS. | | |
| **Pertanyaan / Pendapat**<br>**Question / Opinion** | Tidak ada pertanyaan dan pendapat<br>No questions nor opinions from shareholders | | |
| **Hasil Perhitungan Suara**<br>**Voting Result** | Setuju<br>Agree<br>**99,445%** | Tidak Setuju<br>Disagree<br>**0,554%** | Abstain*<br><br>**0%** |
| | *Sesuai dengan Anggaran Dasar Perseroan, suara abstain dianggap sama dengan mayoritas pemegang saham yang mengeluarkan suara.<br>According to the Company's Articles of Association, abstentions are considered the same as the majority of shareholders who cast votes. | | |
| **Keputusan RUPS**<br>**GMS Resolution** | a. Memberikan kuasa kepada Direksi Perseroan untuk menuangkan setiap keputusan dalam RUPST ke dalam akta pernyataan keputusan rapat, menyampaikannya kepada pejabat berwenang, membuat laporan, memberikan keterangan dan melakukan tindakan hukum lainnya yang diperlukan berkenaan dengan isi setiap keputusan RUPST dimaksud guna memenuhi ketentuan hukum yang berlaku, tanpa kecuali; dan<br>b. Menetapkan bahwa semua keputusan yang ditetapkan dan disetujui dalam RUPST berlaku terhitung sejak ditutupnya RUPST.<br>a. Authorizing the Board of Directors of the Company to formalize each decision made in this AGMS into a deed of meeting resolutions, submit it to the relevant authorities, make reports, provide explanations, and take other necessary legal actions related to the contents of each decision of this AGMS to comply with applicable laws and regulations, without exception; and<br>b. Stipulating that all decisions made and approved in this AGMS shall be effective from the closing of this AGMS. | | |
| **Pelaksanaan**<br>**Implementation** | Sudah terlaksana.<br>Fulfilled. | | |

## Penyelenggaraan RUPS di Tahun 2024

Intiland menyelenggarakan RUPS Tahunan untuk periode Tahun Buku 2023 pada Kamis, 30 Mei 2024 di Intiland Tower, Jakarta. Kegiatan RUPS Tahunan ini dihadiri oleh para pemegang saham yang sah berjumlah 7.573.488.138 saham atau sebesar 73,06% dari 10.365.854.185 saham, yang merupakan seluruh saham yang telah dikeluarkan Perseroan sampai dengan tanggal diselenggarakannya RUPS Tahunan.

## GMS Implementation in 2024

Intiland held Annual GMS for Financial Year 2023 on Thursday, May 30, 2024 at Intiland Tower, Jakarta. The Annual GMS was attended by the Shareholders or their Proxies with valid voting rights representing 7,573,488,138 shares or equivalent to 73,06% of the total of 10,365,854,185 shares issued by the Company up to the date of the Annual GMS.

## Kehadiran Dewan Komisaris dan Direksi

Jumlah anggota Dewan Komisaris dan Direksi yang hadir pada RUPS Tahunan adalah sebanyak 100 persen, dengan catatan kehadiran sebagai berikut:

## Attendance of the Board of Commissioners and the Board of Directors

The number of the Board of Commissioners and the Directors present at the Annual GMS was 100 percent respectively with the following attendance record:

| **Dewan Komisaris**<br>**The Board of Commissioners** | | |
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| Komisaris Utama<br>President Commissioner | : | Sinarto Dharmawan |
| Wakil Komisaris Utama dan Komisaris Independen<br>Vice President Commissioner and Independent Commissioner | : | Dr. Sofyan A. Djalil, SH, MA |
| Komisaris Independen<br>Independent Commissioner | : | Thio Gwan Po Micky |
| Komisaris Independen<br>Independent Commissioner | : | Friso Palilingan |
| Komisaris<br>Commissioner | : | Jahja Asikin |

| **Direksi**<br>**The Directors** | | |
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| Direktur Utama<br>President Director | : | Hendro Santoso Gondokusumo |
| Wakil Direktur Utama<br>Vice President Director | : | Suhendro Prabowo |
| Wakil Direktur Utama<br>Vice President Director | : | Utama Gondokusumo |
| Wakil Direktur Utama<br>Vice President Director | : | Moedjianto Soesilo Tjahjono |
| Direktur<br>Director | : | Ping Handayani Hanli |
| Direktur<br>Director | : | Archied Noto Pradono |
| Direktur<br>Director | : | Perry Yoranouw |
| Direktur<br>Director | : | Permadi Indra Yoga |

## Keputusan dan Tindak Lanjut RUPS Tahunan

Berikut adalah agenda dan hasil keputusan RUPS Tahunan 2024 serta pelaksanaan atas hasil keputusan RUPS:

## Annual GMS Resolution and Follow-Ups

The following is the agenda and the resolutions of the 2024 Annual GMS and the implementations of the resolutions:

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| **Mata Acara I RUPS**<br>**First Agenda of AGMS** | Persetujuan Laporan Tahunan dan pengesahan Laporan Keuangan Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2023, termasuk laporan pelaksanaan pengawasan Dewan Komisaris selama tahun buku 2023.<br>Approval of the Annual Report and Financial Statement for the year ended December 31, 2023, included the implementation of the supervision report of the Board of Commissioners for the year ended 2023. | | |
| **Pertanyaan / Pendapat**<br>**Question / Opinion** | Tidak ada pertanyaan dan pendapat<br>No questions nor opinions from shareholders | | |
| **Hasil Perhitungan Suara**<br>**Voting Result** | Setuju<br>Agree<br>**99,976%** | Tidak Setuju<br>Disagree<br>**0,024%** | Abstain*<br><br>**0%** |
| | *Sesuai dengan Anggaran Dasar Perseroan, suara abstain dianggap sama dengan mayoritas pemegang saham yang mengeluarkan suara.<br>According to the Company's Articles of Association, abstentions are considered the same as the majority of shareholders who cast votes. | | |
| **Keputusan RUPS**<br>**GMS Resolution** | Menyetujui Laporan Tahunan dan pengesahan Laporan Keuangan Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2023 termasuk laporan pelaksanaan pengawasan Dewan Komisaris selama tahun 2023 sesuai dengan Anggaran Dasar Perseroan serta memberikan pembebasan tanggung-jawab sepenuhnya kepada Dewan Komisaris dan Direksi Perseroan atas tindakan pengawasan dan pengurusan yang mereka lakukan dalam tahun buku yang berakhir pada tanggal 31 Desember 2023.<br>Approved the Annual Report and Financial Statement for the year ended December 31, 2023 including the implementation of the supervision report of the Board of Commissioners for the financial year 2023 in accordance with the Company's Articles of Association, and full discharge of responsibility to the Board of Commissioners and the Board of Directors for their supervision and management actions for the year ended December 31, 2023. | | |
| **Pelaksanaan**<br>**Implementation** | Langsung berlaku – sudah terlaksana.<br>Effective immediately – fulfilled. | | |

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| **Mata Acara II RUPS**<br>**Second Agenda of AGMS** | Memberikan wewenang kepada Dewan Komisaris Perseroan untuk menunjuk Akuntan Publik Independen yang terdaftar di Otoritas Jasa Keuangan, untuk melaksanakan audit pembukuan Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2024 dan menetapkan honorarium serta persyaratan lain penunjukannya.<br>Authorizing the Board of Commissioners to appoint an Independent Public Accountant which registered at Financial Services Authority, to audit the accounts of the Company for the year ended December 31, 2024, and determine the fee there of and other requirements for such appointment. | | |
| **Pertanyaan / Pendapat**<br>**Question / Opinion** | Tidak ada pertanyaan dan pendapat<br>No questions nor opinions from shareholders | | |
| **Hasil Perhitungan Suara**<br>**Voting Result** | Setuju<br>Agree<br>**99,943%** | Tidak Setuju<br>Disagree<br>**0,056%** | Abstain*<br><br>**0%** |
| | *Sesuai dengan Anggaran Dasar Perseroan, suara abstain dianggap sama dengan mayoritas pemegang saham yang mengeluarkan suara.<br>According to the Company's Articles of Association, abstentions are considered the same as the majority of shareholders who cast votes. | | |
| **Keputusan RUPS**<br>**GMS Resolution** | Memberikan wewenang kepada Dewan Komisaris Perseroan untuk menunjuk Akuntan Publik Independen yang terdaftar di Otoritas Jasa Keuangan, untuk melaksanakan audit pembukuan Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2024 dan menetapkan honorarium serta persyaratan lain penunjukannya.<br>Authorizing the Board of Commissioners to appoint an Independent Public Accountant which registered at Otoritas Jasa Keuangan, to audit the accounts of the Company for the year ended December 31, 2024, and authorizing the Board of Commissioners to approve the fee there of and other requirements for such appointment. | | |

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| **Pelaksanaan**<br>Implementation | Telah Direalisasikan.<br>Perseroan telah melakukan penunjukan Kantor Akuntan Publik dan Akuntan Publik untuk melakukan audit atas informasi keuangan tahunan PT Intiland Development Tbk per 31 Desember 2024. Penunjukan ini telah dilaporkan kepada OJK melalui surat nomor 148/Intiland/CS/DIR/NA/IX/2024 tertanggal 30 September 2024 melalui sarana sistem pelaporan elektronik resmi OJK dan BEI yaitu www.idxnet.co.id<br>Fulfilled.<br>The Company has appointed a Public Accounting Firm and Public Accountant to audit the annual financial information of PT Intiland Development Tbk as of December 31, 2024. This appointment has been reported to the OJK through letter number 148/Intiland/CS/DIR/NA/IX/2024 dated September 30, 2024, via the official electronic reporting system of OJK and the IDX, namely www.idxnet.co.id |

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| **Mata Acara III RUPS**<br>Third Agenda of AGMS | Penetapan penggunaan laba bersih Perseroan untuk tahun buku yang berakhir 31 Desember 2023.<br>Approval of the use of the net profit of the Company for the year ended December 31, 2023. | | |
| **Pertanyaan / Pendapat**<br>Question / Opinion | Tidak ada pertanyaan dan pendapat<br>No questions nor opinions from shareholders | | |
| **Hasil Perhitungan Suara**<br>Voting Result | Setuju<br>Agree<br>**99,976%** | Tidak Setuju<br>Disagree<br>**0,024%** | Abstain*<br><br>**0%** |
| | *Sesuai dengan Anggaran Dasar Perseroan, suara abstain dianggap sama dengan mayoritas pemegang saham yang mengeluarkan suara.<br>According to the Company's Articles of Association, abstentions are considered the same as the majority of shareholders who cast votes. | | |
| **Keputusan RUPS**<br>GMS Resolution | Menetapkan penggunaan laba bersih Perseroan dengan perincian sebagai berikut:<br>1. Sebesar Rp.2.000.000.000,- (dua miliar Rupiah) sebagai dana cadangan wajib Perseroan.<br>2. Sisa Laba bersih Perseroan yaitu sebesar Rp.172.108.406.452,- (seratus tujuh puluh dua miliar seratus delapan juta empat ratus enam ribu empat ratus lima puluh dua Rupiah) akan dicatat sebagai Saldo Laba.<br>Determining the use of the Company's net profit with the following details:<br>1. An amount of Rp.2,000,000,000.- (two billion Rupiah) as the Company's mandatory reserved fund.<br>2. The remaining net profit of the Company, amounting to Rp.172,108,406,452,- (one hundred seventy two billion one hundred eight million four hundred six thousand four hundred fifty two Rupiah) will be recorded as Retained Earnings. | | |
| **Pelaksanaan**<br>Implementation | Sudah terlaksana.<br>Fulfilled. | | |

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| **Mata Acara IV RUPS**<br>Forth Agenda of AGMS | Persetujuan perubahan susunan Direksi dan Dewan Komisaris Perseroan.<br>Approval of changes to the composition of the Board of Directors and Board of Commissioners of the Company. | | |
| **Pertanyaan / Pendapat**<br>Question / Opinion | Tidak ada pertanyaan dan pendapat<br>No questions nor opinions from shareholders | | |
| **Hasil Perhitungan Suara**<br>Voting Result | Setuju<br>Agree<br>**99,975%** | Tidak Setuju<br>Disagree<br>**0,024%** | Abstain*<br><br>**0%** |
| | *Sesuai dengan Anggaran Dasar Perseroan, suara abstain dianggap sama dengan mayoritas pemegang saham yang mengeluarkan suara.<br>According to the Company's Articles of Association, abstentions are considered the same as the majority of shareholders who cast votes. | | |

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| **Keputusan RUPS**<br>**GMS Resolution** | Menerima pengunduran diri Bapak Moedjianto Soesilo Tjahjono dari jabatannya selaku Wakil Direktur Utama Perseroan dan Ibu Ping Handayani Hanli dari jabatannya selaku Direktur Perseroan dengan memberikan pembebasan dan pelunasan sepenuhnya (*acquit et de charge*) serta pengangkatan Ibu Ping Handayani Hanli sebagai Komisaris Perseroan dan Ibu Novita Anggriani B sebagai Direktur Perseroan terhitung sejak ditutupnya Rapat sampai dengan habisnya periode jabatan anggota Dewan Komisaris dan anggota Direksi Perseroan sebelumnya.<br><br>Dengan pengangkatan Ibu Ping Handayani Hanli dan Ibu Novita Anggriani B, maka susunan Direksi dan Dewan Komisaris Perseroan yang baru adalah sebagai berikut:<br><br>**Dewan Komisaris**<br>Komisaris Utama : Bapak Sinarto Dharmawan<br>Wakil Komisaris Utama dan Komisaris Independen : Bapak Dr. Sofyan A. Djalil, SH. MA<br>Komisaris Independen : Bapak Thio Gwan Po Micky<br>Komisaris Independen : Bapak Friso Palilingan<br>Komisaris : Bapak Jahja Asikin<br>Komisaris : Ibu Ping Handayani Hanli<br><br>**Direksi**<br>Direktur Utama : Bapak Hendro Santoso Gondokusumo<br>Wakil Direktur Utama : Bapak Suhendro Prabowo<br>Wakil Direktur Utama : Bapak Utama Gondokusumo<br>Direktur : Bapak Archied Noto Pradono<br>Direktur : Bapak Perry Yoranouw<br>Direktur : Bapak Permadi Indra Yoga<br>Direktur : Ibu Novita Anggriani B<br><br>Accepting the resignation of Mr. Moedjianto Soesilo Tjahjono from his position as Vice President Director and Mrs. Ping Handayani Hanli from her position as Director of the Company by granting full release and repayment (acquit et de charge) and the appointment of Mrs. Ping Handayani Hanli as a Commissioner and Mrs. Novita Anggriani B as a Director, effective from the close of the Meeting until the expiration of the Board of Commissioner and Board of Directors tenure.<br><br>With the appointment of Mrs. Ping Handayani Hanli and Mrs. Novita Anggriani B, thus the composition of Board of Directors and Board of Commissioners are as follows:<br><br>**Board of Commissioners**<br>President Commissioner : Bapak Sinarto Dharmawan<br>Vice President Commissioner and Independent Commissioner : Bapak Dr. Sofyan A. Djalil, SH. MA<br>Independent Commissioner : Bapak Thio Gwan Po Micky<br>Independent Commissioner : Bapak Friso Palilingan<br>Commissioner : Bapak Jahja Asikin<br>Commissioner : Ibu Ping Handayani Hanli<br><br>**Board of Directors**<br>President Director : Bapak Hendro Santoso Gondokusumo<br>Vice President Director : Bapak Suhendro Prabowo<br>Vice President Director : Bapak Utama Gondokusumo<br>Director : Bapak Archied Noto Pradono<br>Director : Bapak Perry Yoranouw<br>Director : Bapak Permadi Indra Yoga<br>Director : Ibu Novita Anggriani B |
| **Pelaksanaan**<br>**Implementation** | Sudah terlaksana.<br>Fulfilled. |

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| **Mata Acara V RUPS**<br>Fifth Agenda of AGMS | Penetapan remunerasi Dewan Komisaris dan pendelegasian wewenang kepada Dewan Komisaris untuk menetapkan remunerasi Anggota Direksi Perseroan untuk tahun buku yang berakhir 31 Desember 2024.<br>Approval of the remuneration of the Board of Commissioners, and delegation of the authority to approve the remuneration of the Board of Directors, to the Board of Commissioners for the year ended December 31, 2024. | | |
| **Pertanyaan / Pendapat**<br>Question / Opinion | 1 pemegang saham atau kuasa pemegang saham, namun tidak dibahas karena pertanyaan disampaikan terkait dengan agenda keempat RUPST.<br>1 Shareholder or proxy of the shareholder, was not discussed because the question raised related to the fourth agenda of the AGMS. | | |
| **Hasil Perhitungan Suara**<br>Voting Result | Setuju<br>Agree<br>**99,975%** | Tidak Setuju<br>Disagree<br>**0,024%** | Abstain*<br><br>**0%** |
| | *Sesuai dengan Anggaran Dasar Perseroan, suara abstain dianggap sama dengan mayoritas pemegang saham yang mengeluarkan suara.<br>According to the Company's Articles of Association, abstentions are considered the same as the majority of shareholders who cast votes. | | |
| **Keputusan RUPS**<br>GMS Resolution | Menetapkan remunerasi Dewan Komisaris untuk tahun buku yang berakhir pada tanggal 31 Desember 2024 yaitu sebesar-besarnya Rp.12.000.000.000,- (dua belas miliar Rupiah) yang pembagiannya akan diatur dalam Rapat Dewan Komisaris dan pendelegasian wewenang kepada Dewan Komisaris untuk menetapkan remunerasi Direksi untuk tahun buku yang berakhir tanggal 31 Desember 2024.<br>Resolved the remuneration of the Board of Commissioners for the year ended December 31, 2024 maximum of Rp.12,000,000,000 (twelve billion Rupiah) which distribution would be decided in the meeting of the Board of Commissioners, and delegation of the authority to The Board of Commissioners to approve the remuneration of The Board of Directors for the year ended December 31, 2024. | | |
| **Pelaksanaan**<br>Implementation | Sudah terlaksana.<br>Fulfilled. | | |

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| **Mata Acara VI RUPS**<br>Sixth Agenda of AGMS | Laporan Realisasi Penggunaan Dana Hasil Penawaran Umum untuk tahun buku yang berakhir 31 Desember 2023.<br>Report on the realization of the use of proceeds from the Public Offering for the financial year ended December 31, 2023. |
| **Pertanyaan / Pendapat**<br>Question / Opinion | Tidak ada pertanyaan dan pendapat<br>No questions nor opinions from shareholders |
| **Keputusan RUPS**<br>GMS Resolution | Agenda Keenam RUPST bersifat penyampaian laporan realisasi penggunaan dana hasil penawaran umum untuk tahun buku yang berakhir 31 Desember 2023, sehingga tidak dilakukan pemungutan suara serta pengambilan keputusan untuk Agenda Keenam RUPST.<br>The sixth agenda of AGMS involves presentation of the realization of the use of proceeds from the Public Offering for the financial year ended December 31, 2023 thus no voting or decision-making carried out for the sixth agenda of AGMS. |
| **Pelaksanaan**<br>Implementation | Sudah terlaksana.<br>Fulfilled. |

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|---|---|
| **Mata Acara VII RUPS**<br>Seventh Agenda of AGMS | Persetujuan mengenai hal-hal lain yang berhubungan dengan agenda RUPS Tahunan, yaitu:<br>a. Memberikan kuasa kepada Direksi untuk menuangkan setiap keputusan dalam RUPS Tahunan ini ke dalam akta pernyataan keputusan rapat, menyampaikannya kepada pejabat berwenang, membuat laporan, memberikan keterangan dan melakukan tindakan hukum lainnya yang diperlukan berkenaan dengan isi setiap keputusan RUPS Tahunan dimaksud guna memenuhi ketentuan hukum yang berlaku, tanpa kecuali; dan<br>b. Menetapkan bahwa semua keputusan yang ditetapkan dan disetujui dalam RUPS Tahunan ini berlaku terhitung sejak ditutupnya RUPS Tahunan ini.<br>Approval of other matters related to the agenda of the AGMS, e.g.:<br>a. Authorizing the Board of Directors to incorporate any decision made in this AGMS into a deed of minutes of meeting resolution, submission to the authorities, makes reports, providing information and performs necessary legal actions with regard to the content of any decision of the AGMS in order to comply with applicable laws, without exception; and<br>b. Stipulating that all decisions made and approved in this AGMS shall take effect from the closing of this AGMS. |
| **Pertanyaan / Pendapat**<br>Question / Opinion | Tidak ada pertanyaan dan pendapat<br>No questions nor opinions from shareholders |

| | | | |
|---|---|---|---|
| **Hasil Perhitungan Suara**<br>**Voting Result** | Setuju<br>Agree<br>**99,942%** | Tidak Setuju<br>Disagree<br>**0,057%** | Abstain*<br><br>**0%** |
| | *Sesuai dengan Anggaran Dasar Perseroan, suara abstain dianggap sama dengan mayoritas pemegang saham yang mengeluarkan suara.<br>According to the Company's Articles of Association, abstentions are considered the same as the majority of shareholders who cast votes. | | |
| **Keputusan RUPS**<br>**GMS Resolution** | a. Memberikan kuasa kepada Direksi Perseroan untuk menuangkan setiap keputusan dalam RUPST ke dalam akta pernyataan keputusan rapat, menyampaikannya kepada pejabat berwenang, membuat laporan, memberikan keterangan dan melakukan tindakan hukum lainnya yang diperlukan berkenaan dengan isi setiap keputusan RUPST dimaksud guna memenuhi ketentuan hukum yang berlaku, tanpa kecuali dan<br>b. Menetapkan bahwa semua keputusan yang ditetapkan dan disetujui dalam RUPST berlaku terhitung sejak ditutupnya RUPST.<br>a. Authorizing the Board of Directors of the Company to formalize each decision made in this AGMS into a deed of meeting resolutions, submit it to the relevant authorities, make reports, provide explanations, and take other necessary legal actions related to the contents of each decision of this AGMS to comply with applicable laws and regulations, without exception, and<br>b. Stipulating that all decisions made and approved in this AGMS shall be effective from the closing of this AGMS. | | |
| **Pelaksanaan**<br>**Implementation** | Sudah terlaksana.<br>Fulfilled. | | |

# DIREKSI
## DIRECTORS

Direksi merupakan organ Perseroan yang bertanggung jawab atas pengurusan dan pengelolaan Perusahaan guna mencapai maksud dan tujuan sesuai dengan ketentuan dalam Anggaran Dasar.

Dalam menjalankan tugasnya, Direksi bertindak secara kolektif dengan pembagian tugas dan wewenang yang jelas pada masing-masing anggota. Setiap anggota Direksi berwenang mengambil keputusan strategis sesuai lingkup tanggung jawabnya, namun tetap merupakan satu kesatuan yang bertanggung jawab secara bersama.

Pelaksanaan tugas, tanggung jawab, dan kewenangan Direksi berpedoman pada Piagam Direksi, Anggaran Dasar, keputusan Rapat Umum Pemegang Saham (RUPS), serta peraturan perundang-undangan yang berlaku.

The Board of Directors is the corporate organ responsible for managing and administering the Company in order to achieve its purposes and objectives in accordance with the Articles of Association.

In carrying out its duties, the Board of Directors acts collectively, with a clear delineation of roles and authorities among its members. Each Director is authorized to make strategic decisions within his or her respective scope of responsibility; however, the Board remains a unified body bearing collective responsibility.

In performing its duties, responsibilities, and authorities, the Board of Directors is guided by the Board of Directors Charter, the Articles of Association, resolutions of the General Meeting of Shareholders (GMS), and the prevailing laws and regulations.

### Komposisi Direksi

Komposisi Direksi Perseroan telah sesuai dengan ketentuan POJK No. 33/POJK.04/2014 mengenai Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik.

### Composition of the Directors

The composition of the Directors of the Company complies with the provisions of POJK No. 33/POJK.04/2014 on the Board of Directors and Board of Commissioners of Issuers or Public Companies.

Berdasarkan hasil keputusan RUPS Tahunan Perseroan yang diselenggarakan pada 28 Mei 2025, terdapat perubahan komposisi Direksi. Hingga 31 Desember 2025 susunan Direksi adalah sebagai berikut:

Based on the resolutions of the AGMS held on May 28, 2025, there has been a changes in the composition of the Directors. The composition of the Board of Directors as of December 31, 2025, is as follows:

| | |
|---|---|
| **Direktur Utama**<br>President Director | Archied Noto Pradono |
| **Wakil Direktur Utama**<br>Vice President Director | Utama Gondokusumo |
| **Direktur**<br>Director | Novita Anggriani B |
| **Direktur**<br>Director | Simon Joseph Wirawan |

## Pemenuhan Persyaratan Keanggotaan Direksi

Seluruh anggota Direksi Intiland telah memenuhi persyaratan yang sesuai dengan Peraturan Pasar Modal, Anggaran Dasar Intiland, dan Piagam Direksi. Ketentuan keanggotaan Direksi diatur dalam Piagam Direksi yang dapat diakses pada situs web Perseroan www.intiland.com

## Fulfillment of Requirements for Directors

Seluruh anggota Direksi Intiland telah memenuhi persyaratan yang sesuai dengan Peraturan Pasar Modal, Anggaran Dasar Intiland, dan Piagam Direksi. Ketentuan keanggotaan Direksi diatur dalam Piagam Direksi yang dapat diakses pada situs web Perseroan www.intiland.com

## Piagam Direksi

Piagam Direksi Perseroan mengatur persyaratan keanggotaan, mekanisme hubungan kerja antara Direksi dengan Dewan Komisaris, Pemegang Saham, dan pemangku kepentingan, serta menjabarkan tugas, tanggung jawab, dan pembagian peran masing-masing anggota Direksi.

## The Directors Charter

The Company's Directors Charter outlines membership requirements, the working relationship mechanisms between the Directors and the Board of Commissioners, Shareholders, and other stakeholders, as well as the duties, responsibilities, and division of roles among each member of the Directors.

Piagam Direksi secara berkala dievaluasi dan diperbarui agar selaras dengan kebutuhan Perseroan serta memastikan kepatuhannya terhadap peraturan perundang-undangan yang berlaku. Piagam Direksi Perseroan mengatur antara lain mengenai:

1. Persyaratan keanggotaan;
2. Pengunduran diri dan pemberhentian sementara;
3. Rangkap jabatan;
4. Tugas, wewenang, dan tanggung jawab;
5. Pembagian tugas
6. Kebijakan rapat
7. Hubungan kerja;
8. Transparansi, kerahasiaan informasi, dan *insider trading*;
9. Kepatuhan dan masa berlaku.

The Directors Charter is periodically evaluated and refined to better suit the needs of the Company and in accordance with the prevailing laws and regulations.
The Director's Charter of the Company regulates the following:

1. Requirements of membership;
2. Resignation and temporary dismissal;
3. Concurrent positions;
4. Duties, authorities, and responsibilities;
5. Division of duties;
6. Meeting policies;
7. The working relationship;
8. Transparency, confidentiality of information, and insider trading;
9. Compliance and validity period.

## Keberagaman Komposisi Anggota Direksi

Sejalan dengan penerapan Tata Kelola Perusahaan yang Baik, Perseroan memastikan bahwa komposisi Direksi mencerminkan keberagaman latar belakang, pendidikan, kewarganegaraan, gender, pengalaman, dan profesionalisme yang sesuai dengan kebutuhan Perusahaan. Informasi lebih lanjut mengenai keberagaman Direksi disajikan pada Bab Profil Direksi dalam Laporan Tahunan ini.

## Masa Jabatan

Masa jabatan Direksi Intiland berlangsung selama lima tahun. Penunjukan anggota Direksi dinyatakan sah sejak tanggal RUPS yang menetapkannya dan berakhir pada RUPS Tahunan kelima setelah tanggal pengangkatan, tanpa mengurangi hak RUPS untuk memberhentikan anggota Direksi disertai penjelasan alasan penghentiannya serta pemberian kesempatan yang adil bagi anggota Direksi untuk menyampaikan penjelasan dan pembelaan.

Anggota Direksi yang periode jabatannya akan berakhir, dapat diajukan dan diangkat kembali pada periode berikutnya. Dalam mekanisme penunjukannya, seluruh calon anggota Direksi diusulkan melalui RUPS berdasarkan nominasi dari Komite Nominasi dan Remunerasi (KNR).

Periode jabatan Direksi Perseroan saat ini akan berakhir pada tahun 2030.

## Tugas dan Tanggung Jawab Direksi

Direksi memiliki tugas dan tanggung jawab utama menjalankan operasional Perusahaan, termasuk mewakili Perusahaan baik di dalam maupun di luar pengadilan, sesuai dengan ketentuan yang tercantum dalam Anggaran Dasar Perseroan. Tugas dan tanggung jawab Direksi tahun 2025 secara mendetail tertuang dalam Piagam Direksi yang dapat diakses melalui situs web Intiland.

## Pembagian Tugas Direksi

Seluruh anggota Direksi Intiland memiliki kesetaraan tingkatan dalam posisi dan kedudukannya. Namun untuk menjamin pelaksanaan dan kesinambungan tercapainya tujuan dan terlaksananya rencana-rencana Perusahaan secara sistematis, efisien, dan efektif, maka sudah diatur tugas dari masing-masing anggota Direksi

Berikut merupakan penjabaran dari pembagian tugas masing-masing anggota Direksi:

## Diversity of the Composition of the Board of Directors

In line with the implementation of Good Corporate Governance, the Company ensures that the composition of the Directors reflects diversity in background, education, nationality, gender, experience, and professionalism, aligned with the Company's needs. Further information regarding the diversity of the Directors is presented in the Directors Profile section of this Annual Report.

## Tenure

The term of office for the Directors is five years. The appointment of members of the Directors is effective from the date of the GMS which determines and ends at the fifth AGMS since the date of appointment, without limiting the right of the GMS to dismiss members of the Directors by explaining the reasons for their dismissal and providing a fair opportunity for members of the Directors to provide explanations and defenses.

Members of the Directors whose term of office will end, may be renominated and reappointed in the following period. In the process of appointment, all candidates for the Directors are proposed at the GMS based on nominations from the Nomination and Remuneration Committee.

The current term of office of the Company's Directors will be ended in 2030.

## Duties and Responsibilities of Directors

The Directors has the main duties and responsibilities in carrying out the Company's operations including representing the Company both inside and outside the court in accordance with the provisions in the Company's Articles of Association. The duties and responsibilities of the Directors in 2025 are detailed in the Directors Charter which is available on the Intiland website.

## Division of Duties of the Directors

The standing and position of each member of the Directors is the same level. However, the division of tasks for each member of the Directors has been regulated to ensure the implementation and continuity of achieving the goals and future plans of the Company in a systematically, efficient, and effective manner.

The following is the division of duties for each member of the Directors:

| Nama<br>Name | Ruang Lingkup Tugas dan Tanggung Jawab<br>Scope of Duties and Responsibilities |
|---|---|
| **Archied Noto Pradono**<br>Direktur Utama dan Kepala Eksekutif<br>President Director and Chief Executive Officer | Bertanggung jawab penuh atas kepemimpinan strategis dan operasional perusahaan secara menyeluruh, termasuk memastikan pencapaian visi, misi, dan tujuan jangka panjang perusahaan. Dalam menjalankan perannya, Direktur Utama mengawasi dan memastikan efektivitas tata kelola dan pengendalian internal yang baik; memimpin koordinasi fungsi komunikasi korporat, hubungan dengan pemangku kepentingan, serta pelaksanaan program tanggung jawab sosial yang berdampak positif; mengelola strategi investasi yang berkelanjutan dan bernilai tambah bagi perusahaan; serta memastikan kepatuhan hukum, mitigasi risiko legal, dan penyelesaian sengketa secara strategis.<br><br>Direktur Utama juga memimpin pengembangan dan peningkatan daya saing produk, memperluas pangsa pasar, serta mendukung pertumbuhan pendapatan perusahaan, sekaligus menjaga hubungan baik dengan regulator, investor, dan seluruh pemangku kepentingan lainnya.<br><br>Full responsibility for the Company's overall strategic and operational leadership, including ensuring the achievement of the Company's vision, mission, and long-term objectives. In carrying out this role, the President Director oversees and ensures the effectiveness of good governance and internal control systems; leads the coordination of corporate communications functions, stakeholder relations, and the implementation of corporate social responsibility programs with positive impact; manages sustainable and value-adding investment strategies; and ensures legal compliance, mitigation of legal risks, and the strategic resolution of disputes.<br><br>The President Director also leads the development and enhancement of product competitiveness, expands market share, and supports the Company's revenue growth, while maintaining strong relationships with regulators, investors, and all other stakeholders. |
| **Utama Gondokusumo**<br>Wakil Direktur Utama<br>Vice President Director | Wakil Direktur Utama berperan sebagai pendamping dan penguat kepemimpinan strategis Direktur Utama, serta bertanggung jawab untuk mengawal pelaksanaan kebijakan dan operasional di sejumlah fungsi kunci perusahaan.<br><br>Dalam lingkup tugasnya, Wakil Direktur Utama memastikan perencanaan kebutuhan proyek dan pengadaan dilakukan secara efisien, transparan, dan tepat waktu untuk mendukung kelancaran operasional; menjajaki peluang usaha baru, pengembangan portofolio bisnis, serta ekspansi pasar yang sejalan dengan strategi pertumbuhan perusahaan; menjaga optimalisasi pemanfaatan aset, memastikan legalitas dan perizinan proyek berjalan sesuai ketentuan, serta mendukung nilai ekonomi perusahaan melalui manajemen aset yang strategis; serta mengelola strategi dalam membangun *positioning* merek, meningkatkan penjualan, dan mendorong loyalitas pelanggan.<br><br>The Vice President Director serves as a key partner in strengthening the President Director's strategic leadership and is responsible for overseeing the implementation of policies and operations across several key functions of the Company.<br><br>Within the scope of this role, the Vice President Director ensures that project planning and procurement are carried out efficiently, transparently, and in a timely manner to support smooth operations; explores new business opportunities, portfolio development, and market expansion in line with the Company's growth strategy; ensures the optimal utilization of assets, compliance with legal and permitting requirements for projects, and supports the Company's economic value through strategic asset management; and manages strategies to build brand positioning, enhance sales, and foster customer loyalty. |

| Nama<br>Name | Ruang Lingkup Tugas dan Tanggung Jawab<br>Scope of Duties and Responsibilities |
|---|---|
| **Novita Anggriani B**<br>Direktur Keuangan<br>Chief Financial Officer | Direktur Keuangan bertanggung jawab untuk memastikan pengelolaan keuangan perusahaan berjalan secara efektif, efisien, dan sesuai dengan prinsip tata kelola yang baik guna mendukung keberlanjutan dan pertumbuhan bisnis perusahaan.<br><br>Dalam perannya, Direktur Keuangan menjamin akurasi laporan keuangan, pengendalian biaya, dan kepatuhan terhadap standar akuntansi; mengelola kewajiban perpajakan agar dipenuhi secara tepat waktu, efisien, dan minim risiko; serta mengatur arus kas, likuiditas, pembiayaan, serta manajemen risiko keuangan.<br><br>Direktur Keuangan juga bertanggung jawab untuk memastikan kebijakan dan strategi pengelolaan SDM mendukung produktivitas, pengembangan kompetensi, serta menciptakan budaya kerja yang sehat dan berdaya saing. Dengan peran lintas fungsi ini, Direktur Keuangan tidak hanya menjaga stabilitas finansial, tetapi juga memperkuat fondasi sumber daya manusia dalam mencapai tujuan strategis perusahaan.<br><br>The Finance Director is responsible for ensuring that the Company's financial management is carried out effectively, efficiently, and in accordance with good governance principles to support business sustainability and growth.<br><br>In this role, the Finance Director ensures the accuracy of financial reporting, cost control, and compliance with accounting standards; manages tax obligations to be fulfilled in a timely, efficient, and low-risk manner; and oversees cash flow, liquidity, financing, as well as financial risk management.<br><br>The Finance Director is also responsible for ensuring that human resource management policies and strategies support productivity, competency development, and the creation of a healthy and competitive work culture. Through this cross-functional role, the Finance Director not only maintains financial stability but also strengthens the Company's human capital foundation in achieving its strategic objectives. |
| **Simon Joseph Wirawan**<br>Direktur<br>Director | Bertanggung jawab untuk mengelola strategi digitalisasi dan sistem teknologi informasi guna meningkatkan efisiensi operasional dan daya saing perusahaan.<br><br>Memimpin pengembangan dan penerapan Teknologi Informasi & Kecerdasan Buatan untuk mendukung otomatisasi proses bisnis, seperti pemasaran properti, manajemen tenants, dan layanan purnajual berbasis data; memastikan kualitas layanan dan pelaksanaan proyek tetap konsisten dan terstandarisasi; mengelola Teknologi Informasi dan Komunikasi agar sistem komunikasi, jaringan, dan infrastruktur teknologi informasi berjalan andal dan aman; serta memastikan pengelolaan pusat data mendukung kebutuhan penyimpanan, pemrosesan, dan keamanan data perusahaan secara optimal.<br><br>Mendorong adopsi teknologi lintas divisi serta memastikan kesiapan digital perusahaan dalam menghadapi tantangan industri properti yang terus berkembang.<br><br>Responsible for managing the Company's digitalization strategy and information technology systems to enhance operational efficiency and competitiveness.<br><br>Leads the development and implementation of Information Technology (IT) and Artificial Intelligence solutions to support the automation of business processes, including property marketing, tenant management, and data-driven after-sales services; ensures service quality and project execution remain consistent and standardized; manages Information and Communication Technology to ensure that communication systems, networks, and IT infrastructure operate reliably and securely; and ensures that data center management supports the Company's data storage, processing, and security needs optimally.<br><br>Drives the adoption of technology across divisions and ensures the Company's digital readiness in addressing the evolving challenges of the property industry. |

## Program Pengembangan dan Pelatihan Direksi

Perumusan program pengembangan dan pelatihan bagi Dewan Komisaris, Direksi, Komite Audit, serta Komite Nominasi dan Remunerasi tahun 2025 disusun oleh Sekretaris Perusahaan. Program ini bertujuan untuk memberikan pembaruan informasi dan masukan terkait perkembangan regulasi terkini yang memerlukan perhatian manajemen, khususnya peraturan yang relevan secara langsung dengan kegiatan usaha Perseroan.

Informasi pelatihan yang diikuti oleh Direksi pada tahun 2025 telah dicantumkan dalam bab Profil Perusahaan pada Laporan Tahunan ini.

## Independensi Direksi

Dalam menjalankan fungsi pengelolaan dan operasional Perseroan, Direksi bertindak secara independen tanpa intervensi dari pihak mana pun, serta berpedoman pada Anggaran Dasar dan peraturan perundang-undangan yang berlaku di bidang Pasar Modal. Independensi tersebut tercermin dari tidak adanya kepentingan pribadi maupun benturan kepentingan yang dapat mempengaruhi objektivitas dalam pelaksanaan tugas. Direksi senantiasa menyampaikan pandangan dan analisis yang komprehensif dalam setiap pengambilan keputusan demi kepentingan terbaik Perseroan.

## Frekuensi dan Tingkat Kehadiran Rapat Direksi

Kebijakan mengenai prosedur pelaksanaan rapat Direksi telah diatur pada Piagam Direksi. Direksi menetapkan jadwal rapat untuk jangka waktu satu tahun mendatang pada akhir tahun sebelumnya. Rapat Direksi diselenggarakan minimal satu kali setiap bulannya, namun apabila diperlukan dapat lebih sering diselenggarakan. Rapat Direksi dikategorikan memenuhi ketentuan kuorum apabila dihadiri oleh 50+1 persen anggota Direksi.

Di tahun 2025, Direksi menyelenggarakan rapat berkala membahas strategi Perusahaan dalam menjalankan bisnis. Direksi telah menyelenggarakan sebanyak 34 rapat di tahun 2025. Berikut adalah hasil rekapitulasi daftar kehadiran rapat:

## Directors's Development and Training Programs

The development and training programs for the Board of Commissioners, the Board of Directors, the Audit Committee, and the Nomination and Remuneration Committee for 2025 were formulated by the Corporate Secretary. These programs aim to provide updates and insights on the latest regulatory developments requiring management's attention, particularly regulations that are directly relevant to the Company's business activities.

Information about the training attended by the Board of Directors in 2025 has been presented in the Company Profile section of this Annual Report.

## Independency of the Directors

In carrying out the management and operational functions of the Company, the Directors acts independently, free from interference by any party, and in accordance with the Articles of Association and prevailing capital market regulations. Such independence reflects the absence of personal interests or conflicts of interest that could impair objectivity in the performance of duties. The Directors consistently provides comprehensive views and analyses in every decision-making process to serve the best interests of the Company.

## Frequency and Attendance Rates of the Board of Directors

The policy for the implementation of the Directors meeting is regulated in the Directors Charter. The Directors determine the meeting schedule for next year period at the end of the previous year. The Directors hold at least one meeting every month but can be held more often if deemed necessary by the Directors. Meetings of the Directors fulfill a quorum if attended by 50+1 percent of the Directors members.

In 2025, the Directors held meetings periodically to discuss the Company's strategy in running the business. The Directors held 34 meetings in 2025. Below is a recapitulation of meeting attendance:

| Nama<br>Name | Jumlah Rapat<br>Total Meeting | Jumlah Kehadiran<br>Total Attendance | Presentase<br>Percentage |
|---|---|---|---|
| Hendro S. Gondokusumo* | 7 | 7 | 100% |
| Suhendro Prabowo** | 13 | 13 | 100% |
| Utama Gondokusumo | 34 | 34 | 100% |
| Archied Noto Pradono | 34 | 34 | 100% |
| Perry Yoranouw** | 13 | 13 | 100% |
| Permadi Indra Yoga** | 13 | 13 | 100% |
| Novita Anggriani B | 34 | 34 | 100% |
| Simon Joseph Wirawan*** | 21 | 21 | 100% |

*) Bapak Hendro S. Gondokusumo mengikuti Rapat Direksi hingga 13 Maret 2025 sehingga jumlah rapat yang dicatat adalah sebelum beliau meninggal dunia.
Mr. Hendro S. Gondokusumo attended the Directors Meeting until March 13, 2025, the total number of meetings attended was before he deceased.
**) Bapak Suhendro Prabowo, Bapak Perry Yoranouw dan Bapak Permadi Indra Yoga mengikuti Rapat Direksi hingga 28 Mei 2025 sehingga jumlah rapat yang dicatat adalah pada saat beliau masih menjadi anggota Direksi Perseroan.
Mr. Suhendro Prabowo, Mr. Perry Yoranouw and Mr. Permadi Indra Yoga attended the Directors Meeting until May 28, 2025, the recorded total number of meetings attended is when they were still members of the Company's Directors.
***) Bapak Simon Joseph Wirawan mulai mengikuti Rapat Direksi sejak 28 Mei 2025, sehingga jumlah rapat yang dicatat adalah sejak beliau menjadi Direktur Perseroan.
Mr. Simon Joseph Wirawan began attending the Directors Meeting since May 28, 2025, the recorded total number of meetings attended is since he became a Director of the Company.

## Penilaian Kinerja Komite di Bawah Direksi

Perseroan memiliki Komite Manajemen Risiko yang berada di bawah Direksi terdiri dari para Pimpinan Proyek dan Kepala Divisi. Pada tahun 2025, Perseroan belum menerapkan mekanisme penilaian kinerja secara khusus bagi Komite Manajemen Risiko. Pengukuran target, kriteria, kompetensi, serta tingkat kehadiran rapat masing-masing anggota komite mengacu pada Standar Operasional Prosedur (SOP) penilaian divisi yang berlaku di Perseroan.

## Performance Evaluation for Committees under the Directors

The Company has established a Risk Management Committee under the supervision of the Directors, comprising Project Leaders and Division Heads. In 2025, the Company has not implemented a specific performance assessment mechanism for the Risk Management Committee. The evaluation of targets, criteria, competencies, and meeting attendance of each committee member refers to the applicable Divisional Standard Operating Procedures (SOP) for performance assessment within the Company.

# DEWAN KOMISARIS
## BOARD OF COMMISSIONERS

Dewan Komisaris merupakan organ Perseroan yang secara kolektif bertanggung jawab atas pelaksanaan fungsi pengawasan, pemberian nasihat kepada Direksi, serta memastikan penerapan Tata Kelola Perusahaan yang Baik (GCG) secara efektif di seluruh tingkatan dan lini organisasi.

The Board of Commissioners is the corporate organ collectively responsible for overseeing the Company's management, providing advice to the Board of Directors, and ensuring the effective implementation of Good Corporate Governance (GCG) across all levels and lines of the organization.

Anggota Dewan Komisaris Perseroan memiliki keberagaman latar belakang pendidikan dan pengalaman, yang mendukung pelaksanaan tugas, tanggung jawab, dan fungsi independensi secara profesional. Keragaman tersebut berkontribusi terhadap penguatan kinerja dan keberlanjutan Perseroan.

Members of the Board of Commissioners of the Company possess diverse educational backgrounds and professional experience, which support the professional execution of their duties, responsibilities, and independent functions. This diversity contributes to strengthening the Company's performance and long-term sustainability.

Pengangkatan dan pemberhentian Dewan Komisaris dilakukan melalui RUPS yang dilakukan setiap 5 (lima) tahun sekali, kecuali terdapat kehendak lain oleh RUPS.

The Board of Commissioners is appointed and dismissed by the GMS every 5 (five) years, unless otherwise required by the GMS.

Hingga 31 Desember 2025, komposisi Dewan Komisaris Perusahaan sesuai dengan ketentuan yang diatur dalam Peraturan Otoritas Jasa Keuangan (POJK) No. 33/POJK.04/2014. Informasi tersebut telah disampaikan secara lengkap dalam Laporan Tahunan pada bagian Profil Dewan Komisaris.

The composition of the Company's Board of Commissioners as of December 31, 2025, complied with the provisions of POJK No. 33/POJK.04/2014 and has been fully submitted in the Board of Commissioners' Profile in the Company Profile Chapter of this Annual Report.

### Piagam Dewan Komisaris

Pelaksanaan tugas dan tanggung jawab Dewan Komisaris merujuk pada Piagam Dewan Komisaris yang mengutamakan prinsip-prinsip transparansi, independen, kompeten, dan bertanggung jawab. Perumusan Piagam Dewan Komisaris berdasar pada ketentuan hukum, Anggaran Dasar, Peraturan OJK, serta hasil Rapat Umum Pemegang Saham (RUPS) dan memerhatikan prinsip-prinsip Tata Kelola Perusahaan yang baik (GCG).

### Board of Commissioners Charter

In carrying out its duties and responsibilities, the Board of Commissioners refers to the Board of Commissioners Charter which emphasizes the principles of transparency, independence, competence and responsibility. The preparation of the Board of Commissioners Charter is based on the laws and regulations, Articles of Association, OJK Regulations, and matters regulated in the GMS and takes into account the practice of GCG.

Piagam Dewan Komisaris berisikan mengenai deskripsi tugas, tanggung jawab, kewenangan, persyaratan umum, dan independensi Dewan Komisaris, termasuk penyampaian masa jabatan, rapat, laporan, dan komite-komite di bawahnya. Piagam Dewan Komisaris dievaluasi dan diperbarui secara berkala supaya tetap sejalan dengan perubahan, regulasi yang berlaku, serta kebutuhan Perseroan.

The Board of Commissioners charter contains a description of the duties, responsibilities, authorities, general requirements and independence of the Board of Commissioners, including those related to the term of office, meetings, reports, and the committees under it. The Board of Commissioners' Charter is evaluated and refined periodically so that it always follows developments, applicable regulations, and of course in accordance with the needs of the Company.

## Komposisi Dewan Komisaris

Komposisi Dewan Komisaris Intiland telah sesuai dengan ketentuan yang diatur pada POJK No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik.

Pada tahun 2025, terdapat perubahan susunan Dewan Komisaris berdasarkan hasil keputusan RUPS Tahunan tahun 2025. Susunan Dewan Komisaris per 31 Desember 2025 adalah sebagai berikut:

## Composition of the Board of Commissioners

The composition of Intiland's Board of Commissioners complies with the provisions of POJK No. 33/POJK.04/2014 on the Directors and Board of Commissioners of Issuers or Public Companies.

In 2025, there were changes in the composition of the Board of Commissioner based on the resolutions of the Annual GMS in 2025. The composition of the Board of Commissioners as of December 31, 2025, is as follows:

| | |
|---|---|
| **Komisaris Utama dan Komisaris Independen**<br>President Commissioner and Independent Commissioner | Dr. Sofyan A. Djalil, SH. MA |
| **Wakil Komisaris Utama**<br>Vice President Commissioner | Sinarto Dharmawan |
| **Komisaris Independen**<br>Independent Commissioner | Friso Palilingan |
| **Komisaris Independen**<br>Independent Commissioner | Alexander S. Rusli |

## Komisaris Independen

Komisaris Independen merupakan anggota Dewan Komisaris yang tidak memiliki hubungan afiliasi dengan anggota Direksi, anggota Dewan Komisaris lainnya, atau pemegang saham pengendali. Komisaris Independen Perseroan tidak terikat dalam hubungan bisnis atau hubungan lain yang dapat mempengaruhi kemampuannya untuk bertindak secara independen dan mengutamakan kepentingan Perusahaan.

Per 31 Desember 2025, Perseroan memiliki tiga Komisaris Independen, yaitu Bapak Dr. Sofyan A. Djalil, SH, MA, Bapak Friso Palilingan, dan Bapak Alexander S. Rusli. Jumlah ini mewakili 75 persen dari total anggota Dewan Komisaris, sehingga telah memenuhi ketentuan yang diatur dalam POJK No. 33/POJK.04/2014.

## Independent Commissioners

The Independent Commissioner is a member of the Board of Commissioners who is not affiliated with members of the Directors, other members of the Board of Commissioners and controlling shareholders. The Independent Commissioner of the Company is also free from business relationships or other relationships that could affect their ability to act independently or solely in the interest of the Company.

As of December 31, 2025, the Company has three Independent Commissioners, namely Mr. Dr. Sofyan A. Djalil, SH, MA, Mr. Friso Palilingan, and Mr. Alexander S. Rusli. This composition represents 75 percents of all members of the Board of Commissioners and has complied with the requirements of POJK No. 33/POJK.04/2014.

## Kriteria Komisaris Independen dan Independensinya

Kriteria Komisaris Independen Intiland adalah sebagai berikut:

1. Tidak tercatat sebagai anggota manajemen Perseroan;
2. Tidak mempunyai hubungan afiliasi dengan anggota Direksi, anggota Dewan Komisaris, atau pemegang saham Perseroan, dalam Perseroan yang sama;
3. Bukan sebagai pemegang saham mayoritas dan tidak memiliki hubungan, baik secara langsung atau tidak langsung dengan Pemegang Saham mayoritas;

## Criteria of Independent Commissioner and its Independence

The criteria for Intiland's Independent Commissioner are as follows:

1. Is not listed as a member of the management of the Company;
2. Is not affiliated with members of the Board of Directors, members of the Board of Commissioners, or shareholders of the Company in the same Company;
3. Is not a majority shareholder and is not having a relationship, either directly or indirectly with the majority shareholder;

4. Dalam kurun waktu tiga tahun terakhir tidak dipekerjakan dalam kapasitasnya sebagai eksekutif oleh perusahaan lain dalam satu kelompok usaha dan tidak pula dipekerjakan dalam kapasitasnya sebagai Komisaris setelah tidak lagi menempati posisi seperti itu;
5. Tidak tercatat sebagai penasihat profesional di Perseroan atau perusahaan lain dalam satu kelompok dengan Perseroan;
6. Bukan sebagai pemasok atau pelanggan yang signifikan serta berpengaruh dari Perseroan atau perusahaan lain dalam satu kelompok usaha Perseroan;
7. Tidak memiliki kontrak dengan Perseroan atau perusahaan lainnya dalam satu kelompok usaha Perseroan selain sebagai Komisaris Perseroan;
8. Tidak punya kepentingan dan urusan bisnis dengan Perseroan;
9. Tidak pernah menjadi anggota Direksi, anggota Dewan Komisaris, atau menduduki jabatan 1 (satu) tingkat di bawah Direksi pada Perseroan tersebut dalam kurun waktu 2 (dua) tahun terakhir.

Komisaris Independen Intiland telah memenuhi kriteria independensi sebagaimana diatur dalam POJK No. 33/POJK.04/2014 dan telah menyerahkan surat pernyataan independensi dan surat pemenuhan persyaratan sebagai Komisaris serta Komisaris Independen kepada Perseroan. Dokumen-dokumen tersebut telah disimpan dalam arsip perusahaan.

## Tugas, Tanggung Jawab dan Wewenang Dewan Komisaris

Dalam menjalankan tanggung jawab, tugas, dan kewenangannya, Dewan Komisaris merujuk pada peraturan yang berlaku dan Piagam Dewan Komisaris. Secara ringkas peran, tanggung jawab, tugas, dan kewenangan Dewan Komisaris diuraikan sebagai berikut:

1. Bertugas melakukan pengawasan dan bertanggung jawab atas pengawasan terhadap kebijakan pengurusan dan jalannya pengurusan serta usaha perusahaan;
2. Berwenang memberikan nasihat kepada Direksi;
3. Dalam kondisi tertentu, Dewan Komisaris wajib menyelenggarakan RUPS Tahunan dan RUPS lainnya sesuai dengan kewenangannya sebagaimana diatur dalam Peraturan Perundang-undangan dan Anggaran Dasar;
4. Berkewajiban melaksanakan tugas dan tanggung jawab sebagaimana dimaksud pada ayat (1) dengan itikad baik, penuh tanggung jawab, dan kehati-hatian;

4. Within the last three years, has not been employed as an executive by another company in the same business group and has not been employed as a Commissioner upon no longer serving the executive position;
5. Is not registered as a professional advisor in the Company or other companies in the same group as the Company;
6. Is not a significant and influential supplier or customer of the Company or other companies within the Company's business group;
7. Does not have any outstanding contract with the Company or other companies in the same business group of the Company other than as a Commissioner of the Company;
8. Does not have any business interests and matters with the Company;
9. Has never been a member of the Board of Directors, a member of the Board of Commissioners, or held a position 1 (one) level below the Board of Directors of the Company in the last 2 (two) years.

The Independent Commissioners of Intiland have met all the independence criteria listed in POJK No. 33/POJK.04/2014 and has submitted a statement of independence and a letter of fulfillment of the requirements as Commissioner and Independent Commissioner to the Company. The statement letter has been archived by the Company.

## Duties, Reponsibilities, and Authority of the Board of Commissioners

In carrying out its responsibilities, duties, and authorities, the Board of Commissioners refers to the prevailing regulations and the Board of Commissioners Charter. In summary, the roles, responsibilities, duties, and authorities of the Board of Commissioners are outlined as follows:

1. Concluding supervision and being responsible for supervising the management and its process well as the Company's business;
2. Having the authority to advise the Directors;
3. Being responsible for convening Annual GMS and Extraordinary GMS due to a certain condition, in accordance with their authority as stipulated in the Laws and Regulations and Articles of Association;
4. Being obligated to carry out duties and responsibilities as stated in the article (1) with goodwill, full responsibility and prudent manner;

5. Dalam rangka mendukung efektivitas pelaksanaan tugas dan tanggung jawabnya sebagaimana dimaksud pada ayat (1), Dewan Komisaris wajib membentuk Komite Audit dan dapat membentuk komite lainnya sesuai kebutuhan Perseroan;
6. Berkewajiban melakukan evaluasi terhadap kinerja komite yang membantu pelaksanaan tugas dan tanggung jawabnya sebagaimana dimaksud pada ayat (4) setiap akhir tahun buku;
7. Berwenang memberhentikan sementara anggota Direksi dengan menyebutkan alasannya; serta
8. Dapat melakukan tindakan pengurusan Emiten atau Perusahaan Publik dalam keadaan tertentu dan untuk jangka waktu tertentu, yang ditetapkan berdasarkan Anggaran Dasar atau keputusan RUPS.

## Program Pengembangan dan Pelatihan Dewan Komisaris

Seluruh informasi terkait pelatihan yang diikuti oleh Dewan Komisaris selama tahun 2025 telah diungkapkan dalam Bab Profil Perusahaan pada Laporan Tahunan ini.

## Pelaksanaan Tugas Dewan Komisaris tahun 2025

Selama tahun 2025, Dewan Komisaris Perseroan telah melakukan tugas dan tanggung jawabnya sebagai berikut:

1. Menyusun rencana kerja tahunan.
2. Membahas kinerja Direksi dan kinerja Perseroan.
3. Membahas usulan rencana-rencana pengembangan Perusahaan yang disampaikan oleh Direksi.
4. Memberikan arahan dan masukan kepada Direksi atas rencana dan langkah-langkah yang mungkin diambil dalam menjalankan Perusahaan.
5. Mengevaluasi kinerja komite-komite di bawah Dewan Komisaris.
6. Memberikan tanggapan atas laporan audit Perusahaan yang disampaikan oleh Komite Audit.
7. Membahas dan memberikan saran atas tindak lanjut dan temuan-temuan audit internal dan/atau audit eksternal.
8. Menghadiri Rapat Umum Pemegang Saham Tahunan.
9. Menyampaikan laporan Dewan Komisaris dalam RUPS.
10. Melakukan penilaian mandiri terhadap kinerja Dewan Komisaris selama tahun berjalan.
11. Menunjuk Akuntan Publik dan Kantor Akuntan Publik Perseroan dengan mempertimbangkan penilaian dan masukan dari Komite Audit.

5. Establishing an Audit Committee as well as other committees in order to support the effectiveness of duties stated in the article (1);
6. Being obliged to evaluate the committees' performance in assisting their duties and responsibilities as stated in the article (4), at every end of fiscal year;
7. Having the authority to temporarily dismiss members of the Directors, by stating the reasons;
8. Conducting management of the Issuers or Public Companies during certain condition and period of time, as determined by the Articles of Association or GMS resolutions.

## Development and Training Program for the Board of Commissioners

All information related to the training programs of the Board of Commissioners in 2025 has been presented in the Company Profile chapter of this Annual Report.

## Implementation of Duties of the Board of Commissioners in 2025

In 2025, the Company's Board of Commissioners carried out the following duties and responsibilities:

1. Prepared the annual work plan.
2. Discussed the performance of the Board of Directors and the Company.
3. Discussed the proposed development plans of the Company submitted by the Board of Directors.
4. Provided advice and input to the Board of Directors on plans and steps to be taken in running the Company.
5. Evaluated the performance of the committees under the Board of Commissioners.
6. Provided feedback on the Company's audit report submitted by the Audit Committee.
7. Discussed and provided advice on the follow-up and findings of the internal audit and/or external audit.
8. Attended the Annual General Meeting of Shareholders.
9. Delivered the Board of Commissioners' report at the GMS.
10. Conducted an independent assessment of the performance of the Board of Commissioners during the year.
11. Appointed a Public Accountant and a Public Accounting Firm by considering the assessment and input from the Audit Committee.

12. Menyelenggarakan rapat Dewan Komisaris secara berkala untuk membahas dan memutuskan isu-isu penting Perseroan.

12. To organize regular Board of Commissioners meetings to discuss and resolve important issues of the Company.

## Frekuensi dan Tingkat Kehadiran Rapat Dewan Komisaris

Piagam Dewan Komisaris mengatur kebijakan mengenai pelaksanaan Rapat Dewan Komisaris. Jadwal rapat selama satu tahun mendatang telah ditetapkan oleh Dewan Komisaris sebelum berakhirnya tahun buku. Dewan Komisaris setidaknya menyelenggarakan rapat rutin satu kali dalam dua bulan dan juga dapat diselenggarakan setiap saat apabila diperlukan.

Dewan Komisaris secara berkala menyelenggarakan rapat untuk membahas kegiatan Perusahaan dan melakukan diskusi dengan komite-komite di bawah Dewan Komisaris guna membahas masalah yang dianggap perlu untuk mendapatkan perhatian dari Dewan Komisaris. Sepanjang tahun 2025, Dewan Komisaris menyelenggarakan rapat sebanyak 6 (enam) kali dengan tingkat kehadiran yang dapat disampaikan dalam rekapitulasi kehadiran sebagai berikut:

## Frequency and the Attendance Rates of the Board of Commissioners

The Board of Commissioners Charter regulates the policy for the implementation of the Board of Commissioners Meeting. The Board of Commissioners has set a meeting schedule for the coming year before the end of the financial year. The Board of Commissioners holds regular meetings at least once in two months and can also be held at any time if necessary.

The Board of Commissioners regularly organizes meetings to discuss the Company's activities and conducts discussions with the Committees under the Board of Commissioners to discuss issues deemed necessary to receive attention from the Board of Commissioners. Throughout 2025, the Board of Commissioners held 6 (six) meetings with the attendance rate which can be conveyed in the recapitulation of attendance as follows:

| **Nama**<br>Name | **Jumlah Rapat**<br>Total Meeting | **Jumlah Kehadiran**<br>Total Attendance | **Presentase**<br>Percentage |
|---|---|---|---|
| Dr. Sofyan A. Djalil, SH.MA | 6 | 6 | 100% |
| Sinarto Dharmawan | 6 | 6 | 100% |
| Friso Palilingan | 6 | 6 | 100% |
| Alexander S. Rusli* | 4 | 4 | 100% |
| Thio Gwan Po Micky** | 2 | 2 | 100% |
| Jahja Asikin** | 2 | 2 | 100% |
| Ping Handayani Hanli** | 2 | 2 | 100% |

*) Bapak Alexander S. Rusli mulai mengikuti rapat Dewan Komisaris sejak 28 Mei 2025, sehingga jumlah rapat yang dicatat adalah sejak beliau menjadi Komisaris Independen Perseroan.
Mr. Alexander S. Rusli began attending Board of Commissioners meetings since May 28, 2025, the total number of meetings recorded is since he became Independent Commissioners of the Company.
**) Bapak Thio Gwan Po Micky, Bapak Jahja Asikin dan Ibu Ping Handayani Hanli mengikuti rapat Dewan Komisaris hingga 28 Mei 2025 sehingga jumlah rapat yang dicatat adalah pada saat beliau masih menjadi anggota Dewan Komisaris Perseroan.
Mr. Thio Gwan Po Micky, Mr. Jahja Asikin and Mrs. Ping Handayani Hanli attended the Board of Commissioners meetings until May 28, 2025, the recorded total number of meetings attended is when they were still members of the Company's Board of Commissioners.

## Penilaian Kinerja Direksi dan Dewan Komisaris

Perseroan melakukan penilaian kinerja Dewan Komisaris dan Direksi secara kolegial melalui mekanisme penilaian mandiri setiap tahunnya dengan merujuk beberapa aspek antara lain terkait tingkat pencapaian kinerja Perseroan, pelaksanaan tugas dan tanggung jawab, tata kelola perusahaan, hingga anggaran dasar dan peraturan perundang-undangan.

## Performance Evaluation of the Directors and the Board of Commissioners

The Company assesses the performance of the Board of Commissioners and Directors collegially through a self-assessment mechanism every year. The performance assessment is based on several aspects, among others related to the level of achievement of the Company's performance, implementation of duties and responsibilities, corporate governance, to the articles of association and laws and regulations.

Hasil penilaian digunakan sebagai dasar dalam menyusun rencana pengembangan, peningkatan kompetensi, serta perbaikan pada area yang memerlukan perhatian lebih guna mendukung pelaksanaan peran Dewan Komisaris dan Direksi secara optimal dalam mendorong pertumbuhan dan keberlanjutan Perseroan.

## Penilaian Kinerja Direksi

Direksi secara bersama-sama dan berkala melakukan evaluasi terhadap pencapaian target kerja sekaligus menetapkan target dan strategi untuk langkah-langkah yang akan diambil di masa depan. Penetapan target dan strategi mencakup aspek keuangan maupun non-keuangan, seperti perbaikan sistem dan kualitas perusahaan, peningkatan kualitas sumber daya manusia, ekspansi segmen usaha, peningkatan efisiensi dan efektivitas pengelolaan anggaran, serta aspek lainnya.

Direksi juga telah melakukan evaluasi kinerja Direksi secara mandiri melalui metode *self-assessment,* baik kinerja secara kolektif maupun secara individu pada bulan Desember 2025.

Berikut adalah detail mengenai prosedur, kriteria, dan pihak yang melakukan penilaian kinerja Direksi:

### Prosedur Pelaksanaan Penilaian

Direksi melakukan penilaian kinerja dengan mengisi formulir penilaian mandiri. Formulir penilaian mandiri telah sesuai dengan tugas, tanggung jawab, dan kewenangan Direksi antara lain yang termaktub pada Piagam Direksi maupun peraturan yang mengatur tugas, tanggung jawab, dan kewenangan Direksi.

Alur proses penilaian mandiri sebagai berikut:
1. Masing-masing anggota Direksi mengisi formulir penilaian mandiri;
2. Hasil penilaian mandiri Direksi dilaporkan dan dievaluasi oleh Dewan Komisaris melalui rapat berdasarkan rekomendasi dari Komite Nominasi dan Remunerasi Perseroan;
3. Pembahasan hasil evaluasi.

### Kriteria Penilaian

Penilaian kinerja Direksi dilakukan dengan menggunakan kriteria yang jelas, terukur, realistis, dan relevan serta disetujui bersama untuk menjadi tolak ukur penilaian. Berikut adalah kriteria penilaian anggota Direksi Perseroan:

The results of the assessment serve as the basis for preparing development plans, enhancing competencies, and addressing areas that require further improvement, thereby enabling the Board of Commissioners and Directors to perform their roles optimally in supporting the Company's growth and sustainability.

## Performance Evaluation of the Directors

The Directors jointly and periodically evaluates the achievement of work targets as well as sets targets and strategies for future steps to be taken. The setting of targets and strategies covers both financial and non-financial aspects, such as improving the company's systems and quality, improving the quality of human resources, expanding business segments, improving the efficiency and effectiveness of budget management, and other aspects.

The Directors has also evaluated the performance of the Directors independently through the self-assessment method, both collectively and individually in December 2025.

The following are details regarding the procedures, criteria, and parties conducting the performance assessment of the Directors:

### Assessment Procedure

The Directors conduct a performance assessment by filling out a self-assessment form. The self-assessment form is in accordance with the duties, responsibilities and authorities of the Directors, among others, as stated in the Charter of the Directors and the regulations governing the duties, responsibilities and authorities of the Directors.

The flow of the self-assessment process is as follows:
1. Each member of the Board of Directors fills in the self-assessment form;
2. The results of the Directors' self-assessment are reported and evaluated by the Board of Commissioners through a meeting based on recommendations from the Company's Nomination and Remuneration Committee;
3. Discussion of evaluation results.

### Assessment Criteria

The performance assessment of the Directors is conducted using clear, measurable, realistic, and relevant criteria and is mutually agreed upon to be the benchmark for assessment. The following are the criteria for assessing members of the Company's Directors:

1. Pelaksanaan tugas Direksi sesuai dengan mekanisme kerja, yang meliputi rapat dan pelaporan.
2. Implementasi tata kelola perusahaan yang baik dan aspek keberlanjutan.
3. Keselarasan antara kinerja usaha Perseroan dengan strategi usaha yang dicanangkan, serta pencapaian kinerja finansial dan manajemen risiko.
4. Evaluasi pribadi dan rekan sejawat.

### Pihak yang Melakukan Penilaian

Masing-masing anggota Direksi melakukan penilaian mandiri yang kemudian dievaluasi oleh Dewan Komisaris melalui rapat berdasarkan rekomendasi dari Komite Nominasi dan Remunerasi Perseroan.

Bilamana dinilai perlu, penilaian kinerja Direksi dapat dilakukan oleh pihak eksternal yang ditunjuk untuk memberikan perspektif atas kinerja Direksi dan pandangan terhadap kinerja lainnya.

## Penilaian Kinerja Dewan Komisaris

Dewan Komisaris Perseroan telah menyampaikan laporan pertanggungjawaban pada akhir tahun 2025 yang telah dilaksanakan meliputi evaluasi pencapaian kinerja Perseroan, pelaksanaan prinsip-prinsip Tata Kelola Perusahaan, serta rekomendasi untuk prospek di tahun mendatang.

Pada Rapat Umum Pemegang Saham (RUPS), Dewan Komisaris menyampaikan laporan pertanggungjawaban yang telah dicantumkan di dalam Laporan Tahunan Perseroan. Dewan Komisaris juga telah melakukan evaluasi terhadap kinerja Dewan Komisaris melalui metode penilaian mandiri, baik kinerja secara kolektif maupun secara individu pada bulan Desember 2025.

Berikut adalah prosedur, kriteria, dan pihak yang melakukan penilaian kinerja Dewan Komisaris tahun 2025:

### Prosedur Pelaksanaan Penilaian

Penilaian kinerja Dewan Komisaris menggunakan formulir penilaian mandiri sesuai dengan tugas, tanggung jawab, dan kewenangan Dewan Komisaris sesuai yang termaktub pada Piagam Dewan Komisaris maupun peraturan yang mengatur tugas, tanggung jawab, dan kewenangan Dewan Komisaris.

1. Implementation of the duties of the Directors in accordance with the working mechanism, which includes meetings and reporting.
2. Implementation of good corporate governance and sustainability aspects.
3. Alignment between the Company's business performance and the business strategy, as well as the achievement of financial performance and risk management.
4. Personal and peer evaluation.

### Parties Conducting Assessment

Each member of the Directors conducts self-assessment which are then evaluated by the Board of Commissioners through a meeting based on recommendations from the Company's Nomination and Remuneration Committee.

If deemed necessary, an assessment of the performance of the Directors can be facilitated by an external party which provides a perspective on the performance of the Directors and a view of other performance.

## Performance Evaluation of the Board of Commissioners

The Board of Commissioners of the Company has submitted an accountability report at the end of 2025 to evaluate the Company's performance achievements, implementation of Corporate Governance principles, and recommendations for prospects in the coming year.

At the General Meeting of Shareholders (GMS), the Board of Commissioners submits the accountability report which is included in the Company's Annual Report. The Board of Commissioners has also evaluated the performance of the Board of Commissioners through the self-assessment method, both collectively and individually in December 2025.

The following are the procedures, criteria, and parties conducting the performance assessment of the Board of Commissioners in 2025:

### Assessment Procedure

The performance assessment of the Board of Commissioners uses a self-assessment form that is in accordance with the duties, responsibilities, and authorities of the Board of Commissioners, as stated in the Charter of the Board of Commissioners and regulations governing the duties, responsibilities, and authorities of the Board of Commissioners.

Alur proses penilaian kinerja Dewan Komisaris sebagai berikut:

1. Masing-masing anggota Dewan Komisaris mengisi formulir penilaian mandiri;
2. Hasil penilaian mandiri dievaluasi oleh Dewan Komisaris melalui rapat berdasarkan rekomendasi dari Komite Nominasi dan Remunerasi Perseroan;
3. Pembahasan hasil evaluasi.

### Kriteria Penilaian

Penilaian kinerja Dewan Komisaris dilakukan dengan menggunakan kriteria yang jelas, terukur, realistis, dan relevan serta disetujui bersama untuk menjadi tolak ukur penilaian. Berikut adalah kriteria penilaian anggota Dewan Komisaris:

1. Pencapaian program kerja Dewan Komisaris.
2. Tingkat kehadiran dalam Rapat Dewan Komisaris.
3. Signifikansi rekomendasi yang disampaikan kepada Direksi dan manajemen terkait:
4. Strategi dan rencana penting Perseroan;
5. Integritas laporan keuangan Perseroan;
6. Sistem pengendalian internal dan manajemen risiko;
7. Tata kelola perusahaan yang baik dan aspek keberlanjutan; dan
8. Terpenuhinya ketentuan dan kepatuhan atas peraturan

### Pihak yang Melakukan Penilaian

Masing-masing anggota Dewan Komisaris melakukan penilaian mandiri yang kemudian dievaluasi oleh Dewan Komisaris melalui rapat berdasarkan rekomendasi dari Komite Nominasi dan Remunerasi Perseroan.

Bilamana dinilai perlu, penilaian kinerja Dewan Komisaris dapat dilakukan oleh pihak eksternal untuk memberikan perspektif atas kinerja Dewan Komisaris maupun pandangan terhadap kinerja-kinerja lainnya.

## Penilaian Kinerja Komite di Bawah Dewan Komisaris

Perseroan memiliki dua komite yang membantu tugas Dewan Komisaris meliputi Komite Audit dan Komite Nominasi dan Remunerasi. Kedua komite telah melaksanakan tugas dan tanggung jawabnya secara memadai sesuai dengan pedoman kerja yang telah

The flow of the self-assessment process is as follows:

1. Each member of the Board of Commissioners fills in the self-assessment form;
2. The results of the Board of Commissioners self-assessment are reported and evaluated by the Board of Commissioners through a meeting based on recommendations from the Company's Nomination and Remuneration Committee;
3. Discussion of evaluation results.

### Assessment Criteria

The performance assessment of the Board of Commissioners is carried out using clear, measurable, realistic, and relevant criteria and is mutually agreed upon as a benchmark for assessment. The following are the assessment criteria for members of the Board of Commissioners:

1. Achievement of the Board of Commissioners work program.
2. Attendance rate at the Board of Commissioners Meeting.
3. Significance of recommendations submitted to the Board of Directors and related management:
4. Key strategies and plans of the Company;
5. The integrity of the Company's financial statements;
6. Internal control and risk management system;
7. Good corporate governance and sustainability aspects; and
8. Fulfillment of provisions and compliance with regulations

### Parties Conducting the Assessment

Each member of the Board of Commissioners conducts self-assessments which are then evaluated by the Board of Commissioners through a meeting based on recommendations from the Company's Nomination and Remuneration Committee.

If deemed necessary, the performance assessment of the Board of Commissioners may be conducted by an external party which provides a perspective on the performance of the Board of Commissioners as well as views on other performances.

## Performance Evaluation for Committees under the Board of Commissioners

The Company has two committees to assist the duties of the Board of Commissioners, namely the Audit Committee and the Nomination and Remuneration Committee. The Committees have adequately carried out their duties and responsibilities in accordance with the work guidelines

ditetapkan di tahun 2025. Kinerja komite-komite diukur dari pelaksanaan semua rencana kerja yang telah ditetapkan bersama-sama Dewan Komisaris di awal tahun.

Berdasarkan evaluasi terhadap proses kerja dan pencapaian di tahun 2025, maka Dewan Komisaris menetapkan bahwa Komite Audit dan Komite Nominasi dan Remunerasi telah bekerja dengan baik sesuai dengan tugas dan fungsi yang ditetapkan.

Berikut prosedur dan kriteria penilaian yang digunakan dalam menilai kinerja komite-komite di bawah Dewan Komisaris:

### Prosedur Pelaksanaan Penilaian

Proses penilaian dilakukan oleh masing-masing anggota komite dengan menggunakan formulir penilaian mandiri sesuai dengan tugas dan kewajiban masing-masing komite yang termaktub pada Piagam Komite Audit dan Komite Nominasi & Remunerasi maupun peraturan yang mengatur tugas, tanggung jawab, dan kewenangannya.

Tata cara pelaksanaan penilaian sebagai berikut:

1. Anggota Komite Audit dan Komite Nominasi & Remunerasi mengisi Formulir penilaian mandiri;
2. Hasil penilaian mandiri setiap anggota Komite selanjutnya dievaluasi oleh Dewan Komisaris melalui rapat;
3. Pembahasan hasil evaluasi.

### Kriteria Penilaian

**Komite Nominasi & Remunerasi:**

1. Pelaksanaan tugas Komite Nominasi & Remunerasi sesuai dengan mekanisme kerja, yang meliputi rapat dan pelaporan.
2. Implementasi tata kelola perusahaan yang baik dan aspek keberlanjutan.
3. Keselarasan antara pendapat, saran, dan rekomendasi terkait fungsi nominasi dan remunerasi dengan strategi dan kinerja usaha Perseroan serta pelaksanaan manajemen risiko.
4. Pelaksanaan tugas, tanggung jawab, dan kewenangan sesuai Piagam Komite Nominasi dan Remunerasi dan Peraturan yang berlaku.

established in 2025. The performance of the committees is measured by the implementation of all work plans that have been set together with the Board of Commissioners at the beginning of the year.

After evaluating the work process and achievements in 2025, the Board of Commissioners determined that the Audit Committee and the Nomination and Remuneration Committee have worked well in accordance with their duties and functions.

The following procedures and assessment criteria are used in assessing the performance of the committees under the Board of Commissioners:

### Assessment Procedure

The assessment process is carried out by each committee member using a self-assessment form that has been aligned with the duties and obligations of each committee, as stipulated in the Audit Committee Charter and the Nomination & Remuneration Committee Charter, as well as in the regulations governing the duties, responsibilities, and authorities.

The procedure for conducting the assessment is as follows:

1. Audit Committee and Nomination & Remuneration Committee members fill out the self-assessment form;
2. The results of the self-assessment of the each Committee members are then evaluated by the Board of Commissioners through a meeting;
3. Discussion of evaluation results.

### Assessment Criteria

**Nomination & Remuneration Committee:**

1. Implementation of Nomination & Remuneration Committee duties in accordance with the work mechanism, which includes meetings and reporting.
2. Implementation of good corporate governance and sustainability aspects.
3. Alignment between opinions, suggestions, and recommendations related to the nomination and remuneration function with the Company's business strategy and performance as well as the implementation of risk management.
4. Implementation of duties, responsibilities, and authorities in accordance with the Nomination and Remuneration Committee Charter and applicable regulations.

**Komite Audit:**

1. Pelaksanaan tugas, tanggung jawab, dan kewenangan Komite Audit sesuai dengan mekanisme kerja, yang meliputi rapat dan pelaporan.
2. Implementasi tata kelola perusahaan yang baik dan aspek keberlanjutan.
3. Kecukupan struktur, komposisi, independensi, dan kompetensi Komite Audit.
4. Implementasi dari tugas, tanggung jawab, dan kewenangan sesuai Piagam Komite Audit dan Peraturan yang berlaku.

## Rapat Gabungan Dewan Komisaris dan Direksi

Penyelenggaraan Rapat Gabungan bertujuan untuk mengoordinasikan dan membahas laporan serta kinerja Direksi secara berkala, prospek dan kondisi usaha ke depan, kebijakan Pemerintah yang berpotensi mempengaruhi kinerja Perseroan, serta isu-isu strategis lainnya yang memerlukan pembahasan kolektif. Dalam forum tersebut, Dewan Komisaris menyampaikan masukan dan nasihat kepada Direksi yang didokumentasikan dalam Berita Acara Rapat.

Jadwal Rapat Gabungan untuk periode satu tahun berikutnya disusun secara bersama oleh Dewan Komisaris dan Direksi. Agenda rapat dapat diusulkan oleh masing-masing pihak sesuai kebutuhan.

Pada tahun 2025, Dewan Komisaris dan Direksi menyelenggarakan sebanyak 10 (sepuluh) Rapat Gabungan. Sebanyak 5 (lima) rapat diusulkan oleh Direksi dan terdapat 5 (lima) rapat yang merupakan usulan dari Dewan Komisaris. Berikut adalah tingkat kehadiran anggota Dewan Komisaris dan Direksi dalam Rapat Gabungan tahun 2025:

**Audit Committee**

1. Implementation of duties, responsibilities, and authorities of the Audit Committee in accordance with the working mechanism, which includes meetings and reporting.
2. Implementation of good corporate governance and sustainability aspects.
3. Adequacy of the structure, composition, independence, and competence of the Audit Committee.
4. Implementation of duties, responsibilities, and authorities in accordance with the Audit Committee Charter and applicable regulations.

## Joint Meeting of the Board of Commissioners and Directors

The Joint Meetings are convened to coordinate and discuss the Board of Directors' reports and performance on a periodic basis, future business prospects and conditions, government policies that may affect the Company's performance, as well as other strategic matters requiring collective deliberation. During these meetings, the Board of Commissioners provides input and advice to the Board of Directors, which are documented in the Minutes of Meeting.

The schedule of Joint Meetings for the following year is jointly determined by the Board of Commissioners and the Board of Directors. Meetings Agenda may be proposed by either party as deemed necessary.

In 2025, the Board of Commissioners and the Board of Directors held a total of 10 (ten) Joint Meetings. A total of 5 (five) meetings were proposed by the Board of Directors and 5 (five) meetings were proposed by the Board of Commissioners. The following is the attendance rate of members of the Board of Commissioners and Board of Directors in the Joint Meeting in 2025:

| **Nama**<br>Name | **Jumlah Rapat**<br>Total Meeting | **Jumlah Kehadiran**<br>Total Attendance | **Presentase**<br>Percentage |
|---|---|---|---|
| Dr. Sofyan A. Djalil, SH.MA<br>Komisaris Utama & Komisaris Independen<br>President Commissioner & Independent Commissioner | 10 | 10 | 100% |
| Sinarto Dharmawan<br>Wakil Komisaris Utama<br>Vice President Commissioner | 10 | 10 | 100% |
| Friso Palilingan<br>Komisaris Independen<br>Independent Commissioner | 10 | 10 | 100% |
| Alexander S. Rusli**<br>Komisaris Independen<br>Independent Commissioner | 5 | 5 | 100% |

| Nama<br>Name | Jumlah Rapat<br>Total Meeting | Jumlah Kehadiran<br>Total Attendance | Presentase<br>Percentage |
|---|---|---|---|
| Thio Gwan Po Micky*<br>Komisaris Independen<br>Independent Commissioner | 5 | 5 | 100% |
| Jahja Asikin*<br>Komisaris<br>Commissioner | 5 | 5 | 100% |
| Ping Handayani Hanli*<br>Komisaris<br>Commissioner | 5 | 5 | 100% |
| Archied Noto Pradono<br>Direktur Utama<br>President Director | 10 | 10 | 100% |
| Utama Gondokusumo<br>Wakil Direktur Utama<br>Vice President Director | 10 | 10 | 100% |
| Novita Anggriani<br>Direktur<br>Director | 10 | 10 | 100% |
| Simon Joseph Wirawan**<br>Direktur<br>Director | 5 | 5 | 100% |
| Hendro S. Gondokusumo***<br>Direktur Utama<br>President Director | 2 | 2 | 100% |
| Suhendro Prabowo*<br>Wakil Direktur Utama<br>Vice President Director | 5 | 5 | 100% |
| Perry Yoranouw*<br>Direktur<br>Director | 5 | 5 | 100% |
| Permadi Indra Yoga*<br>Direktur<br>Director | 5 | 5 | 100% |

*) Bapak Thio Gwan Po Micky, Bapak Jahja Asikin, Ibu Ping Handayani Hanli, Bapak Suhendro Prabowo, Bapak Perry Yoranouw dan Bapak Permadi Indra Yoga mengikuti Rapat Gabungan hingga 28 Mei 2025 sehingga jumlah rapat yang dicatat adalah pada saat beliau masih menjadi anggota Direksi dan Dewan Komisaris Perseroan.
Mr. Thio Gwan Po Micky, Mr. Jahja Asikin, Mrs. Ping Handayani Hanli, Mr. Suhendro Prabowo, Mr. Perry Yoranouw and Mr. Permadi Indra Yoga attended the Joint Meetings until May 28, 2025, the recorded total number of meetings attended is when they were still members of the Company's Board of Directors and Board of Commissioners.
**) Bapak Alexander S. Rusli dan Bapak Simon Joseph Wirawan mulai mengikuti Rapat Gabungan sejak 28 Mei 2025, sehingga jumlah rapat yang dicatat adalah sejak beliau menjadi anggota Dewan Komisaris dan Direksi Perseroan.
Mr. Alexander S. Rusli and Mr. Simon Joseph Wirawan began attending Joint Meetings since May 28, 2025, the total number of meetings recorded is since they became members of the Company's Board of Commissioners and Board of Directors.
***) Bapak Hendro S. Gondokusumo mengikuti Rapat Gabungan hingga 13 Maret 2025 sehingga jumlah rapat yang dicatat adalah sebelum beliau meninggal dunia.
Mr. Hendro S. Gondokusumo attended the Joint Meetings until March 13, 2025, the total number of meetings attended was before he deceased.

## Nominasi dan Remunerasi Direksi dan Dewan Komisaris

### Prosedur Nominasi Direksi dan Dewan Komisaris

Perseroan memiliki prosedur nominasi bagi Direksi dan Dewan Komisaris yang berpedoman pada prinsip Tata Kelola Perusahaan yang Baik, serta menjunjung tinggi transparansi dan akuntabilitas. Prosedur ini bertujuan untuk memperoleh komposisi Direksi dan Dewan Komisaris yang optimal, dengan latar belakang, keahlian, dan pengalaman yang selaras dengan kebutuhan dan tujuan Perseroan. Komite Nominasi dan Remunerasi berperan dalam memastikan proses nominasi tersebut dilaksanakan secara obyektif dan sesuai ketentuan yang berlaku.

## Nomination and Remuneration of the Directors and the Board of Commissioners

### Nomination Procedure of the Directors and the Board of Commissioners

The Company has established nomination procedures for the Directors and the Board of Commissioners based on the principles of Good Corporate Governance, while upholding transparency and accountability. These procedures aim to ensure an optimal composition of the Directors and the Board of Commissioners, with backgrounds, expertise, and experience aligned with the Company's needs and objectives. The Nomination and Remuneration Committee plays a key role in ensuring that the nomination process is conducted objectively and in accordance with prevailing regulations.

Dalam melaksanakan fungsi nominasi bagi Direksi dan Dewan Komisaris, Komite Nominasi dan Remunerasi menjalankan prosedur sebagai berikut:

a. Menyusun komposisi dan proses nominasi anggota Direksi dan/atau anggota Dewan Komisaris;
b. Menyusun kebijakan dan kriteria yang dibutuhkan dalam proses nominasi dan calon anggota Direksi dan/atau Dewan Komisaris;
c. Membantu pelaksanaan evaluasi atas kinerja anggota Direksi dan/atau anggota Dewan Komisaris;
d. Menyusun program pengembangan kemampuan anggota Direksi dan/atau Dewan Komisaris; dan
e. Menelaah dan mengusulkan calon yang memenuhi persyaratan sebagai anggota Direksi dan/atau anggota Dewan Komisaris kepada Dewan Komisaris untuk disampaikan kepada RUPS.

Komite Nominasi dan Remunerasi telah menjalankan fungsi remunerasi bagi anggota Direksi dan anggota Dewan Komisaris sesuai prosedur. Besaran remunerasi bagi Dewan Komisaris diusulkan melalui RUPS berdasarkan hasil evaluasi kinerja Dewan Komisaris serta mempertimbangkan kondisi Perusahaan, makro ekonomi Indonesia, dan prospek Perusahaan. Prosedur penetapan remunerasi dilaksanakan berdasarkan kinerja dari masing-masing anggota Direksi dan Dewan Komisaris, serta mempertimbangkan kemampuan finansial Perseroan.

Hasil keputusan RUPS Tahunan 2025 menyetujui nilai remunerasi Dewan Komisaris Perseroan adalah sebesar-besarnya Rp12.000.000.000 (dua belas miliar Rupiah), yang meliputi dari komponen gaji, tunjangan hari raya, fasilitas kesehatan sesuai yang berlaku di perusahaan, dan faktor pajak yang menjadi tanggungan Perusahaan. Sedangkan penetapan remunerasi bagi Direksi, dilimpahkan kepada Dewan Komisaris dengan berdasarkan pada penilaian kinerja dan kontribusi dari anggota Direksi serta mempertimbangkan usulan dari Komite Nominasi dan Remunerasi dan Direktur Utama Perusahaan.

In carrying out the nomination function for the Directors and Board of Commissioners, the Nomination and Remuneration Committee carries out the following procedures:

a. Develop the composition and nomination process for members of the Directors and/or Board of Commissioners;
b. Develop policies and criteria required in the nomination process and candidates for members of the Directors and/or Board of Commissioners;
c. Assist in implementation of evaluation on the performance of members of the Directors and/or the Board of Commissioners;
d. Develop capacity building programs for members of the Directors and/or Board of Commissioners; and
e. Review and propose candidates who meet the requirements as members of the Directors and/or the Board of Commissioners to the Board of Commissioners to be submitted to the GMS.

The Nomination and Remuneration Committee has carried out the remuneration function for members of the Directors and the Board of Commissioners in accordance with established procedures. The amount of remuneration for the Board of Commissioners is proposed through the GMS based on the results of the Board of Commissioners' performance evaluation and considering the Company's condition, Indonesia's macro economy, and the Company's prospects. The procedure for determining remuneration is based on the performance of each member of the Directors and Board of Commissioners, as well as considering the Company's financial capability.

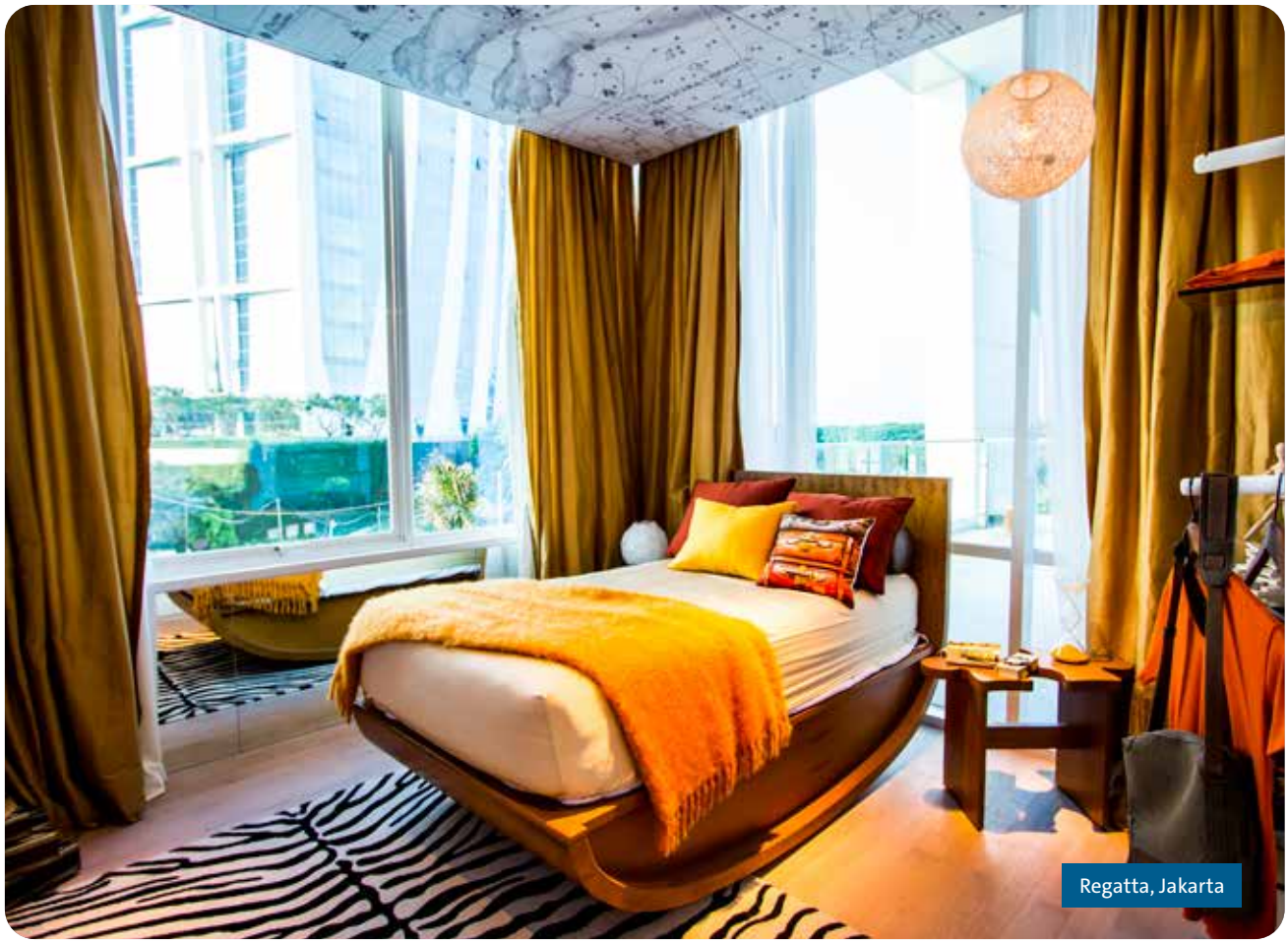
The 2025 AGMS approved the remuneration value of the Company's Board of Commissioners to be a maximum of Rp12,000,000,000 (twelve billion Rupiah), which includes the components of salary, religious holiday allowance, health facilities in accordance with applicable regulations in the Company, and tax factors that are borne by the Company. Meanwhile, the determination of remuneration for the Board of Directors is delegated to the Board of Commissioners based on an assessment of the performance and contribution of the members of the Board of Directors and considering proposals from the Nomination and Remuneration Committee and the President Director of the Company.

## Struktur Remunerasi Anggota Direksi dan Dewan Komisaris:

Mempertimbangkan kinerja Perusahaan secara keseluruhan dan kinerja Direksi selama tahun 2025, Dewan Komisaris menyetujui bahwa remunerasi bagi Direksi adalah sebesar Rp14.267.777.749 (empat belas miliar dua ratus enam puluh tujuh juta tujuh ratus tujuh puluh tujuh ribu tujuh ratus empat puluh sembilan Rupiah) dan remunerasi Dewan Komisaris sebesar Rp8.365.157.215 (delapan miliar tiga ratus enam puluh lima juta seratus lima puluh tujuh ribu dua ratus lima belas Rupiah). Besaran remunerasi tersebut terdiri dari komponen gaji, tunjangan hari raya, fasilitas kesehatan, bonus, dan faktor pajak. Secara keseluruhan total remunerasi Direksi dan Dewan Komisaris tahun 2025 sebesar Rp22.632.934.964 (dua puluh dua miliar enam ratus tiga puluh dua juta sembilan ratus tiga puluh empat ribu sembilan ratus enam puluh empat Rupiah).

## Remuneration Structure for Members of the Directors and the Board of Commissioners:

Taking into consideration the overall performance of the Company and the performance of the Directors during 2025, the Board of Commissioners approved that the remuneration of the Directors is Rp14,267,777,749 (fourteen billion two hundred sixty-seven million seven hundred seventy-seven thousand seven hundred forty-nine Rupiah) and the remuneration of the Board of Commissioners is Rp8,365,157,215 (eight billion three hundred sixty-five million one hundred fifty-seven thousand two hundred fifteen Rupiah). The amount of remuneration consists of salary components, holiday allowances, health facilities, bonuses, and tax factors. Overall, the total remuneration of the Directors and the Board of Commissioners in 2025 is Rp22,632,934,964 (twenty-two billion six hundred thirty-two million nine hundred thirty-four thousand nine hundred sixty-four Rupiah).



Regatta, Jakarta

# KOMITE AUDIT
## AUDIT COMMITTEE

Pembentukan Komite Audit bertujuan untuk mendukung Dewan Komisaris dalam memastikan penerapan tata kelola perusahaan yang baik, memperkuat struktur pengendalian internal, serta meningkatkan kualitas transparansi dan pelaporan keuangan. Komite Audit juga melakukan evaluasi terhadap kinerja Akuntan Publik, termasuk ruang lingkup penugasan, ketepatan waktu, independensi, objektivitas, dan metodologi audit yang digunakan.

Pembentukan Komite Audit Perseroan merujuk pada Peraturan OJK No.55/POJK.04/2015 tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit, serta Surat Keputusan Dewan Komisaris. Tugas, tanggung jawab, dan kewenangan Komite Audit telah diatur secara terperinci dan merujuk pada Piagam Komite Audit yang telah dimiliki Perseroan.

### Persyaratan Komite Audit

Persyaratan untuk menentukan keanggotaan Komite Audit berpedoman pada Piagam Komite Audit Perseroan antara lain meliputi:

1. Memiliki integritas yang tinggi, kemampuan, pengetahuan, pengalaman sesuai dengan bidang pekerjaannya serta mampu berkomunikasi dengan baik.
2. Wajib memahami laporan keuangan, bisnis perusahaan khususnya yang terkait dengan layanan jasa atau kegiatan usaha Intiland, proses audit, manajemen risiko dan peraturan perundang-undangan di bidang pasar modal serta peraturan perundang-undangan terkait lainnya.
3. Wajib mematuhi kode etik Komite Audit yang ditetapkan oleh Perseroan.
4. Bersedia meningkatkan kompetensi secara terus-menerus melalui pendidikan dan pelatihan.
5. Bukan merupakan orang dalam kantor akuntan publik, kantor konsultan hukum, kantor jasa penilai publik atau pihak lain yang memberi jasa *assurance*, jasa non-*assurance*, jasa penilai dan/atau jasa konsultasi lain kepada Perseroan dalam waktu 6 (enam) bulan terakhir.
6. Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan Intiland dalam waktu 6 (enam) bulan terakhir kecuali Komisaris Independen.

The establishment of the Audit Committee aims to assist the duties of the Board of Commissioners in the implementation of good corporate governance, as well as to establish an internal control structure, improve the quality of disclosure, and financial reporting. The Audit Committee conducting a review of the performance of the Public Accountant covering the scope of work, accuracy, independence, objectivity, and audit methodology of the Public Accountant.

The establishment of the Company's Audit Committee refers to OJK Regulation No.55/POJK.04/2015 on the Establishment and Implementation Guideline of the Audit Committee and the Decree of the Board of Commissioners. The duties, responsibilities and authorities of the Audit Committee have been regulated in detail and refer to the Audit Committee Charter of the Company.

### Audit Committee Qualification

The requirements for determining the membership of the Audit Committee are guided by the Company's Audit Committee Charter include, among others:

1. Has high integrity, ability, knowledge, experience in accordance with the field of work and able to communicate well.
2. Must understand financial statements, the Company's business, especially those related to Intiland's services or business activities, the audit process, risk management and laws and regulations in the capital market and other related laws and regulations.
3. Must comply with the Audit Committee code of ethics established by the Company.
4. Most improve competence continuously through education and training.
5. Not an insider of a public accounting firm, legal consulting firm, public appraisal service firm or other party that provides assurance services, non-assurance services, appraisal services and/or other consulting services to the Company within the last 6 (six) months.
6. Not a person who works or has the authority and responsibility to plan, lead, control, or supervise the activities of Intiland within the last 6 (six) months except for the Independent Commissioner.

7. Tidak mempunyai saham Perseroan secara langsung maupun tidak langsung.
8. Tidak mempunyai hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi atau pemegang saham utama Perseroan.
9. Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Perseroan.

Informasi mengenai Piagam Komite Audit dapat di akses pada situs web Perseroan (www.intiland.com).

## Perubahan Susunan Komite Audit Intiland

Pada tahun 2025, terdapat perubahan susunan Komite Audit berdasarkan hasil keputusan Dewan Komisaris. Susunan Komite Audit per 31 Desember 2025 adalah sebagai berikut:

7. Does not own shares of the Company directly or indirectly.
8. Has no affiliation with members of the Board of Commissioners, members of the Board of Directors or major shareholders of the Company.
9. Has no direct or indirect business relationship related to the Company's business activities.

Information regarding the Audit Committee Charter can be accessed on the Company's website (www.intiland.com).

## The Changes of Composition of Intiland's Audit Committee

In 2025, there was a change in the composition of the Audit Committee based on the resolution of the Board of Commissioners. The composition of the Audit Committee as of 31 December 2025 is as follows:

| **Nama**<br>Name | **Jabatan**<br>Position | **Masa Jabatan**<br>Terms of Office | **Dasar Hukum Pengangkatan**<br>Legal Basis of Appointment |
|---|---|---|---|
| Alexander S. Rusli | Ketua<br>Chairman | 2025 – 2030 | Surat Keputusan Dewan Komisaris No. 094-SK/Intiland/CS/BOC/VI/2025, tertanggal 24 Juni 2025.<br>Decree of the Board of Commissioners No. 094-SK/Intiland/CS/BOC/VI/2025 dated June 24, 2025. |
| Fransiscus Alip | Anggota<br>Member | 2025 – 2030 | Surat Keputusan Dewan Komisaris No. 094-SK/Intiland/CS/BOC/VI/2025, tertanggal 24 Juni 2025.<br>Decree of the Board of Commissioners No. 094-SK/Intiland/CS/BOC/VI/2025 dated June 24, 2025. |
| Atik Susanto | Anggota<br>Member | 2025 – 2030 | Surat Keputusan Dewan Komisaris No. 094-SK/Intiland/CS/BOC/VI/2025, tertanggal 24 Juni 2025.<br>Decree of the Board of Commissioners No. 094-SK/Intiland/CS/BOC/VI/2025 dated June 24, 2025. |

## Profil Komite Audit

## Audit Committee Profile



# Alexander S. Rusli

**Ketua Komite Audit**
Audit Committee Chairman

**Warga Negara Indonesia**
Indonesian Citizen

**54 Tahun**
54 Years Old

**Domisili** : **Jakarta**
Domicile : Jakarta

| | | |
|---|---|---|
| **Riwayat Pendidikan**<br>Educational Background | • 2000 Doktor Filsafat bidang Sistem Informasi, Curtin University of Technology, Perth, Australia<br>• 1993 Sarjana Perdagangan bidang Sistem Informasi, Curtin University of Technology, Perth, Australia<br>• 1992 Sarjana Bisnis bidang Sistem Informasi, Curtin University of Technology, Perth, Australia | • 2000 Doctor of Philosophy (Ph.D) in Information System, Curtin University of Technology, Perth, Australia<br>• 1993 Bachelor of Commerce (Hons) in Information System, Curtin University of Technology, Perth, Australia<br>• 1992 Bachelor of Business in Information System, Curtin University of Technology, Perth, Australia |
| **Pengalaman Kerja**<br>Professional Experience | • 2020 – 2025, Komisaris Independen PT Link Net Tbk<br>• 2019 – 2025, Staf Ahli Menteri Keuangan untuk Sistem Perpajakan Nasional Kementerian Keuangan Republik Indonesia<br>• 2019 – 2022, Komisaris PT Solusi Sinergi Digital<br>• 2018 – 2020, Chairman iFlix Indonesia<br>• 2018 – 2019, Komisaris Independen PT Sarana Menara Nusantara Tbk<br>• 2012 – 2017, Presiden Direktur PT Indosat Tbk<br>• 2011 – 2013, Komisaris Independen PT Asuransi Tugu Pratama Indonesia Tbk<br>• 2010 – 2012, Komisaris Independen PT Indosat Tbk<br>• 2009 – 2012, Managing Director PT Northstar Pacific Capital<br>• 2007 – 2009, Presiden Komisaris PT Geodipa Energi<br>• 2007 – 2009, Komisaris PT Kertas Kraft Aceh<br>• 2007 – 2009, Komisaris PT Krakatau Steel Tbk<br>• 2007 – 2009, Staf Ahli Kementerian Badan Usaha Milik Negara (BUMN) Republik Indonesia<br>• 2001–2007, Staf Ahli Kementerian Komunikasi dan Informatika Republik Indonesia<br>• 1997–2001, Konsultan Senior PricewaterhouseCoopers Consulting Asia Pacific | • 2020 - 2025, Independent Commissioner PT Link Net Tbk<br>• 2019 – 2025, Special Advisor for National Taxation System to Finance Minister of the Finance Ministry of Republic of Indonesia<br>• 2019 – 2022, Commissioner PT Solusi Sinergi Digital<br>• 2018 – 2020, Chairman iFlix Indonesia<br>• 2018 – 2019, Independent Commissioner PT Sarana Menara Nusantara Tbk<br>• 2012 – 2017, President Director PT Indosat Tbk<br>• 2011 – 2013, Independent Commissioner PT Asuransi Tugu Pratama Indonesia Tbk<br>• 2010 – 2012, Independent Commissioner PT Indosat Tbk<br>• 2009 – 2012, Managing Director PT Northstar Pacific Digital<br>• 2007 – 2009, President Commissioner PT Geodipa Energi<br>• 2007–2009, Commissioner of PT Kertas Kraft Aceh<br>• 2007–2009, Commissioner of PT Krakatau Steel Tbk<br>• 2007–2009, Special Advisor to the Minister of Ministry of State-Owned Enterprises Republic of Indonesia<br>• 2001–2007, Special Advisor to Minister of Ministry of Communication and Informatics Republic of Indonesia<br>• 1997 – 2001 Senior Consultant of PricewaterhouseCoopers Consulting Asia Pacific |

| | | |
|---|---|---|
| **Dasar Hukum**<br>**Basis of Appointment** | Diangkat berdasarkan Surat Keputusan Dewan Komisaris PT Intiland Development Tbk No. 094-SK/Intiland/CS/BOC/VI/2025 tentang Pengangkatan Komite Audit PT Intiland Development Tbk. | Appointed based on the Decree of the Board of Commissioners of PT Intiland Development Tbk No. 094-SK/Intiland/CS/BOC/VI/2025 on Appointment of the Audit Committee of PT Intiland Development Tbk. |
| **Periode Jabatan**<br>**Term of Office** | Periode ke-1 | First Period |
| **Masa Jabatan**<br>**Tenure** | 2025 – 2030 | 2025 - 2030 |
| **Rangkap Jabatan**<br>**Concurrent Position** | • 2025 – sekarang, Komisaris Independen PT Intiland Development Tbk<br>• 2021 – sekarang, Komisaris Independen PT Multipolar Tbk<br>• 2024 – sekarang, Country Head PT ARES Management Asia Indonesia (ARES Private Equity)<br>• 2022 – sekarang, Advisor PT WIR Asia Tbk<br>• 2022 – sekarang, Advisor PT Inclusive Finance Group (“Danacita”)<br>• 2022 – sekarang, Komisaris PT Sumitomo Indonesia<br>• 2021 – sekarang, Komisaris Independen PT Cisarua Mountain Dairy Tbk<br>• 2018, Co-founder PT Digi Asia Bios<br>• 2018 – sekarang, Komisaris Independen PT Unilever Indonesia Tbk<br>• 2018 – sekarang, Komisaris Independen PT Medikaloka Hermina Tbk<br>• 2014 – sekarang, Chairman WWF Indonesia Foundation | • 2025 – present, Independent Commissioner of PT Intiland Development Tbk<br>• 2021 – present, Independent Commissioner PT Multipolar Tbk<br>• 2024 – present, Country Head PT ARES Management Asia Indonesia (ARES Private Equity)<br>• 2022 – present, Advisor PT WIR Asia Tbk<br>• 2022 – present, Advisor PT Inclusive Finance Group (“Danacita”)<br>• 2022 – present, Commissioner PT Sumitomo Indonesia<br>• 2021 – present, Independent Commissioner PT Cisarua Mountain Dairy Tbk<br>• 2018, Co-founder PT Digi Asia Bios<br>• 2018 – present, Independent Commissioner PT Unilever Indonesia Tbk<br>• 2018 – present, Independent Commissioner PT Medikaloka Hermina Tbk<br>• 2014 – present, Chairman WWF Indonesia Foundation |
| **Hubungan Afiliasi**<br>**Affiliate Relationship** | Tidak ada hubungan afiliasi. | No Affiliate relationship. |



# Fransiscus Alip

**Anggota Komite Audit**
Audit Committee Member

**Warga Negara Indonesia**
Indonesian Citizen

**50 Tahun**
50 Years Old

**Domisili** : **Jakarta**
Domicile : Jakarta

| | | |
|---|---|---|
| **Riwayat Pendidikan**<br>Educational Background | • 2013: Master of Business and Administration, Kellogg School of Management, Northwestern University dan The Hong Kong University of Science and Technology.<br>• 2007: Pendidikan Profesi Akuntan (PPAK), Universitas Trisakti, Jakarta.<br>• 2004: Australian Chartered Accountant, Sydney, Australia.<br>• 1998: Sarjana Ekonomi jurusan Akuntansi dari Universitas Trisakti, Jakarta. | • 2013: Master of Business and Administration, Kellogg School of Management, Northwestern University and The Hong Kong University of Science and Technology.<br>• 2007: Professional Accountant Education (PPAK), Trisakti University, Jakarta.<br>• 2004: Australian Chartered Accountant, Sydney, Australia.<br>• 1998: Bachelor of Economics majoring in Accounting from Trisakti University, Jakarta. |
| **Pengalaman Kerja**<br>Professional Experience | • 2013 – 2023, Komite Audit PT Baramulti Suksessarana Tbk<br>• 1999 – 2007, Audit Assurance Ernst & Young – Jakarta, Sydney dan London.<br>• 1998 – 1999, Audit Assurance Arthur Andersen, Jakarta. | • 2013 – 2023, Audit Committee PT Baramulti Suksessarana Tbk<br>• 1999 – 2007, Assurance Audit Ernst & Young – Jakarta, Sydney, and London.<br>• 1998 – 1999, Assurance Audit Arthur Andersen, Jakarta. |
| **Dasar Hukum**<br>Basis of Appointment | Diangkat berdasarkan Surat Keputusan Dewan Komisaris PT Intiland Development Tbk No. 094-SK/Intiland/CS/BOC/VI/2025 tentang Pengangkatan Komite Audit PT Intiland Development Tbk. | Appointed based on the Decree of the Board of Commissioners of PT Intiland Development Tbk No. 094-SK/Intiland/CS/BOC/VI/2025 on Appointment of the Audit Committee of PT Intiland Development Tbk. |
| **Periode Jabatan**<br>Term of Office | Periode ke-2 | Second Period |
| **Masa Jabatan**<br>Tenure | 2025 – 2030 | 2025 - 2030 |
| **Rangkap Jabatan**<br>Concurrent Position | • 2024 – sekarang, Komisaris Independen PT JACCS MPM Finance Indonesia<br>• 2011 – sekarang, Direktur dan Partner AJ Capital Advisory. | • 2024 – present, Independent Commissioner of PT JACCS MPM Finance Indonesia<br>• 2011 – present, Director and Partner AJ Capital Advisory. |
| **Hubungan Afiliasi**<br>Affiliate Relationship | Tidak ada hubungan afiliasi. | No Affiliate relationship. |



# Atik Susanto

**Anggota Komite Audit**
Audit Committee Member

**Warga Negara Indonesia**
Indonesian Citizen

**54 Tahun**
54 Years Old

**Domisili** : **Jakarta**
Domicile : Jakarta

| | | |
|---|---|---|
| **Riwayat Pendidikan**<br>Educational Background | • 2003, Sarjana Hukum dari Universitas Katolik Atmajaya, Jakarta.<br>• 1994, Master of Business and Administration dari University of South Alabama.<br>• 1993, Bachelor of Science dari University of South Alabama. | • 2003, Bachelor of Law, from Atmajaya Catholic University, Jakarta.<br>• 1994, Master of Business and Administration from University of South Alabama.<br>• 1993, Bachelor of Science dari University of South Alabama. |
| **Pengalaman Kerja**<br>Professional Experience | • 2015–2018, Partner, Oentoeng Suria & Partners (*Association with Ashurst*)<br>• 2009–2015, Pendiri & Managing Partners, Susanto & Partners.<br>• 2003, Senior Associate, Bahar & Partners.<br>• 1995-1999, Analis, PT Merrill Lynch Indonesia.<br>• 1994-1995, Analis, PT Kapita Sekurindo (Smith New Court Indonesia). | • 2015 – 2018, Partner, Oentoeng Suria & Partners (Association with Ashurst).<br>• 2009 – 2015, Founding & Managing Partners, Susanto & Partners.<br>• 2003, Senior Associate, Bahar & Partners.<br>• 1995-1999, Analyst, PT Merrill Lynch Indonesia.<br>• 1994-1995, Analyst, PT Kapita Sekurindo (Smith New Court Indonesia). |
| **Dasar Hukum**<br>Basis of Appointment | Diangkat berdasarkan Surat Keputusan Dewan Komisaris PT Intiland Development Tbk No. 094-SK/Intiland/CS/BOC/VI/2025 tentang Pengangkatan Komite Audit PT Intiland Development Tbk. | Appointed based on the Decree of the Board of Commissioners of PT Intiland Development Tbk No. 094-SK/Intiland/CS/BOC/VI/2025 on Appointment of the Audit Committee of PT Intiland Development Tbk. |
| **Periode Jabatan**<br>Term of Office | Periode ke-2 | Second Period |
| **Masa Jabatan**<br>Tenure | 2025 – 2030 | 2025 - 2030 |
| **Rangkap Jabatan**<br>Concurrent Position | • 2023 – sekarang, Anggota Komite Audit di PT Menteng Heritage Realty Tbk.<br>• 2018 – sekarang, Pendiri & Managing Partners, Susanto & Partners. | • 2023 – present, Member of Audit committee at PT Menteng Heritage Realty Tbk.<br>• 2018 – present, Founding & Managing Partners, Susanto & Partners. |
| **Hubungan Afiliasi**<br>Affiliate Relationship | Tidak ada hubungan afiliasi. | No Affiliate relationship. |

## Independensi Komite Audit

Anggota Komite Audit Perseroan telah memenuhi persyaratan independensi yang merupakan bagian dari penerapan prinsip-prinsip tata kelola perusahaan yang baik. Seluruh anggota Komite Audit telah mematuhi kriteria independensi sebagaimana diatur dalam POJK No. 55/POJK.04/2015 tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit, serta telah menandatangani dan menyerahkan surat pernyataan independensi kepada Perseroan.

Selama menjalankan tugas, fungsi, dan tanggung jawabnya, Komite Audit diwajibkan untuk mempertahankan independensinya sebagai aspek integral dari kewajiban moral Komite Audit. Seluruh anggota Komite Audit Intiland tidak memiliki afiliasi dengan Direksi, Dewan Komisaris, maupun Pemegang Saham Pengendali Perseroan, serta bukan merupakan Pemegang Saham Perseroan.

## Pelatihan dan/atau Peningkatan Kompetensi Komite Audit

Pelatihan dan pengembangan kompetensi Komite Audit Perusahaan dijalankan dengan cara mengikuti program pengembangan yang diselenggarakan Perseroan maupun berbagai acara dan kegiatan pelatihan, seminar, lokakarya, dan konferensi yang relevan dengan tugas Komite Audit. Perincian kegiatan-kegiatan tersebut tercantum pada bab Profil Perusahaan dalam Laporan Tahunan ini.

## Piagam Komite Audit

Piagam Komite Audit merupakan pedoman bagi Komite Audit dalam melaksanakan tugas dan tanggung jawabnya, Piagam ini secara garis besar sudah menjabarkan visi, misi, tujuan, pembentukan, persyaratan, struktur, tugas, tanggung jawab dan wewenang, kode etik, pelaporan Komite Audit, masa tugas, dan hubungan kerja.

Piagam Komite Audit dapat diakses di situs web Intiland (www.intiland.com).

## Tugas, Tanggung Jawab, dan Wewenang

**Tugas dan Tanggung Jawab:**

1. Melakukan penelaahan atas informasi keuangan yang akan dikeluarkan PT Intiland Development Tbk kepada publik dan/atau pihak otoritas lain, termasuk laporan keuangan, proyeksi dan laporan lainnya yang terkait dengan informasi keuangan PT Intiland Development Tbk.

## Audit Committee Independence

The members of the Company's Audit Committee have met the independence requirements, which are part of the implementation of Good Corporate Governance principles. All members of the Audit Committee have complied with the independence criteria listed in POJK No. 55/POJK.04/2015 concerning the formation and guidelines for the Work Implementation of the Audit Committee and have signed and submitted a statement of independence to the Company.

In carrying out its duties, functions, and responsibilities, the Audit Committee is required to maintain its independence as an integral aspect of the Committee's moral obligations. All members of the Audit Committee are not affiliated with the Board of Directors, Board of Commissioners, or Controlling Shareholders of the Company, and are not shareholders of the Company.

## Training and/or Competency Enhancement for the Audit Committee

Training and the development of the Company's Audit Committee's competencies is carried out by participating in development programs organized by the Company, as well as various events and activities such as training, seminars, workshops, and conferences that are relevant to the Audit Committee's duties. Details of these activities are listed in the Company Profile section of this Annual Report.

## Audit Committee's Charter

The Audit Committee Charter serves as a guideline for the Audit Committee in carrying out its duties and responsibilities. This Charter broadly outlines the vision, mission, objectives, formation, requirements, structure, duties, responsibilities, and authority, code of ethics, reporting of the Audit Committee, term of office, and working relationships.

The Audit Committee Charter can be accessed on the Company's website (www.intiland.com).

## Duties, Responsibilities, and Authority

**Duties and Responsibilities:**

1. Ensuring the financial information to be issued by PT Intiland Development Tbk to the Public and/or other authorities, including the financial statements, projections and other reports relevant to the financial information of PT Intiland Development Tbk.

2. Melakukan penelaahan atas ketaatan terhadap peraturan perundang-undangan yang berhubungan dengan kegiatan PT Intiland Development Tbk.
3. Memberikan pendapat independen dalam hal terjadi perbedaan pendapat antara manajemen dan Akuntan atas jasa yang diberikan.
4. Memberikan rekomendasi kepada Dewan Komisaris mengenai penunjukan Akuntan Publik yang didasarkan pada independensi, ruang lingkup penugasan dan imbalan jasa.
5. Melakukan penelaahan atas pelaksanaan pemeriksaan oleh auditor internal dan mengawasi pelaksanaan tindak lanjut oleh Direksi atas temuan auditor internal.
6. Melakukan penelaahan terhadap aktivitas pelaksanaan manajemen risiko yang dilakukan oleh Direksi, apabila PT Intiland Development Tbk tidak memiliki fungsi pemantau risiko di bawah Dewan Komisaris.
7. Menelaah pengaduan yang berkaitan dengan proses akuntansi dan pelaporan keuangan PT Intiland Development Tbk.
8. Menelaah dan memberikan saran kepada Dewan Komisaris terkait dengan adanya potensi benturan kepentingan PT Intiland Development Tbk.
9. Menjaga kerahasiaan dokumen, data, dan informasi PT Intiland Development Tbk.

**Wewenang:**

1. Mengakses dokumen, data, dan informasi PT Intiland Development Tbk tentang karyawan, dana, aset dan sumber daya perusahaan yang diperlukan.
2. Berkomunikasi langsung dengan karyawan, termasuk Direksi dan pihak yang menjalankan fungsi audit internal, manajemen risiko, dan Akuntan terkait tugas dan tanggung jawab Komite Audit.
3. Melibatkan pihak independen di luar anggota Komite Audit yang diperlukan untuk membantu pelaksanaan tugasnya (jika diperlukan).
4. Melakukan kewenangan lain yang diberikan oleh Dewan Komisaris.

## Frekuensi dan Tingkat Kehadiran Rapat

Merujuk Peraturan OJK No. 55/POJK.04/2015 serta Piagam Komite Audit Perseroan, mengatur bahwa Rapat Komite Audit diselenggarakan minimal 1 (satu) kali setiap kuartal.

2. Ensuring the activities of PT Intiland Development Tbk comply with the laws and regulations.
3. Providing independent opinion in the event of dissenting opinion between the management and accountant on the provided services.
4. Providing recommendations to the Board of Commissioners on the appointment of Public Accountants by considering factors of independency, scope of assignment and compensation.
5. Ensuring the audit activity performed by the internal auditors and overseeing the follow-up activities by the Board of Directors on internal auditor's findings.
6. Overseeing the risk management activities conducted by the Directors, if PT Intiland Development Tbk has no risk monitoring function under the Board of Commissioners.
7. Studying the grievances related to the financial accounting and reporting processes of PT Intiland Development Tbk.
8. Studying and providing advice to the Board of Commissioners regarding any potential conflict of interest within PT Intiland Development Tbk.
9. Maintaining the confidentiality of documents, data and information of PT Intiland Development Tbk.

**Authorities:**

1. Access to required documents, data and information of PT Intiland Development Tbk on its employees, funds, assets and resources.
2. Access to direct communication with employees, including the Directors and parties responsible for conducting the internal audit and risk management functions, as well as Accountants in relation to the duties and responsibilities of Audit Committee.
3. Inviting independent parties outside of the Audit Committee to assist their performing their duty (if necessary).
4. Executing other authority as assigned by the Board of Commissioners.

## Frequency and Attendance Level

Referring to OJK Regulation No. 55/POJK.04/2015 and the Company's Audit Committee Charter, it is stipulated that the Audit Committee meetings are held at least once every quarter.

Komite Audit menjadwalkan rapat untuk membahas hasil audit dari Audit Internal Perseroan setiap bulan. Seluruh tata cara penyelenggaraan rapat telah diatur secara rinci dalam Piagam Komite Audit Perseroan termasuk mengenai hasil rapat yang wajib dituangkan ke dalam risalah rapat yang ditandatangani seluruh anggota Komite Audit dan disampaikan kepada Dewan Komisaris.

The Audit Committee schedules a meeting every month to discuss the results of the audit from the Company's Internal Audit. All procedures for holding meetings have been regulated in detail in the Company's Audit Committee Charter, including the requirement that meeting results must be documented in meeting minutes, which are signed by all members of the Audit Committee and submitted to the Board of Commissioners.

Pada tahun 2025, Komite Audit mengadakan rapat sebanyak 12 kali dengan tingkat kehadiran 100 persen dari seluruh anggotanya.

In 2025, the Audit Committee held 12 meetings with 100% attendance rate.

| **Nama**<br>Name | **Jumlah Rapat**<br>Total Meeting | **Jumlah Kehadiran**<br>Total Attendance | **Presentase**<br>Percentage |
|---|---|---|---|
| Friso Palilingan* | 5 | 5 | 100% |
| Alexander S. Rusli** | 7 | 7 | 100% |
| Fransiscus Alip | 12 | 12 | 100% |
| Atik Susanto | 12 | 12 | 100% |

*) Bapak Friso Palilingan menjadi anggota Komite Audit hingga 28 Mei 2025 sehingga jumlah rapat yang dicatat adalah pada saat beliau masih menjadi anggota Komite Audit Perseroan.
Mr. Friso Palilingan was the member of Audit Committee until May 28, 2025, the recorded total number of meetings attended was when he was still a member of the Company's Audit Committee.
**) Bapak Alexander S. Rusli mulai mengikuti Rapat Komite Audit sejak 28 Mei 2025, sehingga jumlah rapat yang dicatat adalah sejak beliau menjadi anggota Komite Audit Perseroan.
Mr. Alexander S. Rusli began attending The Audit Committee Meeting since May 28, 2025, the total number of meetings recorded is since he became a member of The Audit Committee of the Company.

## Agenda Rapat

Hingga 31 Desember 2025, Komite Audit telah menyelenggarakan rapat dengan jadwal dan perincian agenda sebagai berikut:

## Meeting Agenda

Until December 31, 2025, the Audit Committee has held meetings with the following agenda details:

| **Tanggal**<br>Date | **Agenda Rapat** | Meeting Agenda |
|---|---|---|
| 31 Januari 2025<br>January 31, 2025 | 1. Laporan Kegiatan Audit Internal Perseroan bulan Desember 2024.<br>2. Evaluasi Piagam Komite Audit dan Internal Audit.<br>3. Pengesahan risalah rapat sebelumnya. | 1. The Company's Internal Audit Activity Report for the month of December 2024.<br>2. Evaluation of the Audit Committee and Internal Audit Charter.<br>3. Ratification of the minutes of the previous meeting. |
| 24 Februari 2025<br>February 24, 2025 | 1. Laporan Kegiatan Audit Internal Perseroan bulan Januari 2025.<br>2. Pengesahan risalah rapat sebelumnya. | 1. The Company's Internal Audit Activity Report for the month of January 2025.<br>2. Ratification of the minutes of the previous meeting. |
| 21 Maret 2025<br>March 21, 2025 | 1. Laporan Kegiatan Audit Internal Perseroan bulan Februari 2025.<br>2. Penelaahan Laporan Keuangan Tahunan.<br>3. Pengesahan risalah rapat sebelumnya. | 1. The Company's Internal Audit Activity Report for the month of February 2025.<br>2. Review of Annual Financial Statements.<br>3. Ratification of the minutes of the previous meeting. |
| 29 April 2025<br>April 29, 2025 | 1. Laporan Kegiatan Audit Internal Perseroan bulan Maret 2025.<br>2. Penelaahan Laporan Keuangan Triwulan I 2025.<br>3. Pengesahan risalah rapat sebelumnya. | 1. The Company's Internal Audit Activity Report for the month of March 2025.<br>2. Review of Financial Statements for the First Quarter of 2025.<br>3. Ratification of the minutes of the previous meeting. |

| Tanggal<br>Date | Agenda Rapat | Meeting Agenda |
|---|---|---|
| 20 Mei 2025<br>May 20, 2025 | 1. Laporan Kegiatan Audit Internal Perseroan bulan April 2025.<br>2. Evaluasi Pemberian Jasa Akuntan Publik (AP) dan Kantor Akuntan Publik (KAP).<br>3. Pengesahan risalah rapat sebelumnya. | 1. The Company's Internal Audit Activity Report for the month of April 2025.<br>2. Evaluation of the Public Accountant and Public Accounting Firm Services.<br>3. Ratification of the minutes of the previous meeting. |
| 24 Juni 2025<br>June 24, 2025 | 1. Laporan Kegiatan Audit Internal Perseroan bulan Mei 2025.<br>2. Pengesahan risalah rapat sebelumnya. | 1. The Company's Internal Audit Activity Report for the month of May 2025.<br>2. Ratification of the minutes of the previous meeting. |
| 29 Juli 2025<br>July 29, 2025 | 1. Laporan Kegiatan Audit Internal Perseroan bulan Juni 2025.<br>2. Penelaahan Laporan Keuangan Triwulan II 2025.<br>3. Pengesahan risalah rapat sebelumnya. | 1. The Company's Internal Audit Activity Report for the month of June 2025.<br>2. Review of Financial Statements for the Second Quarter of 2025.<br>3. Ratification of the minutes of the previous meeting. |
| 26 Agustus 2025<br>August 26, 2025 | 1. Laporan Kegiatan Audit Internal Perseroan bulan Juli 2025.<br>2. Pembahasan Implementasi Manajemen Risiko.<br>3. Pengesahan risalah rapat sebelumnya. | 1. The Company's Internal Audit Activity Report for the month of July 2025.<br>2. Discussion of risk management implementation.<br>3. Ratification of the minutes of the previous meeting. |
| 23 September 2025<br>September 23, 2025 | 1. Laporan Kegiatan Audit Internal Perseroan bulan Agustus 2025.<br>2. Rekomendasi Penunjukan AP dan KAP.<br>3. Pengesahan risalah rapat sebelumnya. | 1. The Company's Internal Audit Activity Report for the month of August 2025.<br>2. Recommendation for Public Accountant and Public Accounting Firm Services Appointment.<br>3. Ratification of the minutes of the previous meeting. |
| 28 Oktober 2025<br>October 28, 2025 | 1. Laporan Kegiatan Audit Internal Perseroan bulan September 2025.<br>2. Penelaahan Laporan Keuangan Triwulan III 2025.<br>3. Pengesahan risalah rapat sebelumnya. | 1. The Company's Internal Audit Activity Report for the month of September 2025.<br>2. Review of Financial Statements for the Third Quarter of 2025.<br>3. Ratification of the minutes of the previous meeting. |
| 25 November 2025<br>November 25, 2025 | 1. Laporan Kegiatan Audit Internal Perseroan bulan Oktober 2025.<br>2. Pembahasan Rencana Kerja Komite Audit Tahun 2026.<br>3. Pengesahan risalah rapat sebelumnya. | 1. The Company's Internal Audit Activity Report for the month of October 2025.<br>2. Discussion of Audit Committee Work Plan for 2026.<br>3. Ratification of the minutes of the previous meeting. |
| 9 Desember 2025<br>December 9, 2025 | 1. Laporan Kegiatan Audit Internal Perseroan bulan November 2025.<br>2. Evaluasi Program Kerja Komite Audit 2025.<br>3. Pengesahan risalah rapat sebelumnya. | 1. The Company's Internal Audit Activity Report for the month of November 2025.<br>2. Evaluation of Audit Committee Work Program 2025.<br>3. Ratification of the minutes of the previous meeting. |

## Pelaksanaan Tugas Komite Audit tahun 2025

Komite Audit di tahun 2025 menyelenggarakan rapat-rapat dengan Dewan Komisaris, Direksi, Internal Audit, maupun dengan divisi terkait. Pada penyelenggaraan rapat-rapat tersebut antara lain menelaah laporan keuangan Perusahaan, membahas langkah-langkah peningkatan pengawasan dan pengendalian internal, mengevaluasi manajemen risiko, dan menilai aspek ketaatan terhadap prinsip tata Kelola Perusahaan.

Berikut pelaksanaan tugas dan tanggung jawab Komite Audit pada tahun 2025:

1. Melakukan penelaahan atas informasi keuangan yang akan dikeluarkan PT Intiland Development Tbk kepada Publik dan/atau pihak otoritas lain, termasuk laporan

## Implementation of Audit Committee Duties in 2025

During 2025, the Audit Committee held meetings with the Board of Commissioners, the Directors, Internal Audit, and relevant divisions. During these meetings, the Audit Committee reviewed the Company's financial reports, discussed measures to improve oversight and internal controls, evaluated risk management, and assessed compliance with corporate governance principles.

The following are the duties and responsibilities of the Audit Committee in 2025:

1. Ensured the financial information to be issued by PT Intiland Development Tbk to the Public and/or other authorities, including the financial statements,

keuangan, proyeksi, dan laporan lainnya yang terkait dengan informasi keuangan PT Intiland Development Tbk.

2. Melaksanakan rapat bersama dengan audit internal dan melakukan penelaahan atas temuan-temuan yang ada serta mengidentifikasi langkah-langkah yang harus diambil dalam rangka menindaklanjuti segala temuan yang ada di kantor pusat maupun di masing-masing proyek maupun bisnis unit Perseroan, termasuk sistem kontrol internal dan manajemen risikonya.
3. Memberikan laporan dan rekomendasi kepada Dewan Komisaris mengenai hal-hal yang dinilai perlu untuk dilakukan sebagai langkah antisipasi maupun penanggulangan risiko yang sudah muncul.
4. Menelaah penerapan pengendalian internal serta kinerja dan prosedur dari auditor internal.
5. Melakukan komunikasi dengan Kantor Akuntan Publik yang ditunjuk oleh Perseroan, dalam hal ini KAP Mirawati Sensi Idris secara teratur guna mendiskusikan rencana dan progres audit secara berkala yang dilakukan terkait dengan hasil laporan Keuangan Konsolidasian Perseroan.
6. Melaksanakan evaluasi atas pemberian jasa Kantor Akuntan Publik atas audit laporan keuangan konsolidasian Perseroan dan entitas anak tahun berjalan dan memberikan rekomendasi penunjukan Kantor Akuntan Publik untuk melaksanakan audit laporan keuangan konsolidasian Perseroan dan entitas anak tahun berikutnya.
7. Memberikan masukan dan *update* mengenai standar akuntansi, pajak, dan peraturan yang berkaitan dengan Perseroan selama tahun berjalan.
8. Melaksanakan rapat dengan sejumlah divisi Perseroan dalam rangka menindaklanjuti atas temuan-temuan dari Audit Internal serta mengidentifikasi langkah-langkah perbaikan yang ditempuh dalam rangka meningkatkan mutu kontrol internal.
9. Melakukan penelaahan dan memberikan rekomendasi atas Piagam Komite Audit dan Piagam Audit Internal Perseroan.

projections and other reports relevant to the financial information of PT Intiland Development Tbk.

2. Conducted joint meetings with internal audit and conducted a review of existing findings and identified steps that were taken in order to follow up on all findings at the head office as well as in each of the Company's projects and business units, including the internal control system and risk management.
3. Provided reports and recommendations to the Board of Commissioners on matters deemed to be important as steps to anticipate and mitigate risks.
4. Reviewed the implementation of internal control and the performance and procedures of the internal auditors.
5. Communicated with the Public Accounting Firm appointed by the Company, namely KAP Mirawati Sensi Idris, regularly to discuss plans and progress of periodic audits conducted related to the results of the Company's Consolidated Financial reports.
6. Evaluated the delivery of Public Accounting Firm services on the audit of the Company's and its subsidiaries consolidated financial statements for the current year and provided recommendations for the appointment of a Public Accounting Firm to carry out an audit of the Company's, and its subsidiaries consolidated financial statements for the following year.
7. Provided input and updates on accounting standards, taxes and regulations related to the Company during the current year.
8. Conducted meetings with several divisions in order to follow-up on findings from internal audits and identify corrective steps taken to improve the quality of internal control.
9. Conducted a review and provided recommendations on the Audit Committee Charter and the Internal Audit Charter of the Company.

# KOMITE NOMINASI DAN REMUNERASI
## NOMINATION AND REMUNERATION COMMITTEE

Komite Nominasi dan Remunerasi Perusahaan dibentuk dan bertugas untuk membantu Dewan Komisaris dalam melaksanakan tugas dan fungsinya yang berkaitan dengan nominasi dan remunerasi anggota Direksi dan Dewan Komisaris, termasuk rencana suksesi. Komite ini didirikan pada 2 Maret 2015 berdasarkan Surat Keputusan Dewan Komisaris PT Intiland Development Tbk Nomor 001-SK/BOC/Intiland/CS/III/2015 tentang Pembentukan Komite Nominasi dan Remunerasi.

The Nomination and Remuneration Committee is formed and tasked with assisting the Board of Commissioner in carrying out its functions and duties related to the nomination and remuneration of the members of the Directors and the Board of Commissioners, as well as succession planning. PT Intiland Development Tbk officially established the Nomination and Remuneration Committee on March 2, 2015, pursuant to the Board of Commissioner Decision Letter No.001-SK/BOC/Intiland/CS/III/2015 on the Establishment of Nomination and Remuneration Committee.

Komite Nominasi dan Remunerasi Perseroan bertanggung jawab langsung kepada Dewan Komisaris dan juga memiliki tugas untuk memberikan rekomendasi terkait aspek ketenagakerjaan, nominasi, dan remunerasi yang berpedoman pada prinsip-prinsip GCG serta mengutamakan tujuan terpenting Perseroan.

The Nomination and Remuneration Committee of the Company is directly responsible to the Board of Commissioners and is tasked with providing recommendations related to employment, nomination, and remuneration, based on the principles of GCG, while prioritizing the Company's most important objectives.

### Fungsi Nominasi

Tugas dan fungsi Komite Nominasi dan Remunerasi di bidang nominasi antara lain sebagai berikut:

1. Memberikan rekomendasi kepada Dewan Komisaris mengenai:
   a. Komposisi jabatan anggota Direksi dan/atau anggota Dewan Komisaris;
   b. Kebijakan dan kriteria yang dibutuhkan dalam proses nominasi;
   c. Kebijakan evaluasi kinerja bagi anggota Direksi dan/atau anggota Dewan Komisaris;
2. Membantu Dewan Komisaris melakukan penilaian terhadap kinerja anggota Direksi dan/atau anggota Dewan Komisaris berdasarkan ketentuan dan tolak ukur yang disusun sebagai bahan evaluasi;
3. Memberikan rekomendasi kepada Dewan Komisaris mengenai program pengembangan kemampuan anggota Direksi dan/atau anggota Dewan Komisaris; dan
4. Memberikan usulan calon yang memenuhi syarat sebagai anggota Direksi dan/atau anggota Dewan Komisaris kepada Dewan Komisaris untuk disampaikan kepada Rapat Umum Pemegang Saham (RUPS).

### Nomination function

The duties and functions of the Nomination and Remuneration Committee in the nomination area are as follows:

1. To provide recommendations to the Board of Commissioners on matters related to:
   a. The composition of the members of the Directors and/or the Board of Commissioners;
   b. The policy and criteria required for the nomination process;
   c. The policy of performance assessment of members of the Directors and/or the Board of Commissioners;
2. To assist the Board of Commissioners in assessing the performance of the members of the Directors and/or the Board of Commissioners based on the benchmarks set as the materials for assessment;
3. To provide recommendation to the Board of Commissioners on the capacity building program for the members of the Directors and/or the Board of Commissioners; and
4. To recommend candidates who meet the requirements to be the members of the Directors and/or the Board of Commissioners to the Board of Commissioners to be then submitted to the General Meeting of Shareholders (GMS).

## Fungsi Remunerasi

Tugas dan fungsi Komite Nominasi dan Remunerasi di bidang remunerasi antara lain sebagai berikut:

1. Memberikan rekomendasi kepada Dewan Komisaris mengenai:
   a. Struktur remunerasi;
   b. Kebijakan atas remunerasi; dan
   c. Besaran atas remunerasi.
2. Membantu Dewan Komisaris dalam melakukan penilaian kinerja dengan kesesuaian remunerasi yang diterima masing-masing anggota Direksi dan/atau anggota Dewan Komisaris.

## Remuneration Function

The duties and functions of the Nomination and Remuneration Committee in the remuneration area are as follows:

1. To provide recommendations to the Board of Commissioners on matters pertaining to:
   a. The remuneration structure;
   b. Policies on the remuneration; and
   c. Remuneration scale.
2. To assist the Board of Commissioners to conduct performance assessments against the amount of remuneration for each member of the Board of Directors and/or the Board of Commissioners.

## Struktur dan Komposisi Komite Nominasi dan Remunerasi

Pada tahun 2025, terdapat perubahan susunan Komite Nominasi dan Remunerasi berdasarkan hasil keputusan Dewan Komisaris. Susunan Komite Nominasi dan Remunerasi per 31 Desember 2025 sebagai berikut:

## The Structure and Composition of The Nomination and Remuneration Committee

In 2025, there has been a change in the composition of Intiland's Nomination and Remuneration Committee based on the decision of the Board of Commissioners. The composition of the Nomination and Remuneration Committee as of December 31, 2025 is as follows:

| **Nama**<br>Name | **Jabatan**<br>Position | **Masa Jabatan**<br>Terms of Office | **Dasar Hukum Pengangkatan**<br>Legal Basis of Appointment |
|---|---|---|---|
| Dr. Sofyan A. Djalil, SH.MA | Ketua<br>Chairman | 2025 – 2030 | Surat Keputusan Dewan Komisaris No. 095-SK/BOC/Intiland/CS/VI/2025, tertanggal 24 Juni 2025.<br>Decree of the Board of Commissioners No. 095-SK/BOC/Intiland/CS/VI/2025 dated June 24, 2025. |
| Sinarto Dharmawan | Anggota<br>Member | 2025 – 2030 | Surat Keputusan Dewan Komisaris No. 095-SK/BOC/Intiland/CS/VI/2025, tertanggal 24 Juni 2025.<br>Decree of the Board of Commissioners No. 095-SK/BOC/Intiland/CS/VI/2025 dated June 24, 2025. |
| Agoes Denny Atmodjojo | Anggota<br>Member | 2025 – 2030 | Surat Keputusan Dewan Komisaris No. 095-SK/BOC/Intiland/CS/VI/2025, tertanggal 24 Juni 2025.<br>Decree of the Board of Commissioners No. 095-SK/BOC/Intiland/CS/VI/2025 dated June 24, 2025. |

## Profil Komite Nominasi dan Remunerasi

Keanggotaan Komite Nominasi dan Remunerasi meliputi satu orang Komisaris Independen sebagai ketua dan 2 orang anggota. Ketua Komite Nominasi dan Remunerasi merupakan Komisaris Independen Intiland, sedangkan anggotanya merupakan anggota Dewan Komisaris lainnya yang tidak merangkap sebagai anggota komite lainnya yang ada pada Perusahaan serta pihak yang menduduki jabatan manajerial di bawah Direksi yang membidangi sumber daya manusia. Berikut adalah profil dari masing-masing anggota Komite Nominasi dan Remunerasi:

## The Nomination and Remuneration Committee Profile

The membership of the Nomination and Remuneration Committee consists of one Independent Commissioner as chairman and 2 members. The chairman of the Nomination and Remuneration Committee is an Independent Commissioner of Intiland, while its members are other members of the Board of Commissioners who do not serve as members of other committees in the Company as well as those in managerial positions reporting to the Board of Directors who are responsible for human resources. The following are the profiles of each member of the Nomination and Remuneration Committee:



# Dr. Sofyan A. Djalil, SH., MA.

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

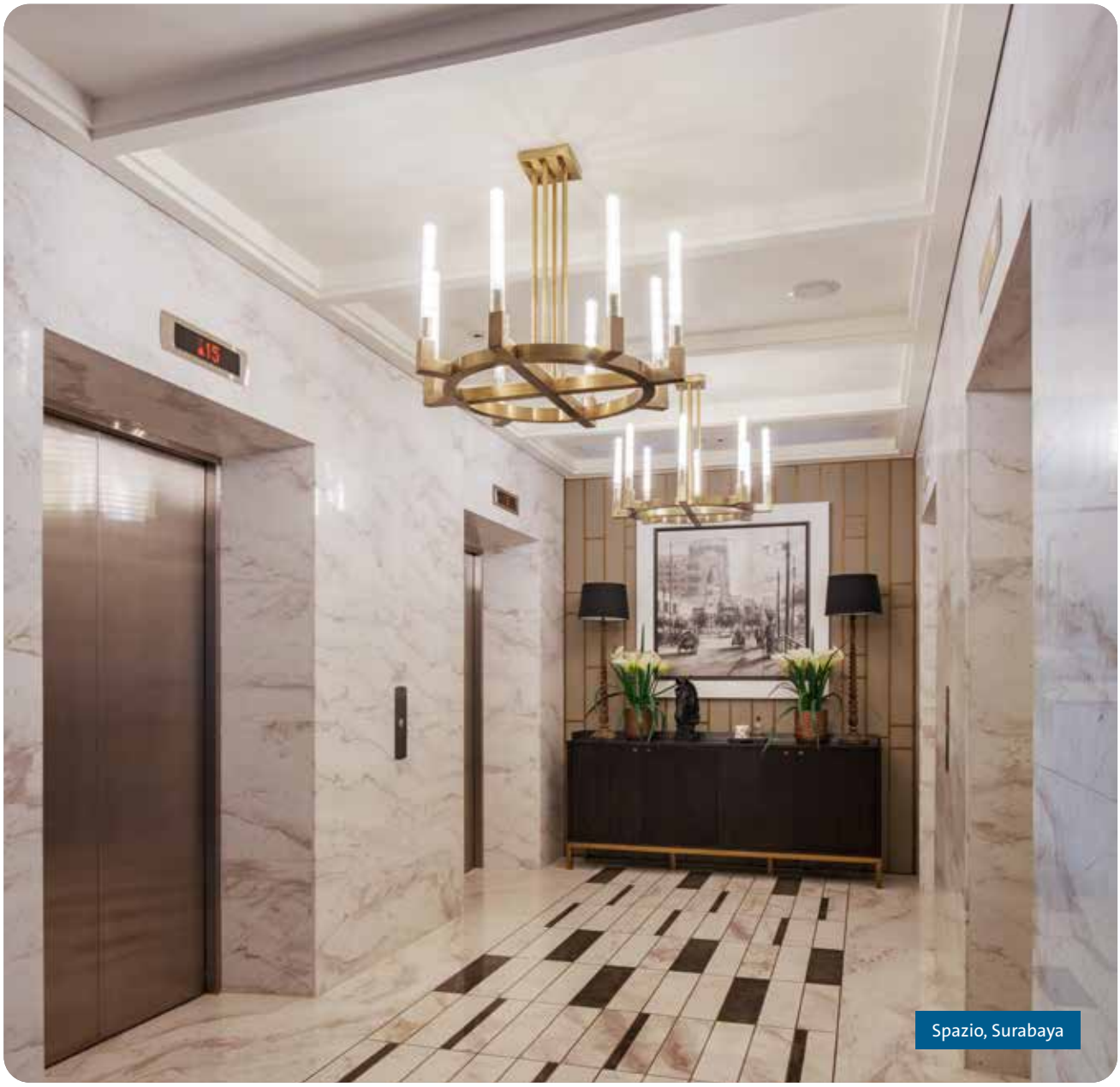
**Warga Negara Indonesia**
Indonesian Citizen

**72 Tahun**
72 Years Old

**Domisili** : **Jakarta**
Domicile : Jakarta

| | | |
|---|---|---|
| **Riwayat Pendidikan**<br>Educational Background | • 1993 PhD Hukum dan Kebijakan Pasar Modal, Fletcher School of Law and Diplomacy, Tufts University, USA<br>• 1992 Master of Arts dalam Hukum dan Diplomasi, Tufts University, USA<br>• 1989 Master of Arts dalam Kebijakan Publik, Tufts University, USA<br>• 1984 Sarjana Hukum Universitas Indonesia | • 1993 PhD in Capital Market Law and Policy, Fletcher School of Law and Diplomacy, Tufts University, USA<br>• 1992 Master of Arts in Law and Diplomacy, Tufts University, USA<br>• 1989 Master of Arts in Public Policy, Tufts University, USA<br>• 1984 Bachelor of Law, University of Indonesia |
| **Pengalaman Kerja**<br>Professional Experience | • 2023 – 2025, Wakil Komisaris Utama dan Komisaris Independen PT Intiland Development Tbk, Komisaris Utama dan komisaris di sejumlah perusahaan publik lainnya<br>• 2016 – 2022, Menteri Agraria dan Tata Ruang/ Kepala Badan Pertanahan Nasional Republik Indonesia<br>• 2015 – 2016, Menteri Perencanaan Pembangunan Nasional/Kepala Badan Perencanaan Pembangunan Nasional Republik Indonesia<br>• 2014 – 2015, Menteri Koordinator Bidang Perekonomian Republik Indonesia<br>• 2010 – 2014 Ketua Tim Kajian Strategis Wakil Presiden Republik Indonesia<br>• 2007 – 2009, Menteri Badan Usaha Milik Negara Republik Indonesia<br>• 2004 – 2007, Menteri Komunikasi dan Informatika Republik Indonesia<br>• 2000 – 2004, Konsultan Tata Kelola Perusahaan yang Baik dan penasihat di sejumlah perusahaan nasional dan multinasional. Komisaris Utama atau komisaris di berbagai Perusahaan terbuka<br>• 1998 – 2000, Asisten Menteri Badan Usaha Milik Negara Republik Indonesia<br>• 1998, Wakil Kepala Riset dan Pengembangan Bursa Efek Jakarta<br>• 1994 – 1998, Dosen di Universitas Indonesia dan universitas lain<br>• 1984 – 1995, Peneliti di Pusat Studi Kebijakan dan Implementasi | • 2023 – 2025, Vice President Commissioner and Independent Commissioner PT Intiland Development Tbk, President Commissioner and Commissioner at several public companies<br>• 2016 – 2022, Minister of Agrarian Affairs and Spatial Planning/Head of the National Land Agency of The Republic of Indonesia<br>• 2015 - 2016, Minister of National Development Planning/Head of National Development Planning Agency of The Republic of Indonesia<br>• 2014 - 2015, Coordinating Minister for the Economic Affairs of the Republic of Indonesia<br>• 2010 - 2014, Chairman of the Strategic Study Team Vice President of the Republic of Indonesia<br>• 2007 - 2009, Minister of State-Owned Enterprises of the Republic of Indonesia<br>• 2004 - 2007 Minister of Communication and Informatics of the Republic of Indonesia<br>• 2000 - 2004, Good Corporate Governance (GCG) Consultant and Advisor at several national and multinational companies. President Commissioner and Commissioner at several public companies<br>• 1998 - 2000, Assistant to the Minister of State-Owned Enterprises of the Republic of Indonesia<br>• 1998, Vice President of Research and Development for the Jakarta Stock Exchange<br>• 1994 - 1998, Lecturer at University of Indonesia and other universities<br>• 1984 - 1995, Researcher/fellow at the Center for Policy and Implementation Studies |
| **Dasar Hukum**<br>Basis of Appointment | Diangkat sebagai Ketua Komite Nominasi dan Remunerasi berdasarkan Surat Keputusan Dewan Komisaris No. 095-SK/BOC/Intiland/CS/VI/2025 Tentang Pengangkatan Komite Nominasi dan Remunerasi. | Appointed as Chairman of the Nomination and Remuneration Committee based on the Decree of the Board of Commissioners No. 095-SK/BOC/ Intiland/CS/VI/2025 on Appointment of the Nomination and Remuneration Committee. |
| **Periode Jabatan**<br>Term of Office | Periode ke-1 | First Period |

| | | |
|---|---|---|
| **Masa Jabatan**<br>**Tenure** | 2025 – 2030 | 2025 - 2030 |
| **Rangkap Jabatan**<br>**Concurrent Position** | • 2025 – sekarang, Komisaris Utama dan Komisaris Independen PT Intiland Development Tbk<br>• Komisaris Utama PT Indika Nature<br>• Komisaris Utama PT Pintar Group/Pasifik Satelit Nusantara<br>• Komisaris Utama PT Citra Borneo Utama Tbk<br>• Komisaris PT Aneka Kimia Raya Tbk<br>• Komisaris Independen PT Austindo Nusantara Jaya Tbk | • 2025 – present, President Commissioner and Independent Commissioner PT Intiland Development Tbk<br>• President Commissioner at PT Indika Nature<br>• President Commissioner at PT Pintar Group/ Pasifik Satelit Nusantara<br>• President Commissioner at PT Citra Borneo Utama Tbk<br>• Commissioner at PT Aneka Kimia Raya Tbk<br>• Independent Commissioner at PT Austindo Nusantara Jaya Tbk |
| **Hubungan Afiliasi**<br>**Affiliate Relationship** | Tidak ada hubungan afiliasi. | No Affiliate relationship. |



Spazio, Surabaya



# Sinarto Dharmawan

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

**Warga Negara Indonesia**
Indonesian Citizen

**71 Tahun**
71 Years Old

**Domisili** : **Jakarta**
Domicile : Jakarta

| | | |
|---|---|---|
| **Riwayat Pendidikan**<br>Educational Background | • 1988 Master of Business Administration dari IPMI Jakarta<br>• 1980 Sarjana Teknik Sipil dari Universitas Parahyangan, Bandung | • 1988 Master of Business Administration from IPMI, Jakarta<br>• 1980 a Bachelor's degree in civil engineering from Parahyangan University, Bandung |
| **Pengalaman Kerja**<br>Professional Experience | • 2020 – 2025, Komisaris Utama PT Intiland Development Tbk<br>• 2007 – 2020, Wakil Direktur Utama PT Intiland Development Tbk<br>• 2004 – 2020, Direktur Utama PT Intiland Grande<br>• 2003 – 2007, Wakil Direktur Utama PT Dharmala Intiland Tbk<br>• 1998 – 2004, Direktur PT Intiland Grande<br>• 1993 – 1998, General Manager PT Dharmala Land<br>• 1989 – 1992, Manajer Perencanaan PT Dharmala Land<br>• 1987 – 1988, Manajer Penjualan dan Pemasaran PT Dharmala Land<br>• 1984 – 1986, Supervisor Penjualan PT Dharmala Land<br>• 1982 – 1983, *Site Engineer* PT Dharmala Land<br>• 1981 – 1982, Manajer Perencanaan PT Way Halim Permai | • 2020 – 2025, President Commissioner PT Intiland Development Tbk<br>• 2007 – 2020, Vice President Director PT Intiland Development Tbk<br>• 2004 – 2020, President Director PT Intiland Grande<br>• 2003 – 2007, Vice President Director PT Dharmala Intiland Tbk<br>• 1998 – 2004, Director PT Intiland Grande<br>• 1993 – 1998, General Manager PT Dharmala Land<br>• 1989 – 1992, Planning Manager PT Dharmala Land<br>• 1987 – 1988, Sales and Marketing Manager PT Dharmala Land<br>• 1984 – 1986, Sales Supervisor PT Dharmala Land<br>• 1982 – 1983, Site Engineer PT Dharmala Land<br>• 1981 – 1982, Planning Manager PT Way Halim Permai |
| **Dasar Hukum**<br>Basis of Appointment | Diangkat sebagai Anggota Komite Nominasi dan Remunerasi berdasarkan Surat Keputusan Dewan Komisaris No. 095-SK/BOC/Intiland/CS/VI/2025 Tentang Pengangkatan Komite Nominasi dan Remunerasi. | Appointed as Member of the Nomination and Remuneration Committee based on the Decree of the Board of Commissioners No. 095-SK/BOC/Intiland/CS/VI/2025 on Appointment of the Nomination and Remuneration Committee. |
| **Periode Jabatan**<br>Term of Office | Periode ke-2 | Second Period |
| **Masa Jabatan**<br>Tenure | 2025 – 2030 | 2025 - 2030 |
| **Rangkap Jabatan**<br>Concurrent Position | • 2025 – sekarang, Wakil Komisaris Utama PT Intiland Development Tbk<br>• Menjabat sebagai Komisaris di beberapa entitas anak perusahaan Intiland | • 2025 – present, Vice President Commissioner PT Intiland Development Tbk<br>• Serves as a Commissioner in several of the Intiland subsidiary entities. |
| **Hubungan Afiliasi**<br>Affiliate Relationship | Tidak ada hubungan afiliasi. | No Affiliate relationship. |



# Agoes Denny Atmodjojo

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

**Warga Negara Indonesia**
Indonesian Citizen

**61 Tahun**
61 Years Old

**Domisili : Jakarta**
Domicile : Jakarta

| | | |
|---|---|---|
| **Riwayat Pendidikan**<br>Educational Background | • 1998 Magister Manajemen dari PPM School of Management (S2)<br>• 1988 Sarjana Teknik dari Universitas Trisakti (S1) | • 1998 Master of Management from PPM School of Management (S2)<br>• 1988 Bachelor's Degree in engineering from University of Trisakti (S1) |
| **Pengalaman Kerja**<br>Professional Experience | • 1992 – 1994, Building Manager di Mulia Group<br>• 1991 – 1992, Building Manager di Procon Indah – Jones Lang Wootton<br>• 1990 – 1991, Building Manager di Tiga Raksa Group<br>• 1988 – 1990, Tenant Relation Supervisor di PT Sari Lembah Tirta Hijau | • 1992 – 1994, Building Manager at Mulia Group<br>• 1991 – 1992, Building Manager at Procon Indah – Jones Lang Wootton<br>• 1990 – 1991, Building Manager at Tiga Raksa Group<br>• 1988 – 1990, Tenant Relation Supervisor at PT Sari Lembah Tirta Hijau |
| **Dasar Hukum**<br>Basis of Appointment | Diangkat sebagai Anggota Komite Nominasi dan Remunerasi berdasarkan Surat Keputusan Dewan Komisaris No. 095-SK/BOC/Intiland/CS/VI/2025 Tentang Pengangkatan Komite Nominasi dan Remunerasi. | Appointed as Member of the Nomination and Remuneration Committee based on the Decree of the Board of Commissioners No. 095-SK/BOC/Intiland/CS/VI/2025 on Appointment of the Nomination and Remuneration Committee. |
| **Periode Jabatan**<br>Term of Office | Periode ke-1 | First Period |
| **Masa Jabatan**<br>Tenure | 2025 – 2030 | 2025 - 2030 |
| **Rangkap Jabatan**<br>Concurrent Position | • 2008 – sekarang, Kepala Divisi SDM Korporat PT Intiland Development Tbk<br>• 1994 – sekarang, Direktur Unit Bisnis Property Management & Sport Club PT Mutiara Raga Indah | • 2008 – present, Head of Corporate Human Capital PT Intiland Development Tbk<br>• 1994 – present, Director of the Property Management & Sport Club Business Unit at PT Mutiara Raga Indah |
| **Hubungan Afiliasi**<br>Affiliate Relationship | Tidak ada hubungan afiliasi. | No Affiliate relationship. |

## Independensi Komite Nominasi dan Remunerasi

Seluruh anggota Komite Nominasi dan Remunerasi Perseroan tidak memiliki hubungan atau afiliasi dengan Dewan Komisaris maupun Direksi. Anggota Komite Nominasi dan Remunerasi selalu menjaga prinsip independensi dalam menjalankan tugas dan fungsinya.

## The Independence of The Nomination and Remuneration Committee

All members of the Nomination and Remuneration Committee do not have any commitment or affiliation with either the Board of Commissioners or the Board of Directors. The Nomination and Remuneration Committee strives to uphold the independency principle in performing its roles and functions.

## Pelatihan dan Peningkatan Kompetensi Komite Nominasi dan Remunerasi

Perincian program pengembangan yang diikuti Komite Nominasi dan Renumerasi sepanjang tahun 2025 disampaikan pada bagian Profil Perusahaan di Laporan Tahunan ini.

## Training and Competency Enhancement of the Nomination and Remuneration Committee

Details of the development programs attended of the Nomination and Remuneration Committee throughout 2025 can refer to the Company Profile Chapter of this Annual Report.

## Piagam Komite Nominasi dan Remunerasi

Piagam Komite Nominasi dan Remunerasi merupakan pedoman bagi anggota Komite Nominasi dan Remunerasi dalam melaksanakan tugas dan tanggung jawabnya, Piagam Komite Nominasi dan Remunerasi secara garis besar menjabarkan visi, misi, tujuan, pembentukan, persyaratan, struktur, tugas, tanggung jawab dan kewenangan, kode etik, pelaporan, masa tugas, dan hubungan kerja.

Piagam Komite Nominasi dan Remunerasi dapat diakses di situs web Intiland (www.intiland.com).

## The Nomination and Remuneration Committee's Charter

The Charter of the Nomination and Remuneration Committee serves as a guide for the members of the Nomination and Remuneration Committee in carrying out their duties and responsibilities. The Charter broadly outlines the vision, mission, objectives, formation, requirements, structure, tasks, responsibilities and authority, code of ethics, reporting, term of office, and working relationships.

The Nomination and Remuneration Committee Charter can be accessed on the Company's website (www.intiland.com).

## Frekuensi dan Tingkat Kehadiran Rapat

Pada tahun 2025, Komite Nominasi dan Remunerasi Perseroan menyelenggarakan rapat sebanyak 5 (lima) kali dengan tingkat kehadiran mencapai 100%. Berikut adalah perincian tingkat kehadiran rapat anggota Komite Nominasi dan Remunerasi:

## Frequency and Attendance Level

In 2025, the Nomination and Remuneration Committee held 5 (five) meetings with 100% attendance rate. Following it's the details of the meeting attendance rate of the Nomination and Remuneration Committee members:

| **Nama**<br>Name | **Jumlah Rapat**<br>Total Meeting | **Jumlah Kehadiran**<br>Total Attendance | **Presentase**<br>Percentage |
|---|---|---|---|
| Dr. Sofyan A. Djalil, SH.MA* | 2 | 2 | 100% |
| Sinarto Dharmawan | 5 | 5 | 100% |
| Agoes Denny Atmodjojo* | 2 | 2 | 100% |
| Thio Gwan Po Micky** | 3 | 3 | 100% |
| Jahja Asikin** | 3 | 3 | 100% |

*) Bapak DR. Sofyan A. Djalil, SH.MA dan Bapak Agoes Denny Atmodjojo mulai mengikuti Rapat Komite Nominasi dan Remunerasi sejak 28 Mei 2025, sehingga jumlah rapat yang dicatat adalah sejak beliau menjadi anggota Rapat Komite Nominasi dan Remunerasi Perseroan.
Mr. DR. Sofyan A. Djalil, SH.MA., and Mr. Agoes Denny Atmodjojo began attending Nomination and Remuneration Committee Meetings since May 28, 2025, so total number of meetings recorded is since they became a member of Nomination and Remuneration Committee of the Company.
**) Bapak Thio Gwan Po Micky dan Bapak Jahja Asikin mengikuti Rapat Komite Nominasi dan Remunerasi hingga 28 Mei 2025 sehingga jumlah rapat yang dicatat adalah pada saat beliau masih menjadi anggota Komite Nominasi dan Remunerasi Perseroan.
Mr. Thio Gwan Po Micky and Mr. Jahja Asikin attended the Nomination and Remuneration Committee Meetings until May 28, 2025, so total number of meetings attended recorded is when they were still members of the Company's Nomination and Remuneration Committee.

## Pelaksanaan Kegiatan Komite Nominasi dan Remunerasi tahun 2025

Sesuai dengan tugas, tanggung jawab, dan kewenangannya, di tahun 2025 Komite Nominasi dan Remunerasi Perseroan telah melaksanakan hal-hal sebagai berikut:

1. Menelaah serta memberikan rekomendasi atas kebijakan nominasi dan remunerasi tahun 2025 dengan mempertimbangkan kondisi perekonomian dan stabilitas arus kas Perseroan.
2. Mengevaluasi Piagam Komite Nominasi dan Remunerasi.
3. Membahas serta memberikan rekomendasi strategi sumber daya manusia dan audit organisasi bersama divisi *corporate human capital*.
4. Mengusulkan besaran remunerasi Dewan Komisaris untuk diajukan dalam RUPS dan memberikan usulan besaran remunerasi Direksi kepada Dewan Komisaris.
5. Mengevaluasi sistem penilaian kinerja organ tata kelola Perusahaan.
6. Memformulasikan rencana kerja Komite Nominasi dan Remunerasi untuk tahun 2026.

## Implementation of The Nomination and Remuneration Committee Duties in 2025

Following its duties, responsibilities, and authorities, in 2025, the Nomination and Remuneration Committee of the Company carried out the following activities:

1. Reviewing and providing recommendations on the 2025 nomination and remuneration policy by considering the economic conditions and the stability of the Company's cash flows.
2. Evaluating the Charter of the Nomination and Remuneration Committee.
3. Discussing and providing recommendations on human resource strategies and organizational audits together with the corporate human capital division.
4. Providing recommendations on the remuneration of the Board of Commissioners to be submitted at the GMS and remuneration of the Directors to the Board of Commissioners.
5. Evaluating the performance assessment system of the corporate governance organs.
6. Formulating the Nomination and Remuneration Committee work plan for 2026.

# SEKRETARIS PERUSAHAAN
## CORPORATE SECRETARY

Penunjukan Sekretaris Perusahaan sesuai dengan Peraturan Otoritas Jasa Keuangan (POJK) No. 35/POJK.04/2014 dan Peraturan Bursa Efek Indonesia No. I-E. Pengangkatan dan pemberhentian Sekretaris Perusahaan dilakukan berdasarkan keputusan Direksi, dengan ketentuan tidak diperbolehkan merangkap jabatan di Emiten atau Perusahaan Publik lainnya. Sekretaris Perusahaan bertanggung jawab langsung kepada Direktur Utama Perseroan.

The Company has appointed a Corporate Secretary in line with OJK Regulation (POJK) No. 35/POJK.04/2014 and IDX Regulation No. I-E. The Corporate Secretary is appointed and dismissed based on the decision of the Directors and is prohibited from concurrently holding any position in other Issuers or Public Companies. The Corporate Secretary is responsible directly to the President Director of the Company.

Perseroan memastikan pelaksanaan kepatuhan terkait dengan penyelenggaraan Sekretaris Perusahaan, yang meliputi sebagai berikut:

1. Memberikan laporan berkala kepada Dewan Komisaris dan Direksi mengenai informasi yang relevan dan diperlukan oleh Perseroan.
2. Memastikan penerapan Tata Kelola Perusahaan yang baik (GCG) Perseroan.
3. Memastikan Perseroan menjalankan keterbukaan sesuai dengan prinsip Tata Kelola Perusahaan.
4. Bertindak sebagai perantara antara Perseroan dan Pemangku Kepentingan dan regulator.

The Company ensures the implementation of compliance related to the implementation of the Corporate Secretary as described below:

1. Providing periodic information to the Board of Commissioners and the Directors regarding information related and required by the Company.
2. Ensuring the implementation of the Company's GCG.
3. Ensuring that the Company carries out transparency in accordance with GCG principles.
4. Acting as a liaison between the Company and Stakeholders and regulators.

## Kualifikasi Sekretaris Perusahaan

Sekretaris Perusahaan wajib memiliki kualifikasi pendidikan akademis yang memadai dan sesuai dengan ketentuan yang ditetapkan dalam peraturan maupun standar Perusahaan. Sekretaris Perusahaan dijabat oleh seseorang yang memiliki pengetahuan tentang aktivitas Perusahaan secara menyeluruh, memiliki kemampuan komunikasi yang baik, memiliki kemampuan dan pengalaman manajerial, akhlak dan moral yang baik, memiliki integritas dan dedikasi tinggi, dan juga harus memiliki kemauan untuk mengasah dan mengembangkan kemampuan serta pengetahuannya dari segi akademis maupun pengembangan diri.

## Qualification of Corporate Secretary

The Corporate Secretary is required to have adequate academic educational qualifications in accordance with the provisions stipulated in the regulations and company standards. The Corporate Secretary is held by someone who has knowledge of the Company's activities as a whole, has good communication skills, has managerial skills and experience, good character and morals, has high integrity and dedication, and must also have the will to hone and develop his/her abilities and knowledge in terms of academics and self-development.

## PROFIL SEKRETARIS PERUSAHAAN

## PROFILE OF CORPORATE SECRETARY



### Theresia Rustandi

**Sekretaris Perusahaan**
Corporate Secretary

**Warga Negara Indonesia**
Indonesian Citizen

**55 Tahun**
55 Years Old

**Domisili : Jakarta**
Domicile : Jakarta

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| **Riwayat Pendidikan**<br>Educational Background | Theresia meraih gelar Sarjana dari Universitas Indonesia pada tahun 1996. | Theresia Rustandi graduated from University of Indonesia with Bachelor's degree in 1996. |
| **Pengalaman Kerja**<br>Professional Experience | Selama di Intiland Beliau menduduki beberapa posisi manajerial antara lain, Manajer Corporate Affairs, Manajer Komunikasi Pemasaran, Manajer PR Korporat, Kepala Unit Bisnis Pendidikan, Kepala Divisi Komunikasi Perusahaan dan Hubungan Investor, dan Kepala Divisi Pengelolaan Hubungan Pelanggan. | While with Intiland, Theresia Rustandi has held several managerial positions, including Corporate Affairs Manager, Marketing Communication Manager, Corporate PR Manager, Head of Business Education Unit, Head of Corporate Communication and Investor Relations Division, and Head of Customer Relations Division. |
| **Dasar Hukum**<br>Basis of Appointment | Surat Keputusan Direksi No. 018/DIL/HSG/V/2000 tertanggal 10 Mei 2000 tentang penunjukan Theresia V. Rustandi menjadi Sekretaris Perusahaan. | The Board of Directors Decision Letter No. 018/DIL/HSG/V/2000 dated May 10, 2000 on the Appointment of Theresia V. Rustandi as Corporate Secretary. |
| **Rangkap Jabatan**<br>Concurrent Position | • 2024 – sekarang, Direktur di PT Purisentosa Unggul<br>• 2023 – sekarang, Direktur Utama PT Inti Kolaborasi Nusantara<br>• 2023 – sekarang, Komisaris di PT Adiwarna Harapan Nusantara | • 2024 – present, Director PT Purisentosa Unggul<br>• 2023 – present, President Director PT Inti Kolaborasi Nusantara<br>• 2023 – present, Commissioners at PT Adiwarna Harapan Nusantara |

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| **Aktivitas Organisasi**<br>**Organization Activities** | • 2023 – 2027, Kepala Badan Perlindungan Konsumen Realestat Indonesia (REI)<br>• 2024 – 2029, Sekretaris Badan Pengembangan Kawasan Properti Terpadu, Kamar Dagang dan Industri Indonesia (KADIN)<br>• 2023 – 2028, Ketua Bidang Pengembangan Perumahan dan Perhotelan Asosiasi Pengusaha Indonesia (APINDO) untuk Properti dan Kawasan Ekonomi<br>• 2024 – sekarang, Sekretaris Perkumpulan Forum Komunikasi Pengusaha Ibu Kota Nusantara | • 2023 – 2027, Head of Consumer Protection Agency, Real Estate Indonesia (REI)<br>• 2024 – 2029, Secretary of the Integrated Property Development Body, The Indonesian Chamber of Commerce and Industry (KADIN)<br>• 2023 – 2028, Head of Residential and Hospitality Development of the Indonesian Employers' Association (APINDO) for Property and Economic Zones.<br>• 2024 – present, Secretary of the Investor Communication Forum of the Capital City of Nusantara. |

## Tugas dan Tanggung Jawab Sekretaris Perusahaan

Mengacu kepada Anggaran Dasar Perseroan, Peraturan OJK No. 35/POJK.04/2014, serta Piagam Sekretaris Perusahaan, tugas dan tanggung jawab Sekretaris Perusahaan antara lain mencakup:

1. Mengikuti perkembangan Pasar Modal khususnya peraturan perundang-undangan yang berlaku di bidang Pasar Modal.
2. Memberikan masukan kepada Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik untuk mematuhi ketentuan Peraturan Perundang-undangan di bidang Pasar Modal.
3. Membantu Direksi dan Dewan Komisaris dalam pelaksanaan Tata Kelola Perusahaan yang meliputi:
   a. Keterbukaan informasi kepada masyarakat, termasuk ketersediaan informasi pada situs web Emiten atau Perusahaan Publik.
   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.
   e. Pelaksanaan program orientasi Perusahaan bagi Direksi dan/atau Dewan Komisaris.
   f. Sebagai penghubung antara Emiten atau Perusahaan Publik dengan pemegang saham Emiten atau Perusahaan Publik, Otoritas Jasa Keuangan, dan Pemangku Kepentingan lainnya.

## Piagam Sekretaris Perusahaan

Intiland memiliki Piagam Sekretaris Perusahaan sebagai pedoman pelaksanaan tugas dan tanggung jawab Sekretaris Perusahaan. Piagam ini diperbarui secara berkala agar selaras dengan peraturan yang berlaku.

## Duties & Responsibilties of Corporate Secretary

According to the Company's Articles of Association, POJK No. 35/POJK.04/2014, and Corporate Secretary Charter, the duties and responsibilities of the Corporate Secretary include:

1. Monitor the development of the Capital Market notably the prevailing Laws and regulations in the Capital Market.
2. Provide inputs to the Directors and the Board of Commissioners of an Issuer or a Public Company on matters related to compliance with the prevailing laws and regulations in the Capital Market.
3. Assist the Directors and the Board of Commissioners in matters related to the management of corporate governance, including:
   a. Information disclosure to the public, including the availability of information on the Issuer's or the Public Company's website.
   b. Submit reports to the Financial Services Authority (OJK) in a timely manner.
   c. Organize and document the Company's General Meetings of Shareholders.
   d. Organize and document meetings of the Directors and/or the Board of Commissioners.
   e. Organize the Company's orientation program for the Directors and/or the Board of Commissioners.
   f. Act as a liaison officer between the issuer or the public company with the Issuer's or the Public Company's shareholders, with the Financial Services Authority, and with other stakeholders.

## Corporate Secretary Charter

Intiland has a Corporate Secretary Charter as a work guideline in carrying out the duties and responsibilities of the Corporate Secretary. This charter is always updated and adapted to the applicable regulations.

Dalam merumuskan Piagam Sekretaris Perusahaan, Perseroan merujuk pada Peraturan OJK No. 35/POJK.04/2014 tentang Sekretaris Perusahaan Emiten atau Perusahaan Publik dan Peraturan BEI No. I-A tentang fungsi Sekretaris Perusahaan dan tujuan strategis Perusahaan serta Kebijakan Tata Kelola Perusahaan yang Baik.

Piagam Sekretaris Perusahaan dapat diakses di situs web Intiland (www.intiland.com).

## Pelatihan dan Peningkatan Kompetensi Sekretaris Perusahaan

Pengembangan kompetensi Sekretaris Perusahaan dan anggota timnya dilakukan dengan mengikuti berbagai acara dan kegiatan pelatihan, seminar, lokakarya, dan konferensi yang relevan dengan tugas Sekretaris Perusahaan.

Daftar perincian kegiatan pelatihan dan peningkatan kompetensi bagi Sekretaris Perusahaan tahun 2025 tercantum pada bab Profil Perusahaan dalam Laporan Tahunan ini.

## Pelaksanaan Tugas Sekretaris Perusahaan

Di tahun 2025, Sekretaris Perusahaan melaksanakan beberapa tugas dan kegiatan sebagai berikut:

1. Membantu Direksi dan Dewan Komisaris memastikan penerapan prinsip-prinsip Tata Kelola Perusahaan yang Baik dalam proses pengambilan keputusan dan pada setiap kegiatan Perseroan.
2. Memastikan pelaksanaan keterbukaan informasi sesuai dengan peraturan yang berlaku.
3. Mengelola daftar pemegang saham Perusahaan dan mengomunikasikan perubahannya setiap bulan kepada OJK, BEI, dan publik melalui situs web Perusahaan.
4. Menghadiri sosialisasi dan kegiatan yang diadakan oleh otoritas Pasar Modal.
5. Mengikuti berbagai pelatihan, webinar, dan lokakarya untuk meningkatkan kemampuan Sekretaris Perusahaan.
6. Berkoordinasi dengan fungsi-fungsi terkait guna memastikan ketersediaan informasi yang tepat dan akurat bagi regulator dan investor mengenai isu-isu material yang berpotensi mempengaruhi keputusan Pemegang Saham.
7. Memutakhirkan peraturan terbaru di Pasar Modal kepada Direksi dan Dewan Komisaris, serta memastikan segala kepatuhannya.
8. Membantu Direksi dalam menyelenggarakan Rapat Umum Pemegang Saham.

The development of the Corporate Secretary Charter has been in accordance with OJK Regulation No. 35/POJK.04/2014 on Corporate Secretary of Issuers or Public Companies and IDX Regulation No. I-A on the function of the Corporate Secretary and the strategic objectives of the Company as well as the Good Corporate Governance Policy.

The Corporate Secretary Charter can be accessed on the Company's website (www.intiland.com).

## Training and Competency Development of Corporate Secretary

Competency development of the Corporate Secretary and its team is carried out by participating in various training events, seminars, workshops, and conferences relevant to the duties of the Corporate Secretary.

A detailed list of the training and competency enhancement activities for the Corporate Secretary in 2025 is shown in the Company Profile section of this Annual Report.

## Implementation of Corporate Secretary Duties

In 2025, the Corporate Secretary conducted the following duties and functions:

1. Assisted the Directors and the Board of Commissioners to ensure the implementation of the principles of Good Corporate Governance in the decision-making process and in every activity of the Company.
2. Ensured the implementation of information disclosure in accordance with applicable regulations.
3. Managed the list of the Company's shareholders and informed the changes every month to OJK, IDX, and the public through the Company's website.
4. Attended dissemination and activities held by the Capital Market authorities.
5. Participated in various trainings, webinars, and workshops to improve the competence of the Corporate Secretary.
6. Coordinated with related functions to ensure the availability of appropriate and accurate information for regulators and investors regarding material issues that had the potential to influence the decisions of Shareholders.
7. Forwarded updates on the latest regulations in the Capital Market to the Directors and the Board of Commissioners, as well as ensured all compliance.
8. Assisted the Directors in holding the General Meeting of Shareholders.

9. Memastikan informasi yang mutakhir dan akuntabel tersedia pada situs web Perusahaan.
10. Menyusun dan mengusulkan kepada Direksi rencana kerja, anggaran, dan indikator pencapaian kinerja departemen Sekretaris Perusahaan.
11. Menyusun jadwal rapat dan agenda rapat Direksi dan Dewan Komisaris serta komite-komite di bawah Dewan Komisaris dan memastikan terselenggaranya rapat-rapat tersebut sesuai rencana.
12. Memastikan materi dan risalah rapat tersedia pada setiap penyelenggaraan rapat rutin, non-rutin, maupun rapat gabungan dari Direksi dan Dewan Komisaris serta rapat komite-komite di bawah Dewan Komisaris.

9. Ensured up-to-date and accountable information is available on the Company's website.
10. Prepared and proposed to the Directors a work plan, budget, and performance indicators for the Corporate Secretary department.
11. Prepared the meeting schedule and agenda for the meetings of the Directors and the Board of Commissioners as well as the committees under the Board of Commissioners and ensured that these meetings were held according to plan.
12. Ensured that meeting materials and minutes were available at every routine, non-routine, or joint meeting of the Directors and the Board of Commissioners as well as meetings of the committees under the Board of Commissioners.

# AUDIT INTERNAL
## INTERNAL AUDIT

Divisi Audit Internal Intiland dibentuk sejak tahun 2005. Melalui persetujuan Dewan Komisaris dan Direksi, Audit Internal Perseroan merancang Piagam Audit Internal pada bulan Desember 2009 yang kemudian diperbarui pada tahun 2020. Piagam Audit Internal merujuk peraturan Bapepam LK No IX.I.7 dan Surat Keputusan Ketua Bapepam LK No. Kep-496/BL/2008 tanggal 28 November 2008 mengenai Pembentukan dan Pedoman Penyusunan Unit Audit Internal.

Intiland's Internal Audit Division was established in 2005. With the approval of the Board of Commissioners and the Directors, the Company's Internal Audit drafted the Internal Audit Charter in December 2009 and was renewed in 2020. The Internal Audit Charter refers to Bapepam LK regulations No. IX.I.7 and the Decree of the Chairman Bapepam LK No. Kep-496/BL/2008 dated November 28, 2008, on Formation and Guidelines for the Preparation of the Internal Audit Unit.

Audit Internal berkewajiban untuk memberikan layanan konsultasi yang bersifat independen dan obyektif. Hal tersebut bertujuan untuk meningkatkan mutu dan memperbaiki operasional Perseroan, sekaligus meningkatkan efektivitas, manajemen risiko, pengendalian internal, dan proses tata kelola perusahaan.

The Internal Audit is obliged to provide independent and objective consulting services. This aims to improve the quality and enhance the operations of the Company, while also increasing the effectiveness of risk management, internal controls, and corporate governance processes.

Pengangkatan dan pemberhentian anggota Audit Internal sepenuhnya menjadi kewenangan Direktur Utama. Audit Internal memiliki akses langsung kepada Direktur Utama dan Komite Audit untuk melakukan koordinasi serta menyampaikan informasi terkait berbagai hal yang berhubungan dengan kegiatan dan hasil audit.

The appointment and dismissal of members of the Internal Audit is the authority of the President Director. Internal Audit has direct access to the President Director and to the Audit Committee to coordinate and inform matters relating to the implementation of audit activities and results.

Kedudukan unit Audit Internal dalam struktur Perusahaan sebagai berikut:

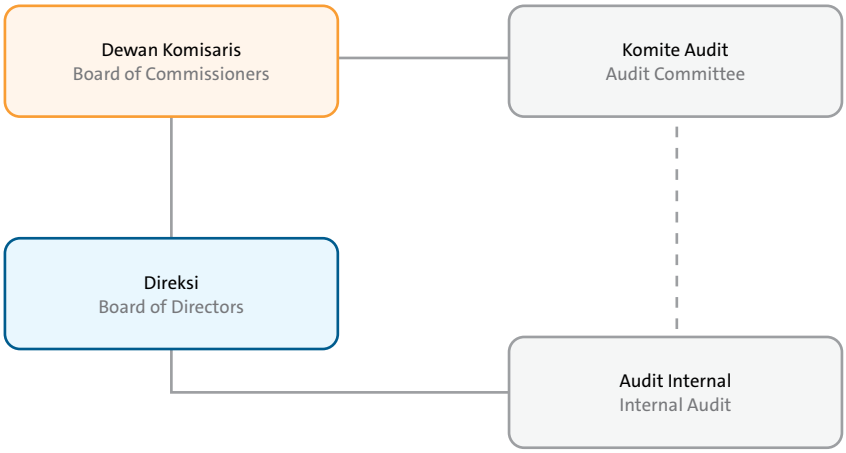
The position of the internal audit unit in the Company's structure is as follows:

1. Unit Audit Internal terdiri dari 1 (satu) orang auditor internal atau lebih.
2. Unit Audit Internal dipimpin oleh Kepala Unit Audit Internal.
3. Dalam hal unit Audit Internal terdiri dari 1 (satu) orang auditor internal, maka auditor internal dimaksud juga bertindak sebagai Kepala Unit Audit Internal.
4. Kepala unit Audit Internal bertanggung jawab kepada Direktur Utama dan secara fungsional kepada Dewan Komisaris atau melalui Komite Audit.

1. The Internal Audit Unit consists of 1 (one) or more internal auditors.
2. The Internal Audit Unit is led by the Head of the Internal Audit Unit.
3. In the event that the Internal Audit unit consists of 1 (one) internal auditor, the said internal auditor also acts as the Head of the Internal Audit Unit.
4. The Head of the Internal Audit unit is responsible to the President Director and functionally to the Board of Commissioners or through the Audit Committee.

## Struktur Audit Internal

## Internal Audit Structure




## Persyaratan

1. Memiliki integritas dan perilaku yang profesional, independen, jujur, dan obyektif dalam pelaksanaan tugasnya;
2. Memiliki pengetahuan dan pengalaman mengenai teknis audit dan disiplin ilmu lain yang relevan dengan bidang tugasnya;
3. Memiliki pengetahuan tentang peraturan perundang-undangan di bidang Pasar Modal dan peraturan perundang-undangan terkait lainnya;
4. Memiliki kecakapan untuk berinteraksi dan berkomunikasi baik lisan maupun tertulis secara efektif;
5. Mematuhi standar profesi yang dikeluarkan oleh asosiasi Audit Internal;
6. Mematuhi Kode Etik Audit Internal;
7. Menjaga kerahasiaan informasi dan/atau data Perusahaan terkait dengan pelaksanaan tugas dan tanggung jawab Audit Internal kecuali diwajibkan berdasarkan peraturan perundang-undangan atau penetapan atau putusan pengadilan;

## Requirements

1. Have integrity and professional behavior and is independent, honest, and objective in conducting their duties;
2. Have the knowledge and experience regarding audit technicalities and other knowledge relevant to their duties;
3. Have the knowledge on Capital Market laws and regulations and other relevant regulations;
4. Have the capability to interact and communicate effectively with other people, both verbally and in written form;
5. Comply with the professional standards issued by the Internal Audit association.
6. Comply with the Internal Audit's code of conduct;
7. Maintain information's confidentiality and/or Company's data in relation to the implementation of Internal Audit duties and responsibilities, unless being obliged by the law or court decision;

8. Memahami prinsip Tata Kelola Perusahaan yang Baik dan manajemen risiko; dan
9. Bersedia meningkatkan pengetahuan, keahlian, dan kemampuan profesionalismenya secara terus-menerus.

8. Understand Good Corporate Governance principles and risk management; and
9. Have the enthusiasm to continuously improve their knowledge, expertise, and professionalism.

## Profil Kepala Audit Internal

## Profile of Head of Internal Audit

### David Kurniawan

**Kepala Audit Internal**
Head of Internal Audit

**Warga Negara Indonesia**
Indonesian Citizen

**42 Tahun**
42 Years Old

**Domisili** : **Jakarta**
Domicile : Jakarta

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| **Riwayat Pendidikan**<br>Educational Background | Sarjana Komputer Akuntansi dari Universitas Bina Nusantara pada 2006. | Bachelor's degree in Computer Accounting from University of Bina Nusantara in 2006. |
| **Pengalaman Kerja**<br>Professional Experience | • 2016–sekarang, Kepala Audit Internal PT Intiland Development Tbk<br>• 2014-2016, Wakil Kepala Audit Internal PT Intiland Development Tbk<br>• 2013, Manajer Audit PT Intiland Development Tbk.<br>• 2012-2013, Audit Internal PT Cowell Development Tbk<br>• 2008–2011, Audit Internal PT Surya Toto Indonesia Tbk | • 2016 – present, Head of Internal Audit Division PT Intiland Development Tbk.<br>• 2014 – 2016, Deputy Head of Internal Audit Division PT Intiland Development Tbk<br>• 2013, Audit Manager PT Intiland Development Tbk<br>• 2011 – 2013, Internal Audit PT Cowell Development Tbk<br>• 2008 – 2011, Internal Auditor PT Suryo Toto Indonesia Tbk |
| **Dasar Hukum**<br>Basis of Appointment | Surat Keputusan Direksi No. 005/Intiland/HSG/VIII/2016 tentang Penggantian Kepala Divisi Internal Audit dan sesuai dengan Surat Keputusan Dewan Komisaris No.001-SK/BOC/Intiland/CS/VIII/2016 tentang Penunjukan Kepala Divisi Internal Audit. | Decree of the Board of Directors No. 005/Intiland/HSG/VIII/2016 on the Replacement of Head of Internal Audit Division as well as Decree of BOC No.001-SK/BOC/Intiland/CS/VIII/2016 on the Appointment of Head of Internal Audit Unit. |

## Pelatihan dan Peningkatan Kompetensi Audit Internal

Pengembangan kompetensi Audit Internal dan anggota timnya dilakukan dengan mengikuti berbagai kegiatan pelatihan, seminar, lokakarya, dan konferensi yang relevan dengan tugas Audit Internal.

Daftar perincian kegiatan pelatihan dan peningkatan kompetensi bagi Audit Internal tahun 2025 tercantum pada bab Profil Perusahaan dalam Laporan Tahunan ini.

## Training and Competency Development of Internal Audit

The competence development of the Internal Audit and its team is carried out by participating in various training events, seminars, workshops, and conferences relevant to the duties of the Internal Audit.

A detailed list of the training and competency enhancement activities for the Audit Internal in 2025 is shown in the Company Profile section of this Annual Report.

## Tugas dan Tanggung Jawab Audit Internal

1. Menyusun dan melaksanakan rencana tahunan Audit Internal.
2. Menguji dan mengevaluasi efektivitas pelaksanaan pengendalian internal dan sistem manajemen risiko sesuai dengan kebijakan Perseroan.
3. Melakukan pemeriksaan dan penilaian terhadap efisiensi dan efektivitas di bidang keuangan, akuntansi, operasional, sumber daya manusia, pemasaran, teknologi informasi, dan kegiatan lainnya, serta melakukan pemeriksaan khusus apabila diperlukan.
4. Memberikan saran perbaikan dan informasi yang obyektif tentang kegiatan yang diperiksa pada semua tingkat manajemen.
5. Membuat laporan hasil audit dan menyampaikannya kepada Direktur Utama dan Dewan Komisaris, serta bekerja sama dengan Komite Audit.
6. Memantau, menganalisis, dan melaporkan pelaksanaan tindak lanjut perbaikan yang telah disarankan.
7. Menyusun program untuk mengevaluasi mutu kegiatan audit internal yang dilaksanakan.

## Duties and Responsilities of Internal Audit

1. Preparing and implementing the Internal Audit annual plan.
2. Challenging and evaluating the effectiveness of the implementation of internal control and risk management systems in accordance with the Company's policies.
3. Conducting inspections and assessments of efficiency and effectiveness in the fields of finance, accounting, operations, human resources, marketing, information technology, and other activities, as well as conducting special inspections if necessary.
4. Providing suggestions for improvement and objective information on the audited activities at all levels of management.
5. Preparing audit reports and submitting it to the President Director and the Board of Commissioners, as well as cooperating with the Audit Committee.
6. Monitoring, analyzing, and reporting the implementation of the follow-up improvements that have been suggested.
7. Developing a program to evaluate the quality of the internal audit activities carried out.

## Piagam Audit Internal

Piagam Audit Internal Perseroan disusun dengan merujuk pada Peraturan Otoritas Jasa Keuangan Nomor 56/POJK.04/2015 yang dikeluarkan pada tanggal 23 Desember 2015, yang mengatur tentang Pembentukan dan Pedoman Penyusunan Piagam Unit Audit Internal. Dengan persetujuan dari Dewan Komisaris dan Direksi, Piagam Audit Internal Perseroan disusun pada bulan Desember 2009, dan telah mengalami pembaruan terakhir pada tanggal 22 September 2020.

Audit Internal dapat menjalankan tugasnya secara efektif sesuai dengan ketentuan yang tercantum dalam Piagam Audit Internal. Piagam Audit Internal dapat diakses di situs web Intiland (www.intiland.com).

## Internal Audit Charter

The Company's Internal Audit Charter was developed in accordance with OJK Regulation No. 56/POJK.04/2015 dated December 23, 2015 on Formation and Guidelines for the Preparation of the Internal Audit Unit Charter. With the approval of the Board of Commissioners and the Board of Directors, the Company's Internal Audit compiled the Internal Audit Charter in December 2009 and has been renewed with the latest update on 22 September 2020.

The Internal Audit can carry out its duties properly based on the Internal Audit Charter. The Internal Audit Charter can be accessed on the Company's website (www.intiland.com).

## Laporan Kegiatan dan Pencapaian tahun 2025

Pada tahun 2025 Audit Internal telah melakukan kegiatan audit meliputi audit keuangan dan operasional terhadap 16 *auditee* yang mencakup seluruh proyek pengembangan dan investasi dari Intiland yang berlokasi di Jakarta dan Surabaya. Pada akhir tahun 2025, Audit Internal memfokuskan kegiatan audit pada entitas anak perusahaan yang merupakan unit-unit bisnis olahraga.

## Report of Activity and Achievement in 2025

In 2025, the Internal Audit conducted audit activities covering both financial and operational audits of 16 auditees, encompassing all of Intiland's development and investment projects located in Jakarta and Surabaya. At the end of 2025, the Internal Audit focused its audit activities on subsidiary entities that operate as sport-related business units.

Unit Audit Internal juga melakukan sembilan (9) penugasan yang berkaitan dengan fungsi konsultasi dengan memberikan rekomendasi perbaikan yang dapat meningkatkan dan memperbaiki sistem internal pada proses terkait.

## Pengungkapan Hasil Pelaksanaan Audit Internal dan Tindak Lanjutnya

1. Di tahun 2025, Audit Internal melakukan kegiatan audit terhadap 16 unit *auditee* dengan cakupan audit area meliputi proses pengendalian internal transaksi keuangan, pemasaran dan penjualan, keselamatan kerja, perencanaan pembangunan, proses pembangunan, pengawasan pembangunan, kelengkapan *standard operating procedure*, kontrol terhadap anggaran, struktur organisasi, dan pengelolaan gedung.

2. Berdasarkan hasil pemeriksaan disimpulkan bahwa pengendalian internal Perseroan sudah dilakukan dengan cukup memadai. Inisiatif *continues improvement* yang dijalankan menghasilkan inovasi yang dapat meningkatkan mutu pengendalian internal.

3. Pemeriksaan Audit Internal juga mencakup pengelolaan risiko terhadap 16 unit audit tersebut dengan kesimpulan bahwa masih terdapat risiko yang sangat tinggi dan tinggi yang tindakan mitigasinya belum terimplementasi dengan konsisten.
4. Audit Internal terus memonitor penerapan dari tindakan mitigasi terhadap semua risiko, terutama risiko sangat tinggi dan tinggi.
5. Kesepakatan tindakan manajemen dari hasil kegiatan pemeriksaan audit sudah ditindaklanjuti oleh *auditee* dan tindakan manajemen yang proses penyelesaiannya lama akan terus dipantau oleh Audit Internal.

6. Berkat dukungan aktif dari Dewan Komisaris dan Direksi terhadap kegiatan Audit membuat auditee semakin aktif dalam menyelesaikan setiap temuan. Sampai akhir tahun 2025, status temuan yang masih menggantung menurun di angka 4,83%.

## Strategi Audit Internal tahun 2026

Pada tahun 2026, Audit Internal menargetkan untuk melakukan kegiatan audit terhadap 14 *auditee* dengan memprioritaskan pada tingkat risiko yang sangat tinggi serta dua divisi Perseroan. Sejalan dengan cukup efektifnya fungsi konsultasi, maka unit Audit Internal akan masih berfokus dalam upaya membantu Perseroan melalui fungsi konsultasi.

Internal Audit unit carried out nine (9) consulting engagements, through which recommendations for improvement were provided to strengthen and enhance internal control systems and related business processes.

## Disclosure of Results of Internal Audit and Follow-up Actions

1. In 2025, the Internal Audit function conducted audit activities covering 16 auditee units, with audit scope encompassing internal control processes over financial transactions, marketing and sales, occupational health and safety, development planning, construction processes, construction supervision, completeness of standard operating procedures (SOPs), budgetary controls, organizational structure, and building management.
2. Based on the audit results, it can be concluded that the Company's internal control system has been implemented in an adequately effective manner. The continuous improvement initiatives undertaken by the Company have resulted in innovations that further enhance the effectiveness of internal controls.
3. The Internal Audit review also covered the risk management practices across the 16 audited units, concluding that there remain very high and high risks for which the mitigation actions have not yet been implemented consistently.
4. Internal Audit will continue to monitor the implementation of mitigation actions, with particular focus on very high and high-risk exposures.
5. Management action plans agreed upon as a result of the audit activities have been followed up by the respective auditees. Action plans requiring a longer completion period will continue to be closely monitored by Internal Audit.
6. With the active support of the Board of Commissioners and the Directors for audit activities, auditees have become increasingly proactive in resolving each audit finding. As of the end of 2025, the percentage of outstanding audit findings decreased to 4.83%.

## Internal Audit's Strategy in 2026

In 2026, the Internal Audit targets to conduct audit activities for 14 auditees with very high-risk priority, as well as two divisions of the Company. In line with the relatively effective implementation of the consulting function, Internal Audit will continue to focus on supporting the Company through its consulting role.

## Sistem Pengendalian Internal

Sistem pengendalian internal merupakan prosedur yang dirancang dan dijalankan oleh Dewan Komisaris, Direksi, dan anggota manajemen lainnya serta seluruh organ Perusahaanyang bertujuan untuk memastikan kesesuaian antara pelaksanaan keputusan dan kegiatan dengan peraturan dan panduan untuk mencegah terjadinya kecurangan dan kecacatan hukum. Untuk menilai rancangan dan efektivitas pengendalian internal, Direksi dibantu Divisi Audit Internal yang penerapannya berkoordinasi dengan Komite Audit. Prosedur tersebut bertujuan untuk memberikan keyakinan bahwa penerapan pengendalian internal sesuai dengan tujuan dan sasaran Perusahaan.

Audit Internal telah melakukan pemeriksaan terhadap sistem pengendalian seluruh kegiatan finansial dan operasional, kecuali perpajakan, dalam lingkup Perseroan dan anak-anak perusahaan. Saat ini sistem pengendalian internal yang diterapkan Perseroan sudah cukup baik. Perseroan sudah memiliki sistem *Enterprise Resources Planning* dan secara terus-menerus meningkatkan pengendalian internal. Perseroan juga melengkapi proses pengendalian dengan penerapan sistem-sistem teknologi informasi yang dikembangkan secara internal. Perseroan berkomitmen untuk terus meningkatkan pengendalian internal dalam ruang lingkup operasional.

## Tinjauan atas Efektivitas Sistem Pengendalian Internal

Perusahaan telah menerapkan sistem pengendalian internal secara memadai, baik pada aspek keuangan maupun operasional, namun masih terdapat beberapa area yang berpotensi untuk terus ditingkatkan guna mencapai kinerja pengendalian yang lebih optimal. Dalam upaya meningkatkan kualitas pengendalian internal, Perusahaan berkomitmen untuk senantiasa mematuhi seluruh peraturan perundang-undangan dan ketentuan yang berlaku.

## Pernyataan Direksi dan/atau Dewan Komisaris atas Kecukupan Sistem Pengendalian Internal

Direksi dan Dewan Komisaris menyatakan bahwa sistem pengendalian internal di Intiland telah berfungsi secara optimal dan efektif dalam membantu pengelolaan berbagai risiko yang dihadapi. Pencapaian ini meliputi berbagai aspek, seperti operasional yang berjalan efisien, akurasi dalam pelaporan keuangan, perlindungan aset perusahaan, serta kepatuhan terhadap regulasi yang berlaku.

## Internal Control System

The internal control system is a set of procedures designed and implemented by the Board of Commissioners, the Board of Directors, other members of management, and all organs of the Company to ensure compliance between decision-making and activities in accordance with existing regulations and guidelines to prevent fraud and legal defects. To assess the design and effectiveness of internal controls, the Directors is supported by the Internal Audit Division, whose implementation is carried out in coordination with the Audit Committee. The procedures are intended to provide assurance that the implementation of internal controls is aligned with the Company's objectives and targets.

The Internal Audit has conducted reviews of the control systems covering all financial and operational activities, except taxation, within the scope of the Company and its subsidiaries. Currently, the internal control system implemented by the Company is considered to be reasonably effective. The Company has implemented an Enterprise Resource Planning (ERP) system and continues to enhance its internal control practices. The Company complements its control processes through the implementation of internally developed information technology systems. The Company remains committed to continuously strengthening internal controls within its operational activities.

## Internal Control System and Policy

The Company has implemented an internal control system adequately, covering both financial and operational aspects, although certain areas still have the potential for further improvement in order to achieve a higher level of excellence. As part of its efforts to enhance the quality of internal controls, the Company remains committed to continuously complying with all applicable laws, regulations, and prevailing provisions.

## Statement of the Directors and/or the Board of Commissioners on the Adequacy of the Internal Controls System

The Directors and the Board of Commissioners declare that the internal control system at Intiland has functioned optimally and effectively in assisting the management of various risks faced. This achievement is reflected in several key aspects, including efficient operational performance, the reliability of financial reporting, the safeguarding of the Company's assets, and compliance with applicable laws and regulations.

Komitmen ini juga diwujudkan melalui penyelenggaraan rapat Komite Audit secara berkala, baik dengan unit audit internal, Dewan Komisaris, dan Direksi. Pada rapat-rapat tersebut hasil temuan Audit Internal yang membutuhkan tindak lanjut dari Direksi dibahas secara rutin untuk memperbaiki kekurangan atau ditemukannya ketidaksesuaian prosedur.

This commitment is also realized through the regular holding of Audit Committee meetings, both with the internal audit unit, the Board of Commissioners, and the Directors. In these meetings, findings from the Internal Audit that require follow-up from the Directors are routinely discussed to address deficiencies or identify procedural discrepancies.

# SISTEM MANAJEMEN RISIKO
## RISK MANAGEMENT SYSTEM

Strategi dan kegiatan operasional Perusahaan tidak terlepas dari berbagai risiko yang dapat memengaruhi kinerja usaha. Berbagai ketidakpastian berpotensi menimbulkan dampak terhadap operasional maupun keberlangsungan bisnis Perseroan secara langsung maupun tidak langsung. Untuk mengantisipasi hal tersebut, Perseroan menerapkan manajemen risiko yang mengacu pada COSO *Framework* sebagai pedoman dalam mengidentifikasi, menilai, serta menetapkan langkah mitigasi guna meminimalkan dampak maupun kemungkinan terjadinya risiko. Evaluasi atas penerapan manajemen risiko juga dilakukan secara berkala bersama jajaran manajemen guna memastikan efektivitas langkah mitigasi yang telah diterapkan.

The Company's strategies and operational activities are inherently exposed to various risks that may affect its business performance. Various uncertainties may have both direct and indirect impacts on the Company's operations and business sustainability. To anticipate such risks, the Company implements a risk management framework based on the COSO Framework as a guideline to identify, assess, and establish mitigation measures in order to minimize both the potential impact and likelihood of risks. The implementation of risk management is also evaluated periodically together with the management to ensure the effectiveness of the mitigation measures that have been implemented.

Perseroan mencermati, di tahun 2026, keputusan pembelian properti diperkirakan akan dipengaruhi oleh berbagai kondisi ekonomi, seperti tingkat inflasi, suku bunga, daya beli masyarakat, serta faktor-faktor lainnya. Perseroan akan terus mencermati perkembangan dari faktor-faktor tersebut sebagai acuan dalam menentukan langkah-langkah strategis untuk menghadapi berbagai tantangan yang ada. Unit manajemen risiko berperan aktif dalam mengelola risiko secara menyeluruh di seluruh segmen bisnis Perseroan, yang meliputi perumahan, *mixed-use & high-rise*, kawasan industri, properti sewa, hingga properti investasi. Pengelolaan risiko dilakukan secara terintegrasi pada setiap tahapan kegiatan usaha, mulai dari perencanaan, pembebasan lahan, pembangunan, pemasaran, serah terima, penyewaan, hingga pengelolaan properti.

The Company observes that in 2026, property purchasing decisions are expected to be influenced by various economic conditions, such as inflation rates, interest rates, consumer purchasing power, and other related factors. The Company will continue to monitor developments in these factors as a basis for determining strategic measures to address potential challenges. The Risk Management Unit plays an active role in managing risks comprehensively across all of the Company's business segments, including landed residential, mixed use & high-rise, industrial estates, lease properties, and investment properties. Risk management is carried out in an integrated manner across every stage of the business process, from planning, land acquisition, construction, marketing, handover, lease to property management.

## Klasifikasi Risiko

Pada tahun 2025 Perseroan mengklasifikasikan risiko ke dalam 4 (empat) kategori, meliputi:

1. Risiko Finansial
   Risiko finansial adalah risiko yang dapat memberi dampak kerugian bagi keuangan Perusahaan. Risiko finansial yang dihadapi Perseroan antara lain:
   a. Risiko Kredit
      Risiko kredit merupakan risiko yang disebabkan ketidakmampuan pelanggan dalam memenuhi kewajiban pembayaran sesuai kontrak. Untuk memitigasi risiko pembayaran kredit, perusahaan secara konsisten melakukan penilaian dan pembaruan profil risiko kredit secara rutin, memantau kolektibilitas piutang secara berkala, serta menyesuaikan strategi keuangan berdasarkan hasil pemantauan terhadap regulasi, kondisi ekonomi, dan dinamika pasar.
   b. Risiko Likuiditas
      Risiko likuiditas merupakan risiko saat Perusahaan tidak memiliki kemampuan finansial yang memadai untuk memenuhi kewajiban keuangan secara tepat waktu. Perusahaan melakukan pemantauan kas dan setara kas secara berkala, penyusunan proyeksi arus kas yang terukur, dan menjaga rasio keuangan yang sehat. Perusahaan telah berhasil mencatatkan penurunan utang secara signifikan melalui penerapan strategi *deleveraging* dengan cara melunasi, mengurangi, *refinancing* beban utang dan bunga, hingga penjualan aset *non-core*.
   c. Risiko Permodalan
      Risiko permodalan berkaitan dengan pendanaan untuk mendukung pertumbuhan bisnis. Risiko ini dapat menyebabkan ketidakcukupan jumlah modal, mengganggu stabilitas keuangan, dan pertumbuhan usaha. Perusahaan menjaga hubungan baik dengan lembaga keuangan dan investor untuk mendapat sumber pendanaan yang optimal, serta rutin memublikasikan berita dan siaran pers terkait informasi dan data yang diperlukan Investor. Perusahaan juga melakukan ekspansi usaha dengan skema *joint venture*.
   d. Risiko Mata Uang Asing
      Risiko ini berkaitan dengan eksposur fluktuasi mata uang asing yang timbul dari transaksi lintas negara yang meliputi kegiatan operasional seperti impor bahan baku, atau penyedia jasa dari luar negeri. Jumlah eksposur mata uang asing secara keseluruhan pengaruhnya cukup kecil karena sebagian besar

## Clasification of Risk

In 2025, Intiland classified risks into 4 (four) categories, including:

1. Financial Risks
   Financial risk is a form of risk arising from an event that adversely affects the Company's financial condition. The types of financial risks include:
   a. Credit Risk
      Credit risk refers to the risk arising from customers' inability to fulfill their payment obligations in accordance with contractual terms. To mitigate credit payment risk, the Company consistently conducts regular assessments and updates of customers' credit risk profiles, periodically monitors accounts receivable collectability, and adjusts its financial strategies based on monitoring results of regulatory developments, economic conditions, and market dynamics.
   b. Liquidity Risk
      Liquidity risk is the risk that the Company may not have sufficient financial resources to meet its financial obligations on a timely basis. The Company mitigates this risk through regular monitoring of cash and cash equivalents, the preparation of measured cash flow projections, and the maintenance of sound financial ratios. The Company has successfully recorded a significant reduction in debt through the implementation of deleveraging strategies, including debt repayment, reduction, refinancing of debt and interest burdens, as well as the disposal of non-core assets.
   c. Capital Risks
      Capital risk relates to the availability of funding to support business growth. This risk may result in insufficient capital levels, potentially disrupting financial stability and business expansion. The Company maintains strong relationships with financial institutions and investors to secure optimal funding sources and regularly publishes disclosures and press releases to provide investors with relevant information and data. In addition, the Company pursues business expansion through joint venture schemes.
   d. Foreign Currency Risk
      Foreign exchange risk relates to exposure to fluctuations in foreign currencies arising from cross-border transactions, including operational activities such as the import of raw materials or the use of overseas service providers. Overall foreign currency exposure remains limited, as the majority of service

penyedia jasa dan bahan baku berasal dari pemasok lokal. Seluruh transaksi penjualan Perusahaan dilakukan menggunakan mata uang Rupiah.

2. Risiko Operasional
Risiko operasional dapat timbul akibat kegagalan pada penerapan prosedur internal, faktor sumber daya manusia, maupun gangguan sistem dan infrastruktur teknologi. Dalam memitigasi risiko sumber daya manusia, Perseroan melakukan pemetaan kompetensi karyawan, memberi pelatihan, dan membuat program pengembangan *talent successor*. Dalam memitigasi risiko sistem dan teknologi, Perusahaan menjaga keamanan sistem informasi, seperti proteksi perangkat dan sistem, serta memberi edukasi ke karyawan mengenai antisipasi serangan siber. Perusahaan juga memiliki disaster *recovery plan* yang memadai guna mengantisipasi kendala sistem dan memastikan ketersediaan data.

Untuk memitigasi risiko operasional lahan, Perusahaan rutin melakukan pengawasan, audit status hukum dan perizinan lahan, serta mengembangkan sistem untuk memastikan data lahan terdokumentasi dengan baik. Perseroan juga merencanakan proyek baru secara matang, memantau progres pekerjaan proyek secara berkala, dan melakukan perbaikan berkelanjutan agar proses bisnis internal berjalan optimal.

3. Risiko Strategis
Risiko strategis merupakan risiko yang disebabkan oleh rencana dan penerapan strategi yang tidak tepat. Lini bisnis properti yang dikembangkan Perseroan mulai dari perumahan, *mixed use & high rise*, kawasan industri, hingga properti investasi. Setiap segmen menyumbang peran dalam meningkatkan performa keuangan Perseroan. Selain menggunakan strategi *joint venture*, Perseroan juga melakukan pertimbangan menyeluruh dalam perencanaan pembangunan, perluasan diversifikasi usaha, menambah sumber *recurring income*, mengoptimalkan saluran promosi melalui iklan di media daring, dan berinovasi guna menciptakan nilai tambah dan keunggulan dalam setiap proyek yang dipasarkan.

4. Risiko Eksternal
Risiko eksternal perusahaan properti disebabkan oleh faktor-faktor di luar kendali langsung Perusahaan yang dapat memengaruhi pasar, operasional, keuangan, dan reputasi. Pada tahun 2025 terdapat beberapa risiko eksternal yang dihadapi Perseroan yakni penurunan daya beli masyarakat, tingkat suku bunga yang tinggi

providers and raw materials are sourced from local suppliers. All of the Company's sales transactions are conducted in Indonesian Rupiah.

2. Operational Risk
Operational risk may arise from failures in the implementation of internal procedures, human resource factors, or disruptions to systems and technological infrastructure. To mitigate human resource-related risks, the Company conducts employee competency mapping, provides training programs, and implements successor talent development initiatives. To address system and technology risks, the Company maintains information system security through device and system protection measures and provides employee awareness programs on cyber security threats. The Company also maintains an adequate disaster recovery plan to anticipate system disruptions and ensure data availability.

To mitigate land-related operational risks, the Company conducts regular monitoring, audits the legal and permitting status of land assets, and develops systems to ensure proper documentation of land data. In addition, the Company carries out thorough project planning, periodically monitors project progress, and implements continuous improvement initiatives to ensure that internal business processes operate optimally.

3. Strategic Risk
Strategic risk refers to the risk arising from inappropriate strategic planning and execution. The Company's business lines encompass landed residential, mixed use & high-rise, industrial estates, and investment properties. Each segments contributes to enhancing the Company's financial performance. In addition to adopting joint venture strategies, the Company undertakes comprehensive assessments in development planning, business diversification initiatives, expansion of recurring income sources, optimization of promotional channels through online advertising, and continuous innovation to create added value and competitive advantages across its marketed projects.

4. External Risk
External risk arises from factors beyond the Company's direct control that may affect market conditions, operations, financial performance, and reputation. In 2025, external risks faced by the Company included declining consumer purchasing power, elevated interest rates during the early part of the year, investment climate

pada kuartal awal, iklim investasi, dan regulasi properti. Untuk mengantisipasi hal tersebut Perseroan fokus dalam pengembangan proyek di segmen perumahan dan kawasan industri.

Perseroan juga mencermati kondisi politik, ekonomi, sosial, teknologi, lingkungan, dan regulasi yang berlaku. Risiko eksternal lainnya adalah perubahan preferensi konsumen yang dapat memengaruhi permintaan dan nilai properti. Untuk mengantisipasi hal tersebut, Perseroan melakukan pemantauan tren dan penyesuaian strategi dalam menawarkan konsep properti yang sesuai.

## Upaya Pengelolaan dan Mitigasi Risiko

Perseroan terus menjalankan pengelolaan dan mitigasi risiko di tahun 2025 dengan fokus antara lain:

1. Menerapkan standar pemantauan progres manajemen proyek yang efektif untuk mengurangi peningkatan biaya dan keterlambatan serah terima ke konsumen.
2. Melakukan strategi *deleveraging* dengan cara melunasi, mengurangi, atau *refinancing* beban utang dan bunga.
3. Analisa aset *landbank* yang dimiliki untuk proyek baru maupun menambah diversifikasi usaha.
4. Mengembangkan bisnis bersama mitra strategis melalui skema *joint venture*.
5. Aktif melakukan pemasaran digital dengan pembuatan konten interaktif, serta mengoptimalkan saluran promosi melalui iklan di media daring guna meningkatkan jangkauan informasi dan komunikasi ke konsumen properti.
6. Pemanfaatan Peraturan Menteri Keuangan (PMK) No. 13 Tahun 2025 dan PMK No. 60 Tahun 2025 tentang insentif tambahan PPN atas penyerahan rumah tapak dan satuan rumah susun yang ditanggung Pemerintah.
7. Memfokuskan penjualan pada unit siap pakai, terutama untuk tipe properti *high rise*, serta melanjutkan pengembangan proyek-proyek perumahan dan kawasan industri.
8. Mengoptimalkan strategi penyewaan sesuai kebutuhan pasar.
9. Meningkatkan okupansi penyewaan perkantoran dengan mencari penyewa baru dan merancang strategi retensi penyewa untuk mempertahankan tingkat okupansi dan profitabilitas.

conditions, and property-related regulations. To mitigate these risks, the Company focused on developing projects in the residential and industrial estate segment.

The Company closely monitors political, economic, social, technological, environmental, and regulatory (PESTEL) conditions. Another external risk relates to changes in consumer preferences, which may affect property demand and value. To anticipate such changes, the Company continuously monitors market trends and adjusts its strategies in offering property concepts that align with evolving consumer preferences.

## Risk Management and Mitigation Measures

The Company continues to implement risk management and mitigation in 2025, with a focus on the following areas:

1. Implementing effective project management progress monitoring standards to mitigate the risk of cost overruns and delays in handover to customers.
2. Executing deleveraging strategies through debt repayment, reduction, or refinancing to manage debt and interest burdens.
3. Conducting comprehensive analysis of the Company's land bank assets for the development of new projects and business diversification.
4. Developing business initiatives with strategic partners through joint venture schemes.
5. Actively enhancing digital marketing efforts through the development of interactive content and optimization of online advertising channels to expand market reach and strengthen communication with property consumers.
6. Leveraging Government regulations, including Minister of Finance Regulation (PMK) No. 13 of 2025 and PMK No. 60 of 2025, which provide additional Value Added Tax (VAT) incentives on the delivery of landed houses and apartment units borne by the Government.
7. Prioritizing the sale of ready stock units, particularly in the high-rise segment, while continuing project development in landed residential and industrial estate segment.
8. Optimizing leasing strategies in line with prevailing market demand.
9. Increasing office leasing occupancy rates by securing new tenants and implementing tenant retention strategies to sustain occupancy rate and profitability.

10. Melakukan pemetaan kompetensi karyawan, memberi pelatihan, serta membuat program pengembangan *talent successor*.
11. Mencermati tren pasar, kondisi perekonomian, regulasi terbaru, dan preferensi konsumen sebagai acuan strategi bisnis.

## Tinjauan atas Efektivitas Sistem Manajemen Risiko

Sepanjang tahun 2025, proses peninjauan atas sistem manajemen risiko Perseroan berjalan secara efektif dalam mengidentifikasi, mengevaluasi, dan mengelola risiko pada setiap aktivitas usaha. Langkah mitigasi dijalankan secara proaktif guna merespon perubahan kondisi internal maupun eksternal, termasuk dinamika ekonomi, kebijakan, dan tantangan industri yang berkembang.

Perseroan menerapkan pendekatan manajemen risiko secara sistematis di seluruh lini operasional, mulai dari tahap perencanaan, pengembangan, hingga pengelolaan properti, melalui pemetaan tingkat risiko yang komprehensif pada setiap segmen usaha. Evaluasi dilakukan secara berkala untuk memastikan strategi mitigasi tetap relevan dan adaptif terhadap dinamika pasar. Melalui penerapan tersebut, sistem manajemen risiko Perseroan mampu menjaga stabilitas operasional dan mendukung pertumbuhan usaha yang berkelanjutan.

## Pernyataan Direksi dan/atau Dewan Komisaris atau Komite Audit atas Kecukupan Sistem Manajemen Risiko

Dewan Komisaris dan Direksi menilai bahwa penerapan sistem manajemen risiko di sepanjang tahun 2025 telah mencukupi dalam mengantisipasi dan mengelola berbagai tantangan yang dihadapi Perusahaan. Melalui model pendekatan yang terstruktur, setiap potensi risiko dapat diidentifikasi dan dimitigasi secara akurat dan tepat untuk menjaga stabilitas operasional serta mendukung keberlanjutan usaha.

Perseroan melakukan peninjauan manajemen risiko secara berkala untuk memastikan strategi mitigasi tetap sesuai dengan perkembangan dan perubahan kondisi eksternal maupun internal. Manajemen berkomitmen untuk selalu memperkuat sistem manajemen risiko agar tetap adaptif dan responsif terhadap dinamika bisnis di masa mendatang.

10. Enhancing human capital management through employee competency mapping, training programs, and the development of successor talent programs.
11. Closely monitoring market trends, macroeconomic conditions, regulatory developments, and consumer preferences as key inputs in formulating the Company's business strategies.

## Evaluation on the Effectivity of Risk Management System

Throughout 2025, the Company review of its risk management system was carried out effectively in identifying, assessing, and managing risks across all business activities. Mitigation measures were implemented proactively to respond to changes in both internal and external conditions, including evolving economic dynamics, regulatory developments, and industry challenges.

The Company applies a systematic risk management approach across all operational lines, from planning and development to property management, through comprehensive risk mapping in each business segment. Evaluations are conducted periodically to ensure that mitigation strategies remain relevant and adaptive to market dynamics. Through these measures, the Company's risk management system has effectively safeguarded operational stability and supported sustainable business growth.

## Statement of The Directors and/or Board of Commissioners or Audit Committee on The Adequacy of The Risk Management System

The Board of Commissioners and the Directors assess that the implementation of the risk management system throughout 2025 has been adequate in anticipating and managing various challenges faced by the Company. Through a structured approach, each potential risk can be accurately and effectively identified and mitigated to maintain operational stability and support business sustainability.

The Company conducts regular risk management reviews to ensure that mitigation strategies remain aligned with developments and changes in both external and internal conditions. Management is committed to continuously strengthening the risk management system to remain adaptive and responsive to future business dynamics.

# PERKARA HUKUM
## LITIGATIONS

Perseroan menghadapi sejumlah perkara hukum baik secara langsung maupun tidak langsung melalui entitas anak Perusahaan. Perkara-perkara hukum tersebut mencakup perkara perdata yang telah masuk proses peradilan dan dapat berpotensi membawa dampak signifikan maupun tidak terhadap Perseroan

Berikut daftar perkara hukum yang dihadapi Perseroan di tahun 2025:

a. PT Taman Harapan Indah (THI), entitas anak, mengajukan tiga (3) gugatan kepada pihak-pihak ketiga, yaitu:
   1. Gugatan kepada Gubernur DKI Jakarta di Pengadilan Tata Usaha Negara (PTUN) Jakarta dalam kaitannya dengan Keputusan Gubernur DKI Jakarta No. 1409 Tahun 2018 tanggal 6 September 2018 yang mencabut Surat Keputusan Gubernur DKI Jakarta No. 2637 Tahun 2015 tanggal 30 November 2015 tentang Pemberian Izin Pelaksanaan Reklamasi Pulau H kepada THI. Sengketa ini terdaftar dengan No. 24/G/2019/PTUN Jakarta dan dalam proses banding karena Gubernur DKI Jakarta keberatan terhadap putusan PTUN Jakarta yang memenangkan gugatan THI.

      Banding telah diputus PTUN Jakarta pada tanggal 2 Desember 2019 dalam nomor putusan banding No. 268/B/2019/PTUN-JKT dengan putusannya, membatalkan putusan PTUN Jakarta No. 24/6/2019/PTUN tanggal 9 Juli 2019.

      Atas putusan tersebut, pada tanggal 23 Desember 2019, THI telah mengajukan kasasi ke Mahkamah Agung. Hasil kasasi ini diputuskan oleh Mahkamah Agung dengan surat putusan No. 227/K/TUN/2020 tanggal 4 Juni 2020 dengan putusannya menolak permohonan kasasi THI.

      THI melalui kuasa hukumnya melakukan upaya hukum dengan mengajukan Peninjauan Kembali (PK) atas Putusan MA tersebut. Hasil PK ini diputuskan oleh Mahkamah Agung dengan surat putusan No. 84/PK/TUN/2021 tanggal 19 Agustus 2021 dengan putusannya membatalkan hasil Putusan Mahkamah Agung No. 227/K/TUN/2020 tanggal 4 Juni 2020 dan

The Company faces several legal cases, both directly and indirectly through its subsidiaries. These legal cases include civil disputes that have entered the judicial process and may potentially have either a significant or negligible impact on the Company.

Here is the list of legal cases faced by the Company in 2025:

a. PT Taman Harapan Indah (THI), a subsidiary, filed three (3) lawsuits against third parties, follows:
   1. Lawsuit against the Governor of DKI Jakarta at the Court of Tata Usaha Negara (PTUN) Jakarta in connection with the Decree of the Governor of DKI Jakarta No. 1409 Year 2018 dated September 6, 2018 which revoked the Decree of the Governor of DKI Jakarta No. 2637 Year 2015 dated November 30, 2015 concerning Granting of Permit for Pulau H Reclamation Implementation to THI. This dispute is registered with No. 24/G/2019/PTUN Jakarta and in the appeal process because of the Governor of DKI Jakarta objected to the PTUN Jakarta's decision which THI won the lawsuit.

      The appeal has been decided by PTUN Jakarta on December 2, 2019 in the appeal decision number No. 268/B/2019/PTUN-JKT with its decision, canceling the decision of PTUN Jakarta No. 24/6/2019/PTUN on July 9, 2019.

      In lieu of this decision, THI has filed another appeal to the Supreme Court on December 23, 2019. The Supreme Court issued the decision letter No. 227/K/TUN/2020 dated June 4, 2020 with the decision rejecting THI's appeal.

      THI through its legal counsel took legal action by submitting a Judicial Review (PK) of the Supreme Court's Decision. The result of this PK were decided by the Supreme Court with a decision letter No. 84/PK/TUN/2021 dated August 19, 2021 with its decision cancelling the results of the Supreme Court's Decision No. 227/K/TUN/2020 dated June 4, 2020

Keputusan Gubernur DKI Jakarta No. 1409 Tahun 2018 tanggal 6 September 2018 tentang pemberian izin pelaksanaan reklamasi Pulau H kepada THI.

Atas hasil putusan PK tersebut, manajemen THI telah mengirimkan surat kepada Gubernur DKI Jakarta pada tanggal 14 Desember 2021 meminta permohonan arahan selanjutnya atas proses dan prosedur yang harus ditempuh terkait dengan pelaksanaan reklamasi Pulau H. Manajemen THI telah menerima tanggapan surat tersebut dari Gubernur DKI Jakarta pada tanggal 8 Juni 2022 yang berisikan penegasan bahwa pada prinsipnya Pemerintah Provinsi DKI Jakarta taat hukum dan ketentuan peraturan perundangundangan serta menghormati hasil proses peradilan termasuk Putusan Peninjauan Kembali Mahkamah Agung Republik Indonesia Nomor 84 PK/TUN/2021 tanggal 19 Agustus 2021.

2. Gugatan kepada Badan Pertanahan Nasional (BPN) terkait Surat Keputusan No. 1/PTT-HGB/KEM-ART/BPN/IV/2019 tanggal 22 April 2019 dari Kementrian Agraria yang menetapkan tanah milik THI di Tegal Ratu, Ciwandan dengan SHGB No. 17 dan luas tanah 68.028 $m^2$ sebagai tanah terlantar. PTUN Jakarta memenangkan gugatan THI berdasarkan Putusan No. 159/G/2019/PTUN/JKT. Perkara ini masih berlanjut oleh karena BPN melakukan banding atas putusan tersebut dan saat ini sedang dalam pemeriksaan di Tingkat Mahkamah Agung. Adapun jumlah nilai tanah yang dipersengketakan sebesar Rp20.581.115.316.

3. Gugatan kasasi kepada Kudun, Muryati, dan Mawi (ahli waris dari Hj. Alimah Suja alias Alisma Sudja) (Tergugat) terkait putusan Pengadilan Tinggi DKI Jakarta No. 244/Pdt/2021/PT DKI tanggal 30 Juli 2021 yang menetapkan bahwa objek sengketa berdasarkan SHM Nomor 02282 atas nama Alisma Sudja adalah milik sah Tergugat. Bahwa perbuatan Penggugat yang telah menguasai tanah objek sengketa sejak tahun 1989, tanpa alas hak yang sah berupa surat peralihan hak dari pemilik kepada Penggugat adalah perbuatan melawan hukum. Perkara sudah diputus pada tanggal 30 November 2022 dengan hasil putusannya menolak permohonan kasasi Penggugat.

and the Decree of the Governor of DKI Jakarta No. 1409 Year 2018 dated September 6, 2018 concerning the granting of permits for the reclamation of Pulau H to THI.

Based on the results of the PK decision, THI management has sent a letter to the Governor of DKI Jakarta on December 14, 2021 request for further directions on the processes and procedures that must be followed in relation to the implementation of the reclamation of Pulau H. THI management has received a response to the letter from the Governor of DKI Jakarta on June 8, 2022 which contains an affirmation that in principle the Provincial Government of DKI Jakarta obeys the law and the provisions of laws and regulations and respect the results of the judicial process including the Judicial Review Decision of the Supreme Court of the Republic of Indonesia Number 84 PK/TUN/2021 dated August 19, 2021.

2. Lawsuit against Badan Pertanahan Nasional (BPN) regarding Decree No. 1/PTT-HGB/KEM-ART/BPN/IV/2019 dated April 22, 2019 from the Agrarian Ministry which established THI's land in Tegal Ratu, Ciwandan with SHGB No. 17 and with total area of 68,028 $m^2$, as an abandoned land. PTUN Jakarta won the THI lawsuit based on Decision No. 159/G/2019/PTUN/JKT. This case is still ongoing because BPN has appealed the decision and is currently being investigated at the Supreme Court level. The total dispute land value amounted to Rp20,581,115,316.

3. Lawsuit against Kudun, Muryati, and Mawi (heirs of Hj. Alimah Suja as known as Alisma Sudja) (Defendant) regarding the decision of the DKI Jakarta High Court No. 244/Pdt/2021/PT DKI dated July 30, 2021 which stipulates that the object dispute based on SHM Number 02282 in the name of Alisma Sudja is the legal property of the Defendant. That the actions of the Plaintiff, who has controlled the land subject to dispute since 1989, without a legal basis in the form of a letter of transfer of rights from the owner to the Plaintiff, is an unlawful act. The case was decided on November 30, 2022 with the result of the decision rejecting the Plaintiff's cassation

Atas putusan kasasi tersebut, Penggugat berencana mengajukan Peninjauan Kembali ke Mahkamah Agung. Sampai dengan tanggal penyelesaian laporan keuangan konsolidasian, perkara tersebut masih dalam proses pengajuan Peninjauan Kembali. Adapun jumlah nilai tanah yang dipersengketakan sebesar Rp15.600.000.000.

request. Based on the cassation decision, the Plaintiff plans to submit a judicial review to the Supreme Court. As of the completion date of the consolidated financial statements, the case is still in the process of submitting a judicial review. The total value of the dispute is Rp15,600,000,000.

b. Terkait perkara hukum yang berkaitan dengan pengelolaan dan penggunaan dana investasi, salah satu terpidana dalam kasus tersebut telah dijatuhi hukuman pidana tambahan berupa pembayaran uang pengganti pada 26 Februari 2021. Namun, hingga batas waktu yang ditentukan, pembayaran tersebut belum direalisasikan. Pada tahun 2023, Kejaksaan Negeri Jakarta Pusat dan Pusat Pemulihan Aset Kejaksaan Agung RI, secara keliru dan tanpa dasar hukum yang jelas melakukan sita eksekusi atas aset tanah milik PT Perkasalestari Utama (PLU), entitas anak, yaitu 6 bidang tanah di Desa Buaran – Pakuhaji seluas 25.590 $m^2$ dan 8 bidang tanah di Desa Kayu Agung – Sepatan seluas 17.025 $m^2$. Penyitaan ini didasarkan pada anggapan bahwa tanah tersebut merupakan bagian dari aset yang terkait dengan perkara tersebut. Namun, faktanya, PLU memperoleh tanah tersebut melalui transaksi jual beli dengan PT Permata Ratna Mulia (PRM) pada tahun 2010. PRM sendiri tidak memiliki keterkaitan, baik secara langsung maupun tidak langsung, dengan pihak yang terlibat dalam perkara tersebut.

b. Regarding the legal case related to the management and use of investment funds, one of the convicts in the case has been sentenced to additional criminal penalties in the form of payment of compensation on February 26, 2021. However, until the specified deadline, the payment was not realized. In 2023, the Central Jakarta District Attorney's Office and the Attorney General's Office of the Republic of Indonesia's Asset Recovery Center, wrongly and without a clear legal basis, carried out an execution seizure of land assets belonging to PT Perkasalestari Utama (PLU), a subsidiary, totaling 6 plots of land in Buaran Village – Pakuhaji covering an area of 25,590 $m^2$ and 8 plots of land in Kayu Agung Village – Sepatan covering 17,025 $m^2$. This arrangement is based on the assumption that the land is part of the assets related to the case. However, in fact, PLU obtained the land through a sale and purchase transaction with PT Permata Ratna Mulia (PRM) in 2010. PRM itself has no connection, either directly or indirectly, with the party involve in the case.

Atas dasar ini, PLU dan Perusahaan telah mengajukan gugatan perbuatan melawan hukum, yang telah terdaftar dalam perkara nomor 12/Pdt.G/2024/PN di Pengadilan Negeri Jakarta Pusat. Hasil putusan dari Pengadilan Negeri Jakarta Pusat menyatakan menolak gugatan PLU dan Perusahaan. Atas putusan ini, PLU dan Perusahaan mengajukan banding dan kemudian kasasi. Sampai dengan tanggal penyelesaian laporan keuangan konsolidasian, perkara tersebut masih menunggu dalam proses pemeriksaan kasasi di Mahkamah Agung.

On this basis, PLU and the Company have filed a lawsuit for unlawful acts which has been registered in case number 12/Pdt.G/2024/PN at the Central Jakarta District Court. The decision of the Central Jakarta Disctrict Court stated that it rejected PLU and the Company's lawsuit. Regarding this decision, PLU and the Company filed an appeal and subsequently a cassation. As of the date of completion of the consolidated financial statements, the case is still pending cassation examination process at the Supreme Court.

Potensi kerugian akibat perkara tersebut, berdasarkan estimasi nilai objek tanah yang disita secara keliru, mencapai Rp17.241.901.155.

The potential loss due to the case, based on the estimated value of the land object that was wrongly confiscated, reached Rp17,241,901,155.

c. PT Raharja Mitra Familia (RMF), entitas anak, menghadapi dua (2) gugatan dari pihak-pihak ketiga, yaitu:
   1. Gugatan dari pihak ketiga berdasarkan perkara No. 146/Pdt.G/2023/ PN.Jkt.Pst tanggal 1 Maret 2023 terkait sebidang tanah seluas 1.103,66 $m^2$ yang terletak di Kebon Melati. Pada tanggal 16 November 2023 putusan Pengadilan Negeri menyatakan putusan sela. Penggugat kemudian melakukan banding pada tanggal 12 Desember 2023. Pada tanggal 23 Juli 2024, Pengadilan Tinggi mengeluarkan putusan untuk menyetujui putusan sela Pengadilan Negeri. Penggugat kemudian mengajukan kasasi pada tanggal 2 September 2024 dengan hasil putusannya permohonan kasasi ditolak pada tanggal 9 Oktober 2025.

   2. Gugatan dari pihak ketiga berdasarkan perkara No. 177/Pdt.G/2023/ PN.Jkt.Pst tanggal 19 Maret 2024 terkait sebidang tanah seluas 29.855 $m^2$ yang terletak di Kebon Melati yang tidak dimiliki seluruhnya oleh RMF. Penggugat meminta sita jaminan terhadap tanah tersebut. Pada tanggal 21 November 2024, Pengadilan Negeri mengabulkan permintaan sita jaminan untuk tanah seluas 17.510 $m^2$ yang bukan merupakan milik RMF.

      Banding telah diputus Pengadilan Tinggi Jakarta pada tanggal 26 Mei 2025 dalam nomor putusan banding No. 565/PDT/2025/PT DKI dengan putusannya, membatalkan putusan Pengadilan Negeri Jakarta Pusat No. 177/Pdt.G/2023/PN.Jkt.Pst tanggal 19 Maret 2024 dan membatalkan sita jaminan.

      Penggugat kemudian mengajukan kasasi pada tanggal 18 Juni 2025 dengan hasil putusan kasasi Nomor 4673 K/PDT/2025 tertanggal 12 November 2025 menguatkan Putusan Pengadilan Tinggi Jakarta dan telah berkekuatan hukum tetap.

d. PT Intiland Grande (IG), entitas anak, mengajukan gugatan perbuatan melawan hukum kepada pihak-pihak ketiga, dalam Perkara Perdata No. 196/Pdt.G/2024/ PN.Sby di Pengadilan Negeri Surabaya pada tanggal 15 Februari 2024 terkait dengan sengketa kepemilikan atas 10 (sepuluh) bidang tanah yang telah bersertifikat dalam bentuk Sertifikat Hak Guna Bangunan (SHGB) dengan

c. PT Raharja Mitra Familia (RMF), a subsidiary, facing two (2) lawsuits from third parties, follows:
   1. A lawsuit from a third party under case No. 146/Pdt.G/2023/PN.Jkt.Pst dated March 1, 2023, related to a plot of land measuring 1,103.66 $m^2$ located in Kebon Melati. On November 16, 2023, the District Court issued an interim rulling. The plaintiff then filed an appeal on December 12, 2023. On July 23, 2024, the High Court issued a decision upholding the District Court's interim rulling. The plaintiff subsequently filed a cassation on September 2, 2024 and the decision rejecting the cassation application was rendered on October 9, 2025.

   2. A lawsuit from a third party based on case No. 177/Pdt. G/2023/PN.Jkt.Pst dated March 19, 2024, related to a plot of land measuring 29,855 $m^2$ located in Kebon Melati that is not fully owned by RMF. The plaintiff is requesting a lien on the land. On November 21, 2024, the District Court granted the request for a lien on 17,510 $m^2$ of land, that is not owned by RMF.

      The appeal has been decided by High Court Jakarta on May 26, 2025 in the appeal decision number No. 565/PDT/2025/PT DKI with its decision, canceling Central Jakarta District Court decision No. 177/Pdt.G/2023/PN.Jkt.Pst dated March 19, 2024 and canceling the lien on the land.

      The plaintiff subsequently filed a cassation on June 18, 2025, and the cassation decision Number 4673 K/PDT/2025 dated November 12, 2025, upheld High Court Jakarta Decision and has obtained permanent legal force.

d. PT Intiland Grande (IG), a subsidiary, filed a claim for an unlawful act against third parties in Civil Case No. 196/Pdt.G/2024/PN.Sby at the Surabaya District Court on February 15, 2024, in connection with a dispute over the ownership of 10 (ten) parcels of land that are certified under Building Use Rights Certificates (SHGB), with a total area of approximately 48,704 $m^2$, located in

jumlah seluas kurang lebih 48.704 $m^2$ yang terletak di Surabaya. Pada tanggal 10 Desember 2024, Pengadilan Negeri Surabaya memutuskan dan menyatakan Pengadilan Negeri Surabaya tidak berwenang memeriksa dan mengadili perkara ini.

Surabaya. On December 10, 2024, the Surabaya District Court rendered a decision declaring that it does not have the authority to examine and adjudicate the case.

Pada tanggal 23 Desember 2024, IG kemudian mengajukan Permohonan Banding ke Pengadilan Tinggi Surabaya dengan hasil keputusannya membatalkan Putusan Pengadilan Negeri Surabaya No. 196/Pdt.G/2024/PN.Sby dan memerintahkan Pengadilan Negeri Surabaya untuk melakukan pemeriksaan pokok perkara. Kemudian pada tanggal 23 Juli 2025, Pengadilan Tinggi Surabaya mengeluarkan putusan akhir pada Tingkat Banding yang menyatakan bahwa Tergugat telah melakukan perbuatan melawan hukum terhadap Penggugat dan bahwa Penggugat adalah pemilik sah atas 10 (sepuluh) bidang tanah seluas kurang lebih 48.704 m2 yang terletak di Surabaya.

On December 23, 2024, IG subsequently filed an appeal with the Surabaya High Court, which resulted in a decision overturning the Surabaya District Court Decision No. 196/Pdt.G/2024/PN.Sby and ordering the Surabaya District Court to examine the merits of the case. Subsequently, on July 23, 2025, the Surabaya High Court issued a final appellate decision, declaring that the Defendant had committed an unlawful act against the Plaintiff and that the Plaintiff is the lawful owner of 10 (ten) parcels of land with a total area of approximately 48,704 m2, located in Surabaya.

Terhadap Putusan Pengadilan Tinggi Surabaya No. 69/PDT/2025/PT.Sby tertanggal 23 Juli 2025, Tergugat mengajukan Permohonan Kasasi terhadap Putusan Pengadilan Tinggi Surabaya dan diikuti dengan menyerahkan Memori Kasasi pada tanggal 20 Agustus 2025. Sampai dengan tanggal penyelesaian laporan keuangan konsolidasian, Mahkamah Agung Republik Indonesia belum memberitahukan hasil Putusan Tingkat Kasasi kepada para pihak.

With respect to the Surabaya High Court Decision No. 69/PDT/2025/PT.Sby dated July 23, 2025, the Defendant filed a petition for cassation against the Surabaya High Court decision, followed by the submission of the Cassation Memodandum on August 20, 2025. As of the date of completion of the consolidated financial statements, the Supreme Court of the Republic of Indonesia has not yet notified the parties of the outcome of the cassation decision.

Perseroan meyakini bahwa perkara hukum yang dihadapi merupakan bagian dari dinamika usaha yang dapat dikelola dengan baik, dalam batas yang wajar dan tidak berdampak material. Oleh karena itu, seluruh perkara tersebut tidak memengaruhi secara signifikan kelangsungan usaha Perseroan.

The Company believes that the legal cases it faces are part of normal business dynamics and are being managed appropriately, within reasonable limits and without material impact. Accordingly, such cases do not have a significant effect on the Company's business continuity.

# SANKSI ADMINISTRATIF
## ADMINISTRATIVE SANCTION

Perseroan maupun anggota Dewan Komisaris atau Direksi tidak menerima sanksi administratif dari pihak otoritas terkait di tahun 2025.

The Company or members of the Board of Commissioners or the Directors did not receive any administrative sanctions imposed by the relevant authorities in 2025.

# KODE ETIK PERUSAHAAN
## CODE OF CONDUCT

Kode Etik Perusahaan memuat tentang standar norma dan etika bisnis yang berlaku di Intiland sebagai perwujudan nilai-nilai Perusahaan. Kode Etik merupakan panduan bagi seluruh organ Perusahaan dalam bersikap, berperilaku, dan mengambil keputusan. Dalam melaksanakan tugas dan tanggung jawab sebagai individu Perusahaan, maka seluruh organ Perusahaan, mulai dari Dewan Komisaris, Direksi, maupun seluruh karyawan wajib mengacu pada Kode Etik Perusahaan.

The Company's Code of Conduct contains the norms and standards of business ethics that apply at Intiland as an embodiment of the Company's values. The Code of Conduct is a guide for all Company organs in behaving and making decisions. In carrying out their duties and responsibilities as individuals in the Company, all Company organs, starting from the Board of Commissioners, Directors, and all employees, must refer to the Company's Code of Conduct.

### Isi Pokok Kode Etik

Pokok-pokok Kode Etik Intiland mencakup antara lain:

1. Etos kerja.
2. Komunikasi terbuka.
3. Perbuatan tercela.
4. Informasi rahasia.
5. Kesehatan dan keselamatan kerja.
6. Penggunaan atau pemanfaatan sarana dan fasilitas milik Intiland.
7. Benturan kepentingan yang menyangkut:
   a. Pekerjaan sampingan.
   b. Hubungan keluarga.
   c. Menerima hadiah, komisi, jamuan makan, *gathering*, hiburan, dan perjalanan.
8. Menerima suap dan korupsi.
9. Penggunaan perangkat komputer, piranti lunak, surel, dan media sosial.

### The Substance of the Code of Conduct

The key points of the Company's Code of Conduct are as follows:

1. Work ethics.
2. Open communication.
3. Disgraceful act.
4. Confidential information.
5. Occupational Health and Safety.
6. Utilization of Intiland's means and facilities.
7. Conflict of interest regarding the following:
   a. Side job.
   b. Familial relationship.
   c. Receiving gifts, commission, invitation to meals and to gatherings, entertainment, and traveling package.
8. Receiving bribe and corruption.
9. Utilization of computers, software, email, and social media.

## Sosialisasi dan Pelaksanaan Kode Etik

Kode Etik Perusahaan disosialisasikan kepada seluruh karyawan, dan setiap karyawan dapat mengaksesnya melalui Sistem Informasi Sumber Daya Manusia. Prinsip-prinsip terpenting dari Kode Etik Perusahaan juga ditegaskan di dalam perjanjian kerja karyawan serta Peraturan Perusahaan. Perusahaan memberlakukan sanksi secara tegas terhadap pelanggaran terhadap Kode Etik.

Pada tahun 2025, Perseroan menyelenggarakan serangkaian program kegiatan sosialisasi Kode Etik kepada para karyawan. Program tersebut antara lain meliputi kegiatan pelatihan, diskusi, dan distribusi informasi melalui aplikasi modul pembelajaran "Gladis".

## Sanksi yang diatur pada Kode Etik

Dalam upaya penegakan Kode Etik, Perseroan memiliki standar sanksi untuk pelanggaran yang terjadi. Sanksi tersebut diatur dalam Kode Etik yang mengacu pada:

1. Buku Peraturan Perusahaan Intiland yang khusus mengatur tentang Pelanggaran Peraturan, Disiplin dan Jenis-Jenis Sanksi.
2. Undang-Undang Nomor 13 Tahun 2003 tentang Ketenagakerjaan.

## Pelanggaran Kode Etik

Sepanjang tahun 2025, tidak terdapat pelanggaran Kode Etik oleh karyawan Intiland.

## Kebijakan Pemberian Kompensasi Jangka Panjang

Perseroan belum memiliki program pemberian kompensasi jangka panjang, antara lain berupa program kepemilikan saham untuk karyawan (*employee stock ownership program*/ESOP) maupun manajemen (*management stock ownership program*/MSOP).

## Code of Conduct Dissemination and Enforcement

The Company's Code of Conduct is disseminated to all employees, and each employee can access the Company's Code of Ethics in the Human Capital Information System. The principal points of the Company's Code of Conduct are stated in the employee employment agreement and Company Regulations. The sanctions enforced for violations of the Code of Conduct are strictly enforced by the Company.

In 2025, the Company organized a series of dissemination programs on the Code of Conduct for its employees. These programs included activities such as training, discussions, and the distribution of information through the "Gladis" learning module application.

## Sanctions Regulated in the Code of Conduct

The sanctions regulated in the Code of Conduct has their reference to:

1. PT Intiland Development Tbk Rulebook, notably regarding Violation of Regulations, Discipline and Types of Sanctions.
2. Manpower Act or Law No.13 Year 2003.

## Code of Conduct Violation

In 2025, there were no violations of the Code of Conduct by Intiland employees.

## Long-Term Compensation Policy

The Company has not yet implemented a long-term compensation program, including employee stock ownership programs (ESOP) and management stock ownership programs (MSOP).

# KEBIJAKAN PENGUNGKAPAN INFORMASI
## INFORMATION DISCLOSURE POLICY

### Kepemilikan Saham Anggota Dewan Komisaris dan Direksi

Sesuai Peraturan OJK Nomor 4 Tahun 2024 tentang Laporan Kepemilikan atau Setiap Perubahan Kepemilikan Saham Perusahaan Terbuka dan Laporan Aktivitas Menjaminkan Saham Perusahaan Terbuka, anggota Direksi atau anggota Dewan Komisaris diwajibkan untuk melaporkan kepada OJK mengenai kepemilikan saham Perusahaan Terbuka dan setiap perubahan kepemilikannya, baik secara langsung maupun tidak langsung. Kewajiban atas pelaporan tersebut paling lambat 3 (tiga) hari kerja sejak terjadinya perubahan kepemilikan hak suara atas saham atau setiap perubahan kepemilikan hak suara atas saham Perusahaan Terbuka.

Perseroan telah mengatur kebijakan terkait kewajiban anggota Direksi dan anggota Dewan Komisaris dalam menyampaikan kepada Perseroan atas kepemilikan saham dan setiap perubahan kepemilikannya dalam waktu 2 (dua) hari kerja setelah terjadinya perubahan atau kepemilikan. Kebijakan tersebut juga terdapat pada Piagam Komisaris dan Piagam Direksi Perseroan.

Sepanjang tahun 2025, Perseroan tidak mendapat laporan atas perubahan kepemilikan saham anggota Direksi dan anggota Dewan Komisaris.

### Share Ownership of Members of the Board of Commissioners and the Directors

According to OJK Regulation No. 4 of 2024 regarding The Report of Share Ownership or Any Changes of Share Ownership of Public Company, and the Report on Share Pledge Activities of Public Companies, members of the Directors or Board of Commissioners are required to report to OJK regarding their share ownership in the Public Company and any changes in such ownership, whether direct or indirect. This reporting obligation must be fulfilled no later than 3 (three) working days after the occurrence of the change in voting rights over the shares or any change in voting rights over the shares of the Public Company.

The Company has established policies regarding the obligations of members of the Directors and the Board of Commissioners to report to the Company regarding share ownership and any changes in ownership within 2 (two) working days after the change or ownership occurs. This policy is also included in the Company's Board Charter.

Throughout 2025, the Company did not receive any reports on changes in share ownership of members of the Board of Directors and members of the Board of Commissioners.

# SISTEM PELAPORAN PELANGGARAN
## WHISTLEBLOWING SYSTEM

Perseroan berkomitmen untuk mematuhi dan menjalankan keseluruhan prinsip-prinsip Tata Kelola Perusahaan yang Baik di seluruh lingkungan Perusahaan. Komitmen ini diwujudkan dengan menyediakan prosedur pelaporan pelanggaran atau kejanggalan yang berpotensi mencederai prinsip-prinsip tersebut.

The Company is committed to complying with all principles of Good Corporate Governance throughout the Company. One of these commitments is realized by having procedures for reporting violations or irregularities that have the potential to violate these principles.

Dengan adanya sistem Pelaporan Pelanggaran, pihak internal dan eksternal Perusahaan berkewajiban untuk melaporkan bilamana mengetahui, melihat, atau menemukan adanya indikasi kecurangan, pelanggaran yang dapat berpotensi merugikan Perusahaan secara finansial maupun non-finansial. Penerapan Sistem Pelaporan Pelanggaran merupakan salah satu elemen penting bagi Perseroan untuk menjaga atau meningkatkan transparansi Perusahaan dan memerangi praktik yang dapat merusak kegiatan serta reputasi Perusahaan.

Audit Internal berperan aktif dengan mengimplementasikan Sistem Pelaporan Pelanggaran. Tujuan dari sistem ini adalah untuk menyediakan sarana komunikasi yang memungkinkan pihak-pihak terkait memberikan informasi mengenai pelanggaran yang terjadi pada Perseroan.

Penerapan Sistem Pelaporan Pelanggaran berlaku untuk karyawan dan Pemangku Kepentingan Perseroan. Pelanggaran yang dimaksud dalam sistem ini adalah setiap penyimpangan terhadap ketentuan Perseroan yang terkait keuangan dan non-keuangan yang dilakukan secara pribadi dan/atau kelompok untuk mendapatkan keuntungan pribadi dan/atau kelompok yang dapat merugikan perusahaan.

**1. Saluran Pengaduan**
   a. Email: peduliperusahaan@intiland.com
   b. SMS: 0813 18000 921 (PIC Pengaduan Pelanggaran)

**2. Prosedur Pengaduan Pelanggaran**
   a. Pelapor menyampaikan laporannya melalui saluran yang telah disediakan di atas.
   b. Setiap laporan yang masuk ditindaklanjuti oleh Kepala Audit Internal dalam waktu selambat-lambatnya 3 hari kerja berupa konfirmasi kepada Pelapor untuk memperjelas materi laporan beserta bukti-buktinya.
   c. Selanjutnya, Kepala Audit Internal membuat resume dalam waktu selambat-lambatnya 1 (satu) bulan untuk kemudian disampaikan kepada Direktur Utama untuk mendapatkan keputusan tindakan apa yang akan diambil.
   d. Secara berkala (bulanan) dibuat laporan kepada Komite Audit mengenai perkembangan maupun Penanganan Laporan Pengaduan yang masuk.

With the Whistleblowing System in place, both internal and external parties of the Company are obliged to report if they know, see, or find any indications of fraud or violations that could potentially harm the Company, both financially and non-financially. The implementation of the Whistleblowing System is a key element for the Company to maintain or enhance transparency and combat practices that could undermine the Company's activities and reputation.

The Internal Audit plays an active role in implementing the Whistleblowing System. The purpose of this system is to provide a communication channel that allows relevant parties to report any violations occurring within the Company.

The implementation of this whistleblowing system is applicable to all employees and stakeholders. Violation defined in this system is any deviation on the Company's regulations in relation to financial matters, either done privately or in group, to gain personal and/or group benefit that may harm the company.

**1. Whistleblowing Channel**
   a. Email: peduliperusahaan@intiland.com
   b. Text: 0813 18000 921 (Complaints Officer)

**2. Whistleblowing Procedure**
   a. Whistleblower shall submit the report through one of the channels provided above.
   b. Each incoming report will be followed up by the Head of Internal Audit within 3 working days at the latest; in the form of confirmation to the Whistleblower to clarify report material together with the evidence.
   c. Then, the Head of Internal Auditor draws up a resume within 1 (one) month at the latest to be submitted to the President Director in order to determine the decision that must be taken.
   d. A report is submitted periodically (monthly) to the Audit Committee regarding the development and the management of the whistleblowing report.

**3. Perlindungan Pelapor**

Audit Internal harus melindungi dan merahasiakan identitas pelapor sebagai hal penting dalam proses *Whistleblowing System*. Beberapa aspek yang harus diperhatikan terkait perlindungan bagi pelapor antara lain:

a. Identitas Pelapor dijamin kerahasiaan oleh perusahaan (jika perlu identitas pelapor dapat bersifat anonimous/anonim/tanpa nama);
b. Perusahaan menjamin perlindungan terhadap Pelapor dari segala bentuk ancaman, intimidasi, ataupun tindakan tidak menyenangkan dari pihak mana pun selama Pelapor menjaga kerahasiaan pelanggaran yang diadukan kepada pihak mana pun; dan
c. Perlindungan terhadap Pelapor juga berlaku bagi para pihak yang melaksanakan investigasi maupun pihak-pihak yang memberikan informasi terkait dengan pengaduan/penyingkapan tersebut.

**4. Penanganan Pengaduan**

Perusahaan telah menetapkan prosedur yang jelas untuk menangani pengaduan pelanggaran melalui *Sistem Whistleblowing*. Setiap pengaduan yang diterima akan diproses sesuai prosedur oleh Kepala Audit Internal. Prosedur pengaduan ini memastikan setiap laporan ditangani dengan serius dan tepat waktu, serta memberikan perlindungan kepada pelapor agar identitas mereka tetap terjaga kerahasiaannya. Penjelasan mengenai proses penanganan pengaduan sebagai berikut:

a. Setelah unit Audit Internal mendapatkan materi dan bukti yang jelas mengenai laporan, Kepala Audit Internal membuat resume dalam waktu selambat-lambatnya 1 bulan untuk kemudian disampaikan kepada Direktur Utama untuk mendapatkan keputusan Tindakan apa yang akan diambil.
b. Selain itu, secara berkala (bulanan) dibuat laporan kepada Komite Audit mengenai perkembangan maupun penanganan laporan pengaduan yang masuk.

**5. Pihak yang Mengelola Pengaduan**

Pengaduan dikelola langsung oleh Kepala Audit Internal Perseroan.

**3. Whistleblower Protection**

Internal Audit is obliged to protect and keep the confidentiality of the whistleblower's identity as it is an essential aspect in Whistleblowing System's process. Several important matters regarding whistleblower protection are:

a. Confidentiality assurance over Whistleblower's Identity by the Company (if necessary, the identity may be made anonymous);
b. The Company provides assurance for Whistleblower against any type of threat, intimidation, or unwanted action from any other party as long as the whistleblower keeps the confidentiality of such report from any party; and
c. Whistleblower protection also applies to parties conducting the investigation and those giving information related to such report/disclosure.

**4. Follow-up of Whistleblowing**

The company has established clear procedures for handling violation complaints through the Whistleblowing system. Each complaint received will be processed according to the procedure by the Head of Internal Audit. This complaint procedure ensures that every report is handled seriously and promptly, while also providing protection to the whistleblower to maintain the confidentiality of their identity. The following is an overview of the complaint handling process:

a. After the Internal Audit unit obtains clear materials and evidence regarding the report, the Head of Internal Audit will prepare a summary within a maximum of one month, which will then be submitted to the President Director for a decision on what actions will be taken.
b. In addition, a report is made on a monthly basis to the Audit Committee regarding the progress and handling of incoming complaint reports.

**5. Party Responsible for Managing of Whistleblowing**

Whistleblowing is directly managed by the Head of Internal Audit of the Company.

6. **Jumlah Pengaduan**
   Pada tahun 2025, unit Audit Internal menerima 2 (dua) laporan pengaduan yang disampaikan melalui saluran surel maupun *whatsapp*. Seluruh laporan tersebut telah ditindak lanjuti dengan baik. Berikut detail perincian untuk laporan tersebut:
   - 2 (dua) laporan berkaitan dengan dugaan *fraud*.
     Status: Sudah ditangani dan hasilnya tidak ditemukan adanya *fraud*. Namun diusulkan untuk perbaikan prosedur.

Perseroan memastikan sistem pelaporan pelanggaran berjalan dengan efektif dan sesuai prosedur yang berlaku. Setiap laporan pelanggaran yang diterima akan ditindaklanjuti dengan serius dan transparan untuk mewujudkan terciptanya tata kelola yang baik pada lingkungan Perusahaan.

## Kebijakan Anti Korupsi

Intiland secara berkesinambungan memberikan edukasi dan sosialisasi Kebijakan Anti Korupsi kepada berbagai pihak, termasuk internal (karyawan) dan eksternal (kontraktor, mitra kerja, pemasok, dsb.). Kebijakan Anti Korupsi yang termaktub dalam Pakta Integritas telah dibaca serta ditandatangani oleh seluruh karyawan dan pihak eksternal yang terlibat dengan Perseroan.

Kebijakan Anti Korupsi, Kolusi, dan Nepotisme (KKN) yang dimuat dalam Pakta Integritas telah dibaca dan ditandatangani oleh karyawan. Perseroan akan menindak tegas karyawan yang terbukti melakukan penyimpangan, dengan cara pemutusan hubungan kerja secara tidak hormat.

## Kebijakan Gratifikasi

Pakta Integritas juga mengatur tentang kebijakan gratifikasi yang dapat dibaca dan dipahami terlebih dahulu oleh seluruh karyawan sebelum menandatanganinya. Kebijakan gratifikasi mengatur karyawan agar tidak melakukan tindakan yang masuk pada golongan gratifikasi di antaranya menerima keuntungan atau bujukan dalam bentuk apa pun dari pihak ketiga. Perseroan juga menginformasikan terkait kebijakan gratifikasi kepada pihak ketiga yang akan menjalin kerja sama. Seluruh pihak wajib mendukung komitmen ini dengan cara memahami, menyetujui dan menandatangani Pakta Integritas tersebut. Perseroan tidak segan-segan menindak tegas setiap karyawan yang terbukti menerima gratifikasi.

6. **The Number of Report**
   In 2025, the Internal Audit unit received 2 (two) whistleblowing reports submitted via email and whatsApp channels. All these reports have been properly followed up. The following are the details for the report:
   - 2 (two) report related suspected fraud.
     Status: handled, and no fraud was found. However, procedural improvements were proposed.

The Company ensures that the violation reporting system operates effectively and in accordance with the applicable procedures. Every violation report received will be followed up seriously and transparently to ensure good governance within the Company.

## Anti-Corruption Policy

Intiland continuously provides education and dissemination regarding anticorruption policies to various parties, both internal (employees) and external (contractors, partners, vendors, etc.). The anticorruption policy stated in the Integrity Pact has been read and signed by all employees as well as external parties related to the Company.

The Integrity Pact contains policies against Corruption, Collusion, and Nepotism which have been read and signed by employees. The Company takes firm action against employees who are proven to have committed such conduct, namely through dishonorable termination of employment.

## Gratification Policy

The Integrity Pact regulates the gratification policy, which can be read and shall be understood by all employees before they sign the Pact. The gratification policy stipulates that the Company's employees shall not take any actions that can be considered as gratification, including receiving benefits or inducements in any form from third parties. The Company also always conveys information related to this policy to third parties who will cooperate with the Company. Each party that cooperates with the Company must support this commitment by signing the Integrity Pact. The Company does not hesitate to take firm action against every employee who is proven to have received gratuities.

## Kebijakan Prosedur Melakukan Pinjaman kepada Kreditur

Perseroan memperhatikan segala aspek yang mempengaruhi kinerja maupun tingkat risiko dalam melakukan pinjaman kepada pihak kreditur. Dalam menjalankan kebijakan sistem dan prosedur pengajuan pinjaman kepada pihak kreditur, Perseroan telah mempertimbangkan secara rinci faktor-faktor yang dapat mempengaruhi keberlangsungan Perusahaan, serta senantiasa menjaga kepercayaan dan hak-hak kreditur. Upaya ini dilakukan dengan harapan agar segmen bisnis Perseroan dapat berjalan lancar sehingga target yang telah ditentukan dapat tercapai.

## Procedure Policy on Borrowing Loan from Creditor

The Company constantly takes into account all aspects that influence performance or risk level when obtaining loans from creditors. In conducting the policy of loan, application system and procedure to the creditor, the Company also considers in detail various factors that affect the continuity of the Company, as well as continuously maintains and respects creditor's trust and rights. With such conduct, it is expected that the Company's business segment can perform well so that the predetermined target can be achieved.

## Kebijakan Pengadaan Barang dan/atau Jasa

Perusahaan menetapkan kebijakan dalam melaksanakan dan mengelola kegiatan pengadaan barang dan/atau jasa. Proses pengadaan barang dan/ atau jasa tersebut dapat berjalan secara efektif dan efisien, sesuai dengan peraturan perundang-undangan yang berlaku, dan mengacu pada prinsip Tata Kelola Perusahaan yang Baik.

Perusahaan telah menetapkan beberapa prinsip utama dalam kebijakan Pengadaan Barang dan Jasa yaitu efisien, efektif, transparan, adil dan wajar, akuntabel, dan mengedepankan prinsip *Good Corporate Governance*. Perusahaan juga menerapkan sistem pengadaan perusahaan yang terintegrasi, sehingga dapat menjamin praktik pengadaan yang bertanggung jawab.

## Policy of Goods and/or Services Procurement

The Company has established policies in implementing and managing the procurement of goods and/or services. Hence, the procurement of goods and/or services can run effectively and efficiently, in accordance with the applicable laws and regulations, and refers to the principles of Good Corporate Governance.

The Company has also established several main principles contained in Goods and Services Procurement Guidelines, namely efficient, effective, transparent, fair and reasonable, accountable, and prioritizing the principles of Good Corporate Governance. The Company also implements system, which is an integrated Company procurement system, so as to guarantee responsible procurement practices.

# AUDITOR EKSTERNAL
## EXTERNAL AUDITOR

Berdasarkan keputusan RUPS Tahunan pada 28 Mei 2025, Dewan Komisaris mendapatkan kewenangan untuk menunjuk Akuntan Publik dan Kantor Akuntan Publik (KAP) yang akan melakukan audit keuangan Perseroan untuk tahun buku 31 Desember 2025. Berdasarkan Keputusan tersebut dan mempertimbangkan masukan dan rekomendasi Komite Audit, maka Dewan Komisaris menunjuk KAP Mirawati Sensi Idris untuk melakukan audit keuangan Perseroan untuk tahun buku 31 Desember 2025.

Based on the Annual GMS resolution on May 28, 2025, the Board of Commissioners possessed the authority to appoint a public accountant and a public accounting firm to conduct the financial audit of the Company for the financial year ended 31 December 2025. Based on the resolution and consider inputs and recommendations from the Audit Committee, the Board of Commissioners appointed KAP Mirawati Sensi Idris to conduct the financial audit of the Company for the financial year ended 31 December 2025.

## Biaya Audit
### Audit Fee

| Tahun Buku<br>Fiscal Year | Kantor Akuntan Publik<br>Public Accounting Firm | Akuntan Publik<br>Acountant | Biaya<br>Fee*<br>(Rp) |
|---|---|---|---|
| 2025 | Mirawati Sensi Idris | Ahmad Syakir | 2.110.000.000 |
| 2024 | Mirawati Sensi Idris | Ahmad Syakir | 2.015.000.000 |
| 2023 | Mirawati Sensi Idris | Jacinta Mirawati | 1.895.000.000 |
| 2022 | Mirawati Sensi Idris | Jacinta Mirawati | 1.846.000.000 |
| 2021 | Mirawati Sensi Idris | Maria Leckzinska | 1.853.000.000 |

* Biaya audit konsolidasi induk perusahaan dan anak perusahaan
Audit fee for consolidated parent company and its subsidiaries

# KEBIJAKAN KOMUNIKASI
## COMMUNICATION POLICY

Intiland berkomitmen untuk senantiasa menyediakan informasi mengenai kondisi dan dinamika Perusahaan kepada seluruh Pemangku Kepentingan. Kebijakan ini merupakan wujud tanggung jawab Perseroan dalam menerapkan prinsip kesetaraan dan keadilan bagi para Pemangku Kepentingan. Perseroan secara rutin memperbarui berbagai kanal informasi, termasuk situs web resmi (**www.intiland.com**), sebagai sumber informasi utama. Pembaruan informasi pada situs web dilakukan secara berkala dan berkesinambungan guna mendukung pelaksanaan tata kelola perusahaan yang baik sesuai dengan ketentuan OJK serta mengikuti perkembangan dan kebutuhan masyarakat.

Pelaksanaan program dan aktivitas komunikasi Perseroan, dilakukan melalui beberapa divisi dan departemen, yaitu meliputi:

1. Sekretaris Perusahaan bertanggung jawab sebagai penghubung utama antara Perseroan sebagai perusahaan publik dengan para Pemangku Kepentingan, termasuk kepada pihak otoritas pasar modal.
2. Hubungan dengan investor dijalankan oleh divisi Manajemen Modal dan Investasi yang salah satunya menjalankan fungsi Hubungan Investor.
3. Hubungan dengan konsumen dijalankan oleh bagian Pengelolaan Hubungan Konsumen di bawah divisi Pemasaran Korporat.
4. Komunikasi Korporat bertanggung jawab terhadap pelaksanaan komunikasi internal dengan bekerja sama dengan divisi Human Capital dan menjalankan aktivitas komunikasi eksternal, salah satunya adalah hubungan dengan media.

Intiland is committed to always providing information regarding the conditions and dynamics of the Company to all Stakeholders. This policy is a manifestation of the Company's responsibility to implement the principles of equality and fairness for stakeholders. The Company updates information channels regularly such as the Company's website (**www.intiland.com**) as the main source of information about the Company. Updating information on the Company's website is carried out regularly and continuously as an effort to fulfill Good Corporate Governance following the provisions stipulated by the OJK and developments and community dynamics.

The implementation of the Company's communication programs and activities is carried out through several divisions and departments, which include:

1. The Corporate Secretary is responsible as the main liaison between the Company as a public company and the Stakeholders, including the capital market authorities.
2. Relations with investors are carried out by the Capital and Investment Management division, one of which carries out the Investor Relations function.
3. Relations with consumers are carried out by the Consumer Relations Management section under the Corporate Marketing division.
4. Corporate Communications is responsible for the implementation of internal communication by collaborating with the Human Capital division and carrying out external communication activities, one of which being media relations.

# AKSES INFORMASI DAN DATA PERUSAHAAN
## ACCESS TO THE COMPANY'S INFORMATION AND DATA

Perseroan telah menyampaikan informasi dan data yang dianggap penting bagi pemegang saham, masyarakat, dan pemangku kepentingan melalui berbagai saluran informasi. Komitmen ini sebagai wujud transparansi dan komitmen Perusahaan terhadap penerapan tata kelola perusahaan yang baik.

Perusahaan menyediakan akses informasi melalui berbagai saluran informasi sebagai berikut:

1. Situs web Perseroan: www.intiland.com
2. Surel Perseroan:
   a. info@intiland.com (untuk informasi umum mengenai Perseroan)
   b. investor@intiland.com (untuk komunikasi dengan investor)
3. *E-newsletter*: Investor Update
4. Media sosial:
   a. Facebook: www.facebook.com/intilandev
   b. Instagram: @intilanddev
   c. LinkedIn: https://www.linkedin.com/company/intiland-development
   d. Youtube: https://www.youtube.com/c/IntilandDevelopment
5. Alamat kantor: Intiland Tower, Penthouse Floor, Jl. Jend. Sudirman 32, Jakarta 10220. Telp. +6221 5701912 Fax. +6221 5700015

Selain melalui beberapa saluran informasi resmi tersebut, Perseroan juga melaporkan dan mengunggah informasi penting tentang Perusahaan pada situs web Bursa Efek Indonesia dan Otoritas Jasa Keuangan (OJK).

The Company has provided important information and data to shareholders, the public, and stakeholders through several communication channels. This commitment reflects the Company's transparency and dedication to the implementation of good corporate governance.

The Company has provided access to information through the following information channels:

1. The Company's website: www.intiland.com
2. The Company's email:
   a. info@intiland.com (for general information about the Company)
   b. investor@intiland.com (for communication with investors)
3. The Company's e-newsletter: Investor Update
4. The Company's social media:
   a. Facebook: www.facebook.com/intilandev
   b. Instagram: @intilanddev
   c. LinkedIn: https://www.linkedin.com/Company/intiland-development;
   d. Youtube https://www.youtube.com/c/IntilandDevelopment
5. Office address: Intiland Tower, Penthouse Floor – Jl. Jend. Sudirman 32, Jakarta 10220. Tel. +6221 5701912 Fax. +6221 5700015

In addition to severals official Intiland information channels, simultaneously Intiland also reports and uploads relevant information regarding the Company on the website of the Indonesia Stock Exchange and the Financial Services Authority (OJK).

# HUBUNGAN INVESTOR
## INVESTOR RELATIONS

Hubungan Investor menjalankan fungsi strategis dalam menyediakan informasi terbaru mengenai kinerja finansial dan operasional Perusahaan kepada para investor dan analis. Hubungan investor juga berperan menjadi perantara dalam menyampaikan masukan dan saran dari para investor dan analis kepada Direksi, sehingga dapat dijadikan bahan pertimbangan dalam kegiatan bisnis Perseroan.

Sebagai bagian dari penerapan tata kelola perusahaan yang baik, Perseroan secara rutin menyampaikan keterbukaan informasi secara merata kepada para investor dan analis, sebagai salah satu pemangku kepentingan strategis. Penyampaian informasi dilakukan melalui surel kepada investor dan analis yang terdaftar di Perusahaan serta dipublikasikan di situs web Perseroan.

### Kegiatan Hubungan Investor

Di tahun 2025, kegiatan tim Hubungan Investor Perseroan adalah sebagai berikut:

- Membangun komunikasi dengan para investor dan analis. Tim Hubungan Investor terus membangun hubungan dengan para investor dan analis, baik di dalam negeri maupun di luar negeri, melalui pertemuan, *conference call*, surel, *text message*, serta kunjungan proyek.

### Statistik Kegiatan Hubungan Investor tahun 2025

Di tahun 2025, jumlah analis dan investor dalam kegiatan pertemuan dan panggilan konferensi tercatat berjumlah 38 orang. Komposisi jumlah analis dan investor tersebut terdiri dari 37 investor dan analis lokal dan 1 investor luar negeri.

Investor Relations is a strategic function carried out by the Company to provide the latest information on the development of the Company's financial and operational performance to investors and analysts. Investor Relations also to convey to the Board of Directors proposals, inputs, and criticisms from investors and analysts as matters that need attention in carrying out the Company's business activities.

As a form of implementing Good Corporate Governance, the Company periodically conveys information disclosure equally to investors and analysts as the Company's strategic stakeholders. The information is sent via email to investors and analysts who are registered in the Company's register and is posted on the Company's website.

### Investor Relation Activities

In 2025, the activities of the Company's Investor Relations Team were as follows:

- Established communication with investors and analysts. The Investor Relations Team enhanced relationships with investors and analysts at home and abroad continuously, through meetings, conference calls, emails, text messages, and site visits.

### Investor Relations Activities Statistics in 2025

In 2025, the number of analysts and investors who held meetings and conference calls in 2025 was recorded at 38 people. The composition of the number of local and foreign analysts and investors was 37 local participants and 1 foreign participant.

| **Kegiatan**<br>Events | **Jumlah Kegiatan**<br>Total Activities | **Peserta**<br>Participants | **Lokal**<br>Local | **Asing**<br>Foreign |
|---|---|---|---|---|
| Pertemuan / Kunjungan proyek<br>Meeting / Site Visit | 7 | 22 | 1 | 21 |
| *Conference Call* | 7 | 16 | 16 | 0 |
| Jumlah<br>Total | 14 | 38 | 17 | 21 |

## Distribusi Investor Update kepada Investor dan Analis
## Investor Update Distribution to Investors and Analysts

| Informasi<br>Informations | Tanggal Distribusi<br>Distribution Date |
|---|---|
| Intiland Mengumumkan Pencapaian Marketing Sales Tahun 2024<br>Intiland Announces FY 2024 Marketing Sales Achievement | 31 Januari 2025<br>January 31, 2025 |
| Intiland Mengumumkan Laba bersih 2024<br>Intiland Announces FY 2024 Earnings | 27 Maret 2025<br>March 27, 2025 |
| Intiland Mengumumkan Laba Bersih Triwulan I 2025 dan Pencapaian Marketing Sales Triwulan I Tahun 2025<br>Intiland Announces 1Q 2025 Earnings and 1Q 2025 Marketing Sales Achievement | 30 April 2025<br>April 30, 2025 |
| Intiland Mengumumkan Laba Bersih Semester I Tahun 2025 dan Pencapaian Marketing Sales Semester I Tahun 2025<br>Intiland Announces 1H 2025 Earnings and 1H 2025 Marketing Sales Achievement | 31 Juli 2025<br>July 31, 2025 |
| Intiland Mengumumkan Laba Bersih Triwulan III 2025 dan Pencapaian Marketing Sales Triwulan III Tahun 2025<br>Intiland Announces 9M 2025 Earnings and 9M 2025 Marketing Sales Achievement | 30 Oktober 2025<br>October 30, 2025 |

## Meningkatkan Penerapan Tata Kelola Perusahan yang Baik Dalam Hubungan Dengan Investor Retail

Di tahun 2026, Tim Hubungan Investor akan terus membangun hubungan baik serta memperluas jaringan investor dan analis melalui partisipasi dalam kegiatan pertemuan, kunjungan proyek, konferensi, dan *non-deal roadshow*. Selain itu, peningkatan kualitas penyebaran informasi juga akan dilakukan agar investor dan analis memperoleh informasi yang semakin cepat dan akurat.

## Peningkatan Kualitas Informasi Hubungan Investor di Situs Perseroan

Situs web Perseroan berperan sebagai salah satu saluran komunikasi utama dengan seluruh Pemangku Kepentingan. Perseroan secara rutin memperbarui informasi mengenai kinerja, perkembangan, serta aspek lain yang berkaitan dengan keterbukaan informasi dan pelaporan kepada regulator. Perseroan juga terus berupaya meningkatkan kualitas informasi yang disajikan.

Selain dipublikasikan di situs web Perseroan, keterbukaan informasi Perseroan juga dapat diakses melalui situs web Bursa Efek Indonesia (www.idx.co.id) dan secara langsung dikirimkan melalui surat elektronik kepada para investor dan analis.

## Improving the Implementation of Good Corporate Governance in Relations with Retail Investors

In 2026, the Investor Relations Team will continue to build good relations and expand the network of investors and analysts through participation in meetings, project site visits, conferences, and non-deal roadshows. Apart from that, the quality of information dissemination will also be improved so that investors and analysts can obtain faster and more accurate information.

## Improvement on the Quality of Investor Relations Information on the Company's website

The Company's website is one of the main channels of communication between the Company and all Stakeholders. The Company always provides updated information related to the performance, dynamics and other aspects of the Company as well as other matters related to information disclosure and reporting to the regulators. The Company continuously strives to improve the quality of published information.

In addition to posting through the Company's website, the Company's information is also published on the Indonesia Stock Exchange website (www.idx.co.id) and sent directly via email to investors and analysts.

# HUBUNGAN KONSUMEN
## CUSTOMER RELATIONSHIP

Perseroan berkomitmen untuk menjaga dan meningkatkan mutu layanan pelanggan karena merupakan salah satu pemangku kepentingan terpenting bagi Perusahaan. Perseroan memastikan pelanggan mendapatkan informasi dan pelayanan secara berkualitas, seperti penyampaian informasi, kualitas layanan penjualan, hingga aspek pelayanan purnajual.

Pada tahun 2025, Perseroan memastikan bahwa saluran komunikasi dan pusat pengaduan yang ada di kantor pusat maupun di proyek-proyek yang sedang dikembangkan berjalan dengan efektif. Perseroan menyediakan berbagai saluran komunikasi untuk pelanggan, termasuk telepon, email, media sosial, serta tim layanan pelanggan yang tersedia di setiap proyek Intiland.

The Company is committed to maintaining and improving customer service quality, as it is one of the most important stakeholders. The Company ensures that all consumers get equal information and services in order to get convenience, covering aspects of information distribution, grievances channel, quality of sales service, to aspects of after-sales service.

In 2025, the Company ensured that communication and grievances channels at the head office and in development projects ran well. The Company maintains a number of communication channels for consumers, including by telephone, email, social media, as well as through the customer service team available in each Intiland project.

# PENERAPAN PEDOMAN TATA KELOLA PERUSAHAAN SESUAI KETENTUAN OTORITAS JASA KEUANGAN
## IMPLEMENTATION OF CORPORATE GOVERNANCE GUIDELINES ACCORDING TO THE PROVISIONS OF THE FINANCIAL SERVICES AUTHORITY

Perseroan berupaya melakukan internalisasi Pedoman Tata Kelola Perusahaan kepada para karyawan lewat beberapa bentuk kegiatan sosialisasi. Langkah ini menjadi bentuk kepatuhan terhadap Peraturan OJK No. 21/POJK.04/2015 tentang Penerapan Pedoman Tata Kelola Perusahaan Terbuka dan Surat Edaran OJK No. 32/SEOJK.04/2015 tentang Pedoman Tata Kelola Perusahaan Terbuka. Perseroan berkomitmen menyempurnakan penerapan seluruh aspek Tata Kelola Perusahaan yang antara lain dengan menindaklanjuti setiap rekomendasi.

Penerapan ini bertujuan untuk meningkatkan kualitas manajemen dan transparansi keuangan serta mencegah praktik-praktik tidak etis dan merugikan. Berikut adalah penerapan prinsip Tata Kelola Perusahaan di tahun 2025:

The Company consistently strives to internalize the Corporate Governance Guidelines to its employees through various forms of dissemination activities. This step is a form of compliance with OJK Regulation No. 21/POJK.04/2015 on the Implementation of Public Company Governance Guidelines and OJK Circular Letter No. 32/SEOJK.04/2015 on Public Company Governance Guidelines. The Company is committed to enhancing the implementation of all aspects of Corporate Governance, including following up on each recommendation.

The implementation aims to improve management quality and financial transparency, as well as prevent unethical and harmful practices. Below is the implementation of Corporate Governance principles in 2025:

# Implementasi Tata Kelola Perusahaan
## Corporate Governance Implementation

| No | Rekomendasi OJK<br>OJK Recommendations | Status<br>Status | Keterangan<br>Description |
|---|---|---|---|
| 1 | Perseroan memiliki metode atau prosedur teknis untuk mengumpulkan suara (voting) baik secara terbuka maupun tertutup yang mengedepankan independensi dan kepentingan Pemegang Saham.<br>The company uses method or technic procedure to collect voting. Both open vote or close that focus on independence and interest of the Shareholder. | Diterapkan<br>Applied | Prosedur ini diatur dalam Anggaran Dasar Perseroan. Informasi ini bisa dilihat pada Sub-Bab Rapat Umum Pemegang Saham.<br>This procedure is regulated in the Company's Articles of Association. This information can be seen in Sub-Chapter of Annual General Meeting of Shareholders. |
| 2 | Seluruh anggota Direksi dan anggota Dewan Komisaris Perseroan hadir dalam RUPS tahunan.<br>All members of the Board of Directors and Board of Commissioners of the Company attend the annual General Meeting of Shareholders. | Diterapkan<br>Applied | Seluruh anggota Direksi dan anggota Dewan Komisaris telah hadir secara fisik dan mengikuti jalannya RUPST pada tanggal 28 Mei 2025.<br>All members of the Directors and the Board of Commissioners physically attended and participated in the Annual GMS on May 28, 2025. |
| 3 | Ringkasan RUPS tersedia dalam situs resmi Perseroan setidaknya selama 1 (satu tahun).<br>The GMS minutes is available in the Company's official website for at least 1 (one) year. | Diterapkan<br>Applied | Pada situs web Perseroan telah menyajikan informasi tentang Ringkasan Risalah hasil RUPS.<br>The Company's website has provided information on the Summary of the Minutes of the Annual General Meeting of Shareholders (AGM). |
| 4 | Perseroan memiliki suatu kebijakan komunikasi dengan Pemegang Saham atau investor.<br>The Company rules on communication policy with the Shareholders or investor. | Diterapkan<br>Applied | Informasi ini bisa dilihat pada Sub-Bab Akses Informasi dan Data Perusahaan.<br>This information can be seen in Sub-Chapter of Access to Information and Data of the Company. |
| 5 | Perseroan mengungkapkan kebijakan komunikasi Perseroan dengan Pemegang Saham atau investor dalam situs web.<br>The company disclose the Company's communication policy with the Shareholders or investors within the website. | Diterapkan<br>Applied | Perseroan telah menyampaian akses komunikasi yang tersedia bagi pemegang saham dan masyarakat luas pada Laporan Tahunan dan situs web Perseroan.<br>The Company has disclosed the communication channels that are accessible to shareholders and the wider public on the Annual Report and its website. |
| 6 | Penentuan jumlah anggota Dewan Komisaris mempertimbangkan kondisi Perseroan.<br>Stipulation on the membership of the Board of Commissioners considering the Company's condition. | Diterapkan<br>Applied | Informasi ini telah disampaikan pada Sub-Bab Dewan Komisaris Laporan Tahunan.<br>This information has been provided in the Sub-Chapter on the Board of Commissioners on Annual Report. |
| 7 | Penentuan komposisi anggota Dewan Komisaris memperhatikan keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan.<br>Composition determines the members of the Board of Commissioners to observe the variety of skills, knowledge, and experience needed. | Diterapkan<br>Applied | Komposisi keberagaman anggota Dewan Komisaris telah disampaikan pada Sub-Bab Profil Dewan Komisaris<br>Composition determines the members of the Board of Commissioners has been provided in Sub-Chapter of the Profiles of the Board of Commissioners. |
| 8 | Dewan Komisaris mempunyai kebijakan penilaian sendiri (*self assessment*) untuk menilai kinerja Dewan Komisaris.<br>The Board of Commissioners has policy on self-assessment to evaluate the Board of Commissioners. | Diterapkan<br>Applied | Dewan Komisaris memiliki kebijakan penilaian sendiri (*self-assessment*) dan telah dijalankan. Kebijakan Penilaian sendiri telah diungkapkan pada Sub-Bab Penilaian Kinerja Dewan Komisaris.<br>The Board of Commissioners has its own self-assessment policy, which has been implemented. The Self-Assessment Policy has been disclosed in the Sub-Chapter on the Performance Evaluation of the Board of Commissioners. |
| 9 | Kebijakan penilaian sendiri (*self assessment*) untuk menilai kinerja Dewan Komisaris diungkapkan melalui Laporan Tahunan Perseroan.<br>Self-assessment policy to evaluate the Board of Commissioners' performance is disclosed through the Company's Annual Report. | Diterapkan<br>Applied | |

| No | Rekomendasi OJK<br>OJK Recommendations | Status<br>Status | Keterangan<br>Description |
|---|---|---|---|
| 10 | Dewan Komisaris mempunyai kebijakan yang berkaitan dengan pengunduran diri anggota Dewan Komisaris jika terlibat dalam kejahatan keuangan.<br>The Board of Commissioner governs policy in relation with resignation of its member, if they are involved in fraudulence. | Diterapkan<br>Applied | Perseroan memiliki kebijakan terkait pengunduran diri yang tertuang dalam Pedoman Dewan Komisaris, namun belum memiliki kebijakan khusus terkait pengunduran diri akibat terlibat dalam kejahatan keuangan. Informasi ini sudah disampaikan pada Sub-Bab Dewan Komisaris.<br>The Company has a policy related to resignation in the Board of Commissioners Charter but does not yet have a specific policy related to resignation due to involvement in financial crimes. This information can be seen on the Board of Commissioners Sub-Chapter. |
| 11 | Dewan Komisaris atau Komite yang menjalankan fungsi Nominasi dan Remunerasi menyusun kebijakan suksesi dalam proses Nominasi anggota Direksi.<br>The Board of Commissioners or Committee running the Nomination and Remuneration function formulate succession policy in Nomination process of member of the Board of Director. | Diterapkan<br>Applied | Perseroan memiliki Komite Nominasi dan Remunerasi sesuai POJK No. 34/POJK.04/2014, namun belum memiliki kebijakan suksesi secara khusus. Informasi ini bisa dilihat pada Sub-Bab Komite Nominasi dan Remunerasi.<br>The Company has established the Nomination and Remuneration Committee in accordance with POJK No.34/POJK.04/2014, but does not yet have a specific succession policy. This information can be seen in the Nomination and Remuneration Committee Sub-Chapter. |
| 12 | Penentuan jumlah anggota Direksi mempertimbangkan kondisi Perseroan serta efektivitas dalam pengambilan keputusan.<br>The determination on the membership of Board of Directors considering the Company's condition as well as effectiveness in decision making. | Diterapkan<br>Applied | Informasi mengenai penentuan jumlah anggota Direksi dan dasar pertimbangannya disampaikan pada Sub-Bab Direksi.<br>Information regarding the determination of the number of members of the Directors and the basis for the considerations is provided on the Directors Sub-Chapter. |
| 13 | Penentuan komposisi anggota Direksi memperhatikan keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan.<br>Determination on the member composition of the Board of Director to observe the variety of skills, knowledge, and experiences needed. | Diterapkan<br>Applied | Informasi mengenai komposisi anggota Direksi dan dasar pertimbangannya disampaikan pada Sub-Bab Direksi.<br>Information regarding the composition of the Directors' member provided on the Directors Sub-Chapter. |
| 14 | Anggota Direksi yang membawahi bidang akuntansi atau keuangan memiliki keahlian dan/atau pengetahuan di bidang akuntansi.<br>Board of Directors member which govern over the accounting or financial has the skill and/or knowledge in the accounting field. | Diterapkan<br>Applied | Informasi ini sudah disampaikan pada Sub-Bab Direksi.<br>This information has been provided on the Directors Sub-Chapter. |
| 15 | Direksi mempunyai kebijakan penilaian sendiri (*self assessment*) untuk menilai kinerja Direksi.<br>Board of Directors has its owned self-assessment to evaluate its own performance. | Diterapkan<br>Applied | Direksi memiliki kebijakan penilaian sendiri (self-assessment) dan telah dijalankan. Kebijakan Penilaian Sendiri telah diungkapkan pada Sub-Bab Penilaian Kinerja Direksi.<br>The Director has its own self-assessment policy, which has been implemented. The self-assessment Policy has been disclosed in the Sub-Chapter on the Performance Evaluation of the Directors. |
| 16 | Kebijakan penilaian sendiri (*self assessment*) untuk menilai kinerja Direksi diungkapkan secara lengkap melalui laporan tahunan Perseroan.<br>Self-assessment policy to evaluate Board of Directors' performance is disclosed through the Company's annual report. | Diterapkan<br>Applied | Perseroan berpandangan belum waktunya untuk mengungkapkan secara lengkap mengenai penilaian kinerja masing-masing anggota Direksi di dalam Laporan Tahunan.<br>The Company considers that it is not yet the right time to fully disclose the performance assessments of each member of the Directors in the Annual Report. |
| 17 | Direksi mempunyai kebijakan terkait pengunduran diri Anggota Direksi apabila terlibat dalam kejahatan keuangan.<br>The Board of Directors carry policy in relation with resignation of Member of the Board of Directors if involved in fraudulency. | Diterapkan<br>Applied | Perseroan memiliki kebijakan terkait pengunduran diri yang tertuang dalam Pedoman Direksi, namun belum memiliki kebijakan khusus terkait pengunduran diri akibat terlibat dalam kejahatan keuangan. Informasi ini sudah disampaikan pada Sub-Bab Direksi.<br>The Company has a policy related to resignation in the Directors Charter but does not yet have a specific policy related to resignation due to involvement in financial crimes. This information can be seen on the Directors Sub-Chapter. |

| No | Rekomendasi OJK<br>OJK Recommendations | Status<br>Status | Keterangan<br>Description |
|---|---|---|---|
| 18 | Perseroan memiliki kebijakan untuk mencegah kejadian insider trading.<br>The Company policy to prevent insider trading. | Diterapkan<br>Applied | Perseroan telah memiliki kebijakan terkait insider trading yang diatur di dalam Piagam Direksi dan Piagam Dewan Komisaris.<br>The Company has a policy related to insider trading, which is regulated in the Directors' Charter and the Board of Commissioners' Charter. |
| 19 | Perseroan memiliki kebijakan anti korupsi dan anti kecurangan.<br>The Company policy regarding anti-corruption and anti-fraud. | Diterapkan<br>Applied | Perseroan telah memiliki kebijakan terkait kebijakan antikorupsi dan anti-fraud yang diatur di dalam Piagam Dewan Komisaris, Piagam Direksi, Kode Etik Perusahaan, maupun Pakta Integritas.<br>The Company has a policy related to anti-corruption and anti-fraud, which is regulated in the Board of Commissioners' Charter, the Directors' Charter, Code of Conduct, and the Integrity Pact. |
| 20 | Perseroan memiliki kebijakan tentang seleksi dan peningkatan kemampuan pemasok atau vendor.<br>The Company policy on selection and improvement of supplier or vendor ability. | Diterapkan<br>Applied | Informasi ini bisa dilihat pada Sub-Bab Kebijakan Pengadaan Barang dan Jasa<br>This information can be seen in Sub-Chapter Policy of Goods and/or Services Procurement. |
| 21 | Perseroan memiliki kebijakan tentang pemenuhan hak-hak kreditur.<br>The Company policy on fulfilment of creditor's rights. | Diterapkan<br>Applied | Perseroan memastikan pemenuhan hak-hak kreditur sesuai dengan kesepakatan perjanjian.<br>The Company ensures that the fulfillment of creditor rights in accordance with the terms of the agreement. |
| 22 | Perseroan memiliki kebijakan *whistleblowing system*.<br>The Company whistleblowing system policy. | Diterapkan<br>Applied | Informasi tentang kebijakan sistem Pelaporan Pelanggaran disampaikan pada Sub-Bab Sistem Pelaporan Pelanggaran<br>Information regarding policy of Whistleblowing system has been disclosed in Sub-Chapter of Whistleblowing System |
| 23 | Perseroan memiliki kebijakan pemberian insentif jangka panjang kepada Direksi dan karyawan.<br>The company policy on long term incentive allocation to the Board of Directors and employee. | Diterapkan<br>Applied | Informasi ini bisa dilihat pada Sub-Bab Kebijakan Pemberian Kompensasi Jangka Panjang.<br>This information can be seen in Sub-Chapter of Long-Term Compensation Policy. |
| 24 | Perseroan memanfaatkan penggunaan teknologi informasi secara lebih luas selain situs web sebagai media keterbukaan informasi.<br>The company utilize the use of information technology in broad sense apart from website as information disclosure media. | Diterapkan<br>Applied | Perseroan menggunakan media sosial dan saluran komunikasi lain sebagai media keterbukaan informasi, sebagai berikut:<br>The Company uses social media and other communication channels as a means of information disclosure, as follows:<br>• Instagram: @intilanddev<br>• Facebook: www.facebook.com/intilandev<br>• LinkedIn: https://www.linkedin.com/company/intiland-development<br>• Youtube: https://www.youtube.com/c/IntilandDevelopment<br>• *E-newsletter*: Investor Update |
| 25 | Laporan Tahunan Perseroan mengungkapkan pemilik manfaat akhir dalam kepemilikan saham Perseroan paling sedikit 5% (lima persen), selain pengungkapan pemilik manfaat akhir dalam kepemilikan saham Perseroan melalui Pemegang Saham Utama dan Pengendali.<br>The Company's Annual Report disclosed the owner of final profit by owning at least 5% of the Company's shares. In addition to the disclosure of the owner of final profit in the ownership of Company's share through Controller and Main Shareholder. | Diterapkan<br>Applied | Informasi ini bisa dilihat pada Sub-Bab Informasi Mengenai Pemegang Saham Utama dan Pengendali.<br>This information can be seen in the Sub Chapter Information on Major and Controlling Shareholders. |



Spazio, Surabaya

06

# TANGGUNG JAWAB SOSIAL PERUSAHAAN

## CORPORATE SOCIAL RESPONSIBILITY



SQ Res, Jakarta

# TANGGUNG JAWAB SOSIAL PERUSAHAAN
CORPORATE SOCIAL RESPONSIBILITY

## TANGGUNG JAWAB SOSIAL DAN LINGKUNGAN

Perusahaan menyampaikan informasi pelaksanaan Tanggung Jawab Sosial dan Lingkungan Perusahaan (*Corporate Social Responsibility*; CSR) Tahun 2025. Penyusunan laporan berpedoman pada Surat Edaran Otoritas Jasa Keuangan (SEOJK) No.16/SEOJK.04/2021 tentang Bentuk dan Isi Laporan Tahunan, khususnya pada bagian Uraian Isi Laporan Tahunan huruf h. Laporan Keberlanjutan disusun secara terpisah namun tetap menjadi satu kesatuan dari Laporan Tahunan.

## PELAKSANAAN PROGRAM

Pada tahun 2025, Perseroan fokus pada penguatan kepedulian sosial, pendidikan, kesehatan masyarakat, serta pemberdayaan komunitas melalui kolaborasi berbagai pihak.

Melalui program "Intiland Peduli", Perseroan menyalurkan bantuan kemanusiaan bagi korban bencana di wilayah Sumatera. Bantuan ini disalurkan melalui Pemerintah Kota Surabaya bekerja sama dengan Badan Penanggulangan Bencana Daerah (BPBD) Kota Surabaya untuk didistribusikan ke daerah terdampak di wilayah Aceh, Sumatera Utara, dan Sumatera Barat. Masih berkolaborasi dengan Pemerintah Kota Surabaya, Perseroan menghadirkan program perbaikan rumah tidak layak huni. Program ini secara aktif melibatkan karyawan sebagai relawan melalui aksi I*ntiland Volunteer Day*.

Pada aspek kesehatan, sejumlah proyek Perseroan merancang program kampanye peduli kesehatan secara reguler, antara lain kegiatan donor darah, kelas yoga pilates, *yoga for men*, senam, dan kelas *poundfit* yang diikuti para penyewa dan masyarakat. Dukungan terhadap pendidikan dan generasi muda masih menjadi salah satu prioritas melalui program magang, riset, serta kegiatan studi lapangan oleh mahasiswa dari berbagai perguruan tinggi di Indonesia. Perseroan juga terus mendorong aspek pemberdayaan masyarakat lokal, melalui penyerapan tenaga kerja di lingkungan sekitar proyek.

## CORPORATE SOCIAL RESPONSIBILITY

The Company presents information about the implementation of Corporate Social Responsibility (CSR) in 2025. The preparation of this report is in accordance with the Financial Services Authority Circular Letter (SEOJK) No. 16/SEOJK.04/2021 concerning the Form and Content of Annual Reports, specifically in the Description of Annual Report Content under point h. The Sustainability Report is prepared separately but remains an integral part of the Annual Report.

## PROGRAM IMPLEMENTATION

In 2025, the Company put greater emphasis on strengthening social awareness, education, public health, and community empowerment through collaboration with various stakeholders.

Through the "Intiland Peduli" program, the Company distributed humanitarian aid for disaster victims in Sumatera region through the Surabaya City Government in collaboration with the Regional Disaster Management Agency of Surabaya City, to be further distributed to affected areas in Aceh, North Sumatera, and West Sumatera. In collaboration with the Surabaya City Government, the Company presented a program for the renovation of unfit-for-habitation houses. This program actively involves employees as volunteers through the Intiland Volunteer Day initiative.

In health aspect, several of the Company's projects held regular health awareness campaign such as blood donation, yoga and pilates classes, yoga for men, gymnastics, and poundfit classes, attended by both tenants and the public. Support for education and the youth generation remains a main priority through internship programs, research, and field study activities for students from various universities across Indonesia. The Company continues to promote local community empowerment by prioritizing the recruitment of laborers from the areas surrounding its project sites.

Perseroan sepanjang tahun 2025 merealisasikan sebanyak 51 program kegiatan CSR yang meliputi 26 program *charity*/filantropi, 21 program pengembangan masyarakat, 1 program lingkungan, dan 3 program ketenagakerjaan. Perseroan telah melakukan pengukuran kinerja CSR melalui metode *Social Return on Investment* (SROI) sebagai alat evaluasi atas dampak sosial dan lingkungan yang dihasilkan. Di tahun 2025, Perseroan memperoleh nilai SROI sebesar 1,3. Pencapaian SROI tersebut mencerminkan dampak sosial dan lingkungan yang positif dibandingkan dengan sumber daya yang diinvestasikan.

## REALISASI PENYALURAN DANA

Sepanjang tahun 2025, Perseroan merealisasikan penyaluran dana CSR sebesar Rp956,9 juta dengan jumlah penerima manfaat sebanyak 4.302 orang. Dana tersebut dialokasikan untuk mendukung berbagai program dengan komposisi sebagai berikut: 51% untuk program *charity*/filantropi, 41% untuk program pengembangan masyarakat, 2% untuk program lingkungan, dan 6% untuk program ketenagakerjaan.

Informasi lebih rinci mengenai strategi keberlanjutan, tata kelola keberlanjutan, kinerja keberlanjutan, serta berbagai inisiatif dalam Tanggung Jawab Sosial dan Lingkungan Perseroan, disampaikan pada Laporan Keberlanjutan Intiland Tahun Buku 2025 yang merupakan bagian tak terpisahkan dari Laporan Tahunan ini, sesuai dengan ketentuan SEOJK No.16/SEOJK.04/2021 serta ASEAN *Corporate Governance Scorecard* (ACGS) B.4.7.

Throughout 2025, the Company implemented a total of 51 CSR activities programs, comprising 26 charity/philanthropy programs, 21 community development programs, 1 environmental program, and 3 employment programs. The Company measures its CSR performance using the Social Return on Investment (SROI) method as a tool to evaluate the resulting social and environmental impacts. In 2025, the Company booked a SROI value of 1.3. This SROI achievement reflects a positive social and environmental impact compared to the resources invested

## ACTUAL FUND DISBURSEMENT

Throughout 2025, the Company realized CSR fund disbursement amounting to Rp956.9 million, benefiting a total of 4,302 recipients. The funds were allocated to support various programs with the following composition: 51% for charity/philanthropic programs, 41% for community development programs, 2% for environmental programs, and 6% for employment programs.

More detailed information regarding the Company's sustainability strategy, sustainability governance, sustainability performance, and various Social and Environmental Responsibility initiatives is presented in the Intiland Sustainability Report for the 2025 Financial Year, which constitutes an integral and inseparable part of this Annual Report, in accordance with SEOJK No.16/SEOJK.04/2021 and the ASEAN Corporate Governance Scorecard (ACGS) B.4.7.

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CORPORATE AND PROJECT DIRECTORY

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## Kawasan Industri
## Industrial Estate

**Batang Industrial Park**
Jl Raya Tulis – Bandar, Kecamatan
Tulis,
Kabupaten Batang,
Jawa Tengah.
T +62 285 3974188
E BIP@intiland.com
www.batangindustrialpark.com

**Ngoro Industrial Park**
Jl. Raya Ngoro, Kec. Ngoro
Mojokerto 61385
T +62 321 681 9432
F +62 321 681 9433
E info@ngoroindustrialpark.com
www.intiland.com

**Aeropolis Techno Park**
Jl. Marsekal Suryadarma
Neglasari, Tangerang 15129
T +62 21 5591 3456
F +62 21 5591 3574
E aeropolis@intiland.com
www.aeropolis.co.id

## Properti Investasi
## Investment Properties

### Perkantoran
### Office

**Intiland Tower Jakarta**
*Intiland Hospitality & Property Management*
Intiland Tower, M1 Floor
Jl. Jendral Sudirman 32, Jakarta 10220
T +62 21 570 8181
F +62 21 570 8182
E ihpm@intiland.com
www.intilandtower.com

**Intiland Tower Surabaya**
Jl. Panglima Sudirman 101-103
Surabaya 60271
T +62 31 548 2722, 548 2723
F +62 31 548 2721
E info@intilandtower.com
www.intilandtower.com

**Graha Pratama**
Jl. MT. Haryono Kav. 15,
Tebet, Jakarta Selatan,
DKI Jakarta 12810
T +62 21 8301367
F +62 21 8295493

**South Quarter**
Jl. R.A Kartini Kav.8
Cilandak Barat, Jakarta 12430
T +62 21 750 8088
F +62 21 750 8555
E info@south-quarter.com
www.southquarter.co.id

**Spazio**
Jl. Mayjen Yono Soewoyo Kav 3,
Surabaya 60226, Jawa Timur
T +62 31 9900 0901
F +62 31 9900 0906
E spazio@intiland.com
www.spazio.co.id

## Perhotelan
### Hospitality

**Intiwhiz International**
*Hospitality Management*
Intiland Tower, M2 Floor
Jl. Jendral Sudirman 32, Jakarta 10220
T +62 21 571 0088
F +62 21 5785 1130
E contact@whizhotels.com
www.intiwhiz.com

## Pusat Belanja, Ritel, dan Komersial
### Mall, Retail, & Commercial

**Poins**
Jl. R.A. Kartini No. 1
Lebak Bulus, Jakarta Selatan
Jakarta 12440, Indonesia

**WTC Surabaya**
Jl. Pemuda No. 27-31,
Emobong Kaliasin, Genteng,
Surabaya 60263,
Jawa Timur
T +62 31 5319 310
E wtcsby@gmail.com
www.wtcemall.com

## Golf & Klub Olahraga
### Golf & Sport Club

**Golf Graha Famili & Country Club**
Jl. Raya Golf Graha Famili
Surabaya 60226, Jawa Timur
T +62 31 731 5500
F +62 31 731 0477
E info@golfgraha.com
www.golfgraha.com

**Club PM**
Jl. Raya Pantai Mutiara, Pluit
Jakarta Utara 14450
T +62 21 669 7146
F +62 21 669 4489
E clubpm@intiland.com

**Club Serenia Mansion**
Jl. Karang Tengah Raya No. 9
Lebak Bulus, Jakarta Selatan, 12440
T +62 21 750 3002 / 766 6144
F +62 21 765 5620
E clubsereniamansion@intiland.com
www.intiland.com

**Natura Clubhouse**
Kawasan Perumahan Graha Natura
Jl. Sambi Kerep, Lontar, Surabaya,
Jawa Timur
T +62 812 2225 5456
E grahanatura@intiland.com
www.grahanatura.com

**Roca**
Jl. Boulevard Famili Utara, Blok O
Graha Famili,
Surabaya 60227 Jawa Timur
T +62 31 9902 0888 / 0183
E roca@intiland.com
rocasportcenter.com

**Runway**
Sports Club Aeropolis
Jl. Sekarwangi No. 61, Kelurahan
Neglasari
Kecamatan Neglasari
Kota Tangerang 15129
T +62 1952 0224 344
www.aeropolis.co.id

**Sports Club Talaga Bestari**
Jl. Jungle Boulevard No.1,
Jungle Walk Talaga Bestari,
Cikupa, Tangerang, 15710
T +62 21 596 3693
F +62 21 596 3695
E cs@sportsclubtalagabestari.com
www.intiland.com

## Lain-lain
### Others

**Intiland Foundation**
Intiland Tower, Penthouse Floor
Jl. Jendral Sudirman 32, Jakarta 10220
T +62 21 570 1912
F +62 21 570 0015
E info@intiland.com
www.intiland.com

# 07
# LAPORAN KEUANGAN
## FINANCIAL STATEMENT



Serenia Hills, Jakarta

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# PT Intiland Development Tbk
# dan Entitas Anak*/and Its Subsidiaries*

Laporan Keuangan Konsolidasian/
*Consolidated Financial Statements*
Untuk Tahun-tahun yang Berakhir 31 Desember 2025 dan 2024/
*For the Years Ended December 31, 2025 and 2024*

**PT INTILAND DEVELOPMENT Tbk DAN ENTITAS ANAK/*AND ITS SUBSIDIARIES***
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INDONESIA

T +62-21-570 8111
F +62-21-572 2737

MOORE

## Laporan Auditor Independen

**No. 00454/2.1090/AU.1/03/0153-2/1/III/2026**

**Pemegang Saham, Dewan Komisaris dan Direksi**
**PT Intiland Development Tbk**

### Opini

Kami telah mengaudit laporan keuangan konsolidasian PT Intiland Development Tbk dan entitas anaknya (Grup), yang terdiri dari laporan posisi keuangan konsolidasian tanggal 31 Desember 2025, serta laporan laba rugi dan penghasilan komprehensif lain konsolidasian, laporan perubahan ekuitas konsolidasian, dan laporan arus kas konsolidasian untuk tahun yang berakhir pada tanggal tersebut, serta catatan atas laporan keuangan konsolidasian, termasuk informasi kebijakan akuntansi material.

Menurut opini kami, laporan keuangan konsolidasian terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan konsolidasian Grup tanggal 31 Desember 2025, serta kinerja keuangan konsolidasian dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

### Basis Opini

Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia. Tanggung jawab kami menurut standar tersebut diuraikan lebih lanjut dalam paragraf Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan Konsolidasian pada laporan kami. Kami independen terhadap Grup berdasarkan ketentuan etika yang relevan dalam audit kami atas laporan keuangan konsolidasian di Indonesia, dan kami telah memenuhi tanggung jawab etika lainnya berdasarkan ketentuan tersebut. Kami yakin bahwa bukti audit yang telah kami peroleh adalah cukup dan tepat untuk menyediakan suatu basis bagi opini audit kami.

## Independent Auditors' Report

**No. 00454/2.1090/AU.1/03/0153-2/1/III/2026**

**The Stockholders, Board of Commissioners, and Directors**
**PT Intiland Development Tbk**

### Opinion

We have audited the consolidated financial statements of PT Intiland Development Tbk and its subsidiaries (the Group), which comprise the consolidated statement of financial position as at December 31, 2025, and the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as at December 31, 2025 and its consolidated financial performance and its consolidated cash flow for the year then ended in accordance with Indonesian Financial Accounting Standards.

### Basis for Opinion

We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the financial statements in Indonesia, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Hal Audit Utama**

Hal audit utama adalah hal-hal yang, menurut pertimbangan profesional kami, merupakan hal yang paling signifikan dalam audit kami atas laporan keuangan konsolidasian periode kini. Hal-hal tersebut disampaikan dalam konteks audit kami atas laporan keuangan konsolidasian secara keseluruhan, dan dalam merumuskan opini kami atas laporan keuangan konsolidasian terkait, kami tidak menyatakan suatu opini terpisah atas hal audit utama tersebut.

Hal audit utama yang teridentifikasi dalam audit kami diuraikan sebagai berikut:

*Pengakuan Pendapatan*

Lihat ke Catatan 2v - Kebijakan Akuntansi atas Pengakuan Pendapatan, Catatan 3g dan 3h – Penggunaan Pertimbangan Manajemen – Komponen Pendanaan Signifikan dan Saat Pengakuan Pendapatan dan Catatan 35 - Pendapatan.

Pendapatan Grup untuk tahun yang berakhir 31 Desember 2025 adalah sebesar Rp 2.462.390.177.632 dimana sebesar Rp 1.514.710.463.354 atau sebesar 61,51% dari jumlah pendapatan terutama berasal dari penjualan persediaan real estat.

Kami menganggap proses, kebijakan dan prosedur pengakuan penjualan real estat Grup signifikan bagi audit kami karena hal ini melibatkan penerapan pertimbangan dan estimasi signifikan dalam aspek-aspek berikut: a) penentuan harga transaksi; dan b) pengakuan pendapatan pada suatu titik waktu berdasarkan pengalihan pengendalian aset pada suatu titik waktu tertentu (pemenuhan kewajiban pelaksanaan pada suatu titik waktu tertentu).

Dalam penentuan harga transaksi, Grup mempertimbangkan apakah harga jual dari persediaan real estat termasuk komponen pembiayaan yang signifikan.

Grup juga mengevaluasi kapan pengendalian atas persediaan telah dialihkan ke pelanggan sebagai dasar penentuan pengakuan penjualan, yakni pengakuan pada suatu titik waktu atau sepanjang waktu. Pendapatan dari penjualan persediaan diakui pada suatu titik waktu pada saat persediaan diserahkan kepada pelanggan. Penentuan waktu pengakuan penjualan membutuhkan pertimbangan apakah Grup telah mengalihkan risiko dan manfaat kepemilikan persediaan secara signifikan kepada pelanggan dan apakah Grup masih memiliki keterlibatan yang berkelanjutan atas persediaan.

**Key Audit Matters**

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

The key audit matters identified in our audit are outlined as follows:

*Revenue Recognition*

Refer to Note 2v - Accounting Policies on Revenue Recognition, Notes 3g and 3h – Management Use of Judgment – Significant Financing Component and Timing of Revenue and Note 35 - Revenues.

The Group revenues for the year ended December 31, 2025 amounted to Rp 2,462,390,177,632 of which Rp 1,514,710,463,354 or 61.51% of the total revenues are mainly from the sales of real estate inventories.

We considered the Group's real estate revenue recognition process, policies and procedures significant to our audit because these involve application of significant judgment and estimation in the following aspects: a) determination of the transaction price; and b) point in time recognition of revenues based on point in time transfer of the control of the asset (point in time satisfaction of performance obligation).

In determining the transaction price, the Group considers whether the selling price of the real estate inventories includes significant financing component.

The Group also evaluates as to when the control over the inventories has been transferred to the customer as basis of the timing of the revenue recognition, point in time or over time recognition. Revenue from the sale of inventories is recognized at a point in time when inventories are delivered to the customers. The timing of revenue recognition requires judgment on whether the Group has transferred significant risks and rewards of ownership in the inventories to the customers and whether the Group has a substantial continuing involvement with the inventories.

*Bagaimana Audit kami Merespon Hal Audit Utama*

- Kami menilai keseluruhan proses penjualan serta sistem dan desain pengendalian yang relevan atas perolehan dan pencatatan transaksi pendapatan. Kami telah menguji keefektifan pengendalian utama pada proses yang berkaitan dengan pengakuan pendapatan dan melakukan pengujian rinci atas sampel transaksi penjualan.

- Kami membaca kontrak penjualan dan menerapkan pemahaman kami tentang kontrak ini dalam menilai kelengkapan dan akurasi pendapatan. Secara khusus, pemahaman kami juga memungkinkan kami untuk mengevaluasi pertimbangan yang digunakan dalam menentukan waktu pengakuan pendapatan.

- Dalam penentuan harga transaksi, kami memilih sampel kontrak dari data kontrak penjualan dan mengidentifikasi ketentuan pembayaran. Kami menelusuri kontrak terpilih ini ke perhitungan komponen pembiayaan yang disiapkan oleh manajemen, yang meliputi perhitungan apakah komponen pembiayaan dari kontrak Grup dengan pelanggan adalah signifikan. Kami menguji perhitungan komponen pembiayaan yang disiapkan oleh manajemen.

*How our Audit Addressed the Key Audit Matter*

- We assessed the overall sales process and the relevant systems and the design of controls over the capture and recording of revenue transactions. We have tested the effectiveness of key controls on the processes related to revenue recognition and performed test of details of samples of sales transactions.

- We read the sales contracts and applied our understanding of these contracts in assessing the completeness and accuracy of revenues. In particular, our understanding also enabled us to evaluate the judgments used in determining the timing of the revenue recognition.

- For the determination of the transaction price, we selected sample contracts from the sales contract database and identified the payment terms. We traced these selected contracts to the calculation of the financing component prepared by management, which covers the calculation on whether the financing component of the Group's contract with customers is significant. We test computed the financing component prepared by management.

*Penilaian Persediaan Real Estat dan Tanah yang Belum Dikembangkan*

Lihat ke Catatan 2k dan 2n – Kebijakan Akuntansi atas Persediaan dan Tanah yang Belum Dikembangkan, Catatan 8 - Persediaan dan Catatan 13 - Tanah yang Belum Dikembangkan.

Pada tanggal 31 Desember 2025, jumlah persediaan real estat dan tanah yang belum dikembangkan Grup masing-masing sebesar Rp 4.537.250.864.499 dan Rp 3.553.467.755.107. Persediaan real estat dan tanah yang belum dikembangkan dinyatakan berdasarkan biaya atau nilai realisasi bersih, mana yang lebih rendah.

Kami fokus pada area ini karena penentuan estimasi nilai realisasi bersih dari persediaan sangat tergantung pada ekspektasi Grup atas harga jual persediaan di masa mendatang. Fluktuasi pada harga properti dan perubahan dari permintaan atas properti dapat menghasilkan penurunan signifikan pada nilai realisasi bersih.

*Valuation of Real Estate Inventories and Land for Development*

Refer to Notes 2k and 2n - Accounting Policies on Inventories and Land for Development, Note 8 - Inventories and Note - 13 Land for Development.

As of December 31, 2025, the Group's real estate inventories and land for development amounted to Rp 4,537,250,864,499 and Rp 3,553,467,755,107, respectively. Real estate inventories and land for development are stated at cost or net realizable value, whichever is lower.

We focused on this area because the determination of estimated net realizable value of these inventories is critically dependent upon the Group's expectations of future selling prices. Fluctuations in property prices and changes in demand for the property could lead to a significant decline in the net realizable value.

*Bagaimana Audit kami Merespon Hal Audit Utama*

- Kami mereviu penelahaan manajemen mengenai apakah terdapat indikasi penurunan nilai persediaan dan tanah yang belum dikembangkan Grup. Kami melakukan diskusi mendetail dengan manajemen kunci Grup dan mempertimbangkan pandangan mereka tentang kemungkinan penurunan nilai persediaan dan tanah yang belum dikembangkan Grup sehubungan dengan lingkungan ekonomi saat ini.

*How our Audit Addressed the Key Audit Matter*

- We reviewed management's assessment on whether there is any indication of the decline in value of the Group's inventories and land for development. We conducted a detailed discussion with the Group's key management and considered their views on possible decline in value of the Group's inventories and land for development in light of the current economic environment.

- Kami fokus pada persediaan dengan penjualan yang lebih lambat dan membandingkan harga jual dengan harga transaksi terbaru dari properti sebanding yang terletak di lokasi yang sama dengan proyek Grup.

- We focused on inventories with slower sales and compared the selling prices to recently transacted price of comparable properties located in the same vicinity as the Group's project.

**Informasi Lain**

Manajemen bertanggung jawab atas informasi lain. Informasi lain terdiri dari informasi yang tercantum dalam Laporan Tahunan, tetapi tidak mencantumkan laporan keuangan konsolidasian dan laporan auditor kami. Laporan Tahunan diharapkan akan tersedia bagi kami setelah tanggal laporan auditor ini.

Opini kami atas laporan keuangan konsolidasian tidak mencakup informasi lain, dan oleh karena itu, kami tidak menyatakan bentuk keyakinan apapun atas informasi lain tersebut.

Sehubungan dengan audit kami atas laporan keuangan konsolidasian, tanggung jawab kami adalah untuk membaca informasi lain jika tersedia dan, dalam melaksanakannya, mempertimbangkan apakah informasi lain mengandung ketidakkonsistensian material dengan laporan keuangan konsolidasian atau pemahaman yang kami peroleh selama audit, atau mengandung kesalahan penyajian material.

Ketika kami membaca Laporan Tahunan, jika kami menyimpulkan bahwa terdapat suatu kesalahan penyajian material di dalamnya, kami diharuskan untuk mengomunikasikan hal tersebut kepada pihak yang bertanggung jawab atas tata kelola dan mengambil tindakan tepat berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia.

**Other Information**

Management is responsible for the other information. The other information consists of information contained in the Annual Report but does not include the consolidated financial statements and our auditor's report. The Annual Report is expected to be made available to us after the date of this auditor's report.

Our opinion on the consolidated financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read the Annual Report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take appropriate actions in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants.

**Tanggung Jawab Manajemen dan Pihak yang Bertanggung Jawab atas Tata Kelola terhadap Laporan Keuangan Konsolidasian**

Manajemen bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan konsolidasian tersebut sesuai dengan Standar Akuntansi Keuangan di Indonesia, dan atas pengendalian internal yang dipandang perlu oleh manajemen untuk memungkinkan penyusunan laporan keuangan konsolidasian yang bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan.

Dalam penyusunan laporan keuangan konsolidasian, manajemen bertanggung jawab untuk menilai kemampuan Grup dalam mempertahankan kelangsungan usahanya, mengungkapkan, sesuai dengan kondisinya, hal-hal yang berkaitan dengan kelangsungan usaha, dan menggunakan basis akuntansi kelangsungan usaha, kecuali manajemen memiliki intensi untuk melikuidasi Grup atau menghentikan operasi, atau tidak memiliki alternatif yang realistis selain melaksanakannya.

Pihak yang bertanggung jawab atas tata kelola bertanggung jawab untuk mengawasi proses pelaporan keuangan Grup.

**Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements**

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with Indonesian Financial Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

**Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan Konsolidasian**

Tujuan kami adalah untuk memperoleh keyakinan memadai tentang apakah laporan keuangan konsolidasian secara keseluruhan bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan, dan untuk menerbitkan laporan auditor yang mencakup opini kami. Keyakinan memadai merupakan suatu tingkat keyakinan tinggi, namun bukan merupakan suatu jaminan bahwa audit yang dilaksanakan berdasarkan Standar Audit akan selalu mendeteksi kesalahan penyajian material ketika hal tersebut ada. Kesalahan penyajian dapat disebabkan oleh kecurangan maupun kesalahan dan dianggap material jika, baik secara individual maupun secara agregat, dapat diekspektasikan secara wajar akan memengaruhi keputusan ekonomi yang diambil oleh pengguna berdasarkan laporan keuangan konsolidasian tersebut.

Sebagai bagian dari suatu audit berdasarkan Standar Audit, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga:

- Mengidentifikasi dan menilai risiko kesalahan penyajian material dalam laporan keuangan konsolidasian, baik yang disebabkan oleh kecurangan maupun kesalahan, mendesain dan melaksanakan prosedur audit yang responsif terhadap risiko tersebut, serta memperoleh bukti audit yang cukup dan tepat untuk menyediakan basis bagi opini kami. Risiko tidak terdeteksinya kesalahan penyajian material yang disebabkan oleh kecurangan lebih tinggi dari yang disebabkan oleh kesalahan, karena kecurangan dapat melibatkan kolusi, pemalsuan, penghilangan secara sengaja, pernyataan salah, atau pengabaian pengendalian internal.

- Memperoleh suatu pemahaman tentang pengendalian internal yang relevan dengan audit untuk mendesain prosedur audit yang tepat sesuai dengan kondisinya, tetapi bukan untuk tujuan menyatakan opini atas keefektivitasan pengendalian internal Grup.

- Mengevaluasi ketepatan kebijakan akuntansi yang digunakan serta kewajaran estimasi akuntansi dan pengungkapan terkait yang dibuat oleh manajemen.

**Auditors' Responsibilities for the Audit of the Consolidated Financial Statements**

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with Standards on Auditing, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Menyimpulkan ketepatan penggunaan basis akuntansi kelangsungan usaha oleh manajemen dan, berdasarkan bukti audit yang diperoleh, apakah terdapat suatu ketidakpastian material yang terkait dengan peristiwa atau kondisi yang dapat menyebabkan keraguan signifikan atas kemampuan Grup untuk mempertahankan kelangsungan usahanya. Ketika kami menyimpulkan bahwa terdapat suatu ketidakpastian material, kami diharuskan untuk menarik perhatian dalam laporan auditor kami ke pengungkapan terkait dalam laporan keuangan konsolidasian atau, jika pengungkapan tersebut tidak memadai, harus menentukan apakah perlu untuk memodifikasi opini kami. Kesimpulan kami didasarkan pada bukti audit yang diperoleh hingga tanggal laporan auditor kami. Namun, peristiwa atau kondisi masa depan dapat menyebabkan Grup tidak dapat mempertahankan kelangsungan usaha.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- Mengevaluasi penyajian, struktur, dan isi laporan keuangan konsolidasian secara keseluruhan, termasuk pengungkapannya, dan apakah laporan keuangan konsolidasian mencerminkan transaksi dan peristiwa yang mendasarinya dengan suatu cara yang mencapai penyajian wajar.

- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Memperoleh bukti audit yang cukup dan tepat terkait informasi keuangan entitas atau aktivitas bisnis dalam Grup untuk menyatakan opini atas laporan keuangan konsolidasian. Kami bertanggung jawab atas arahan, supervisi, dan pelaksanaan audit Grup. Kami tetap bertanggung jawab sepenuhnya atas opini audit kami.

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

Kami mengomunikasikan kepada pihak yang bertanggung jawab atas tata kelola mengenai, antara lain, ruang lingkup dan saat yang direncanakan atas audit, serta temuan audit signifikan, termasuk setiap defisiensi signifikan dalam pengendalian internal yang teridentifikasi oleh kami selama audit.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

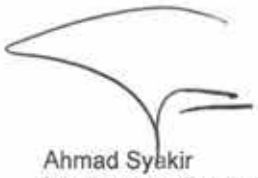
Kami juga memberikan suatu pernyataan kepada pihak yang bertanggung jawab atas tata kelola bahwa kami telah mematuhi ketentuan etika yang relevan mengenai independensi, dan mengomunikasikan seluruh hubungan, serta hal-hal lain yang dianggap secara wajar berpengaruh terhadap independensi kami, dan, jika relevan, pengamanan terkait.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

Dari hal-hal yang dikomunikasikan kepada pihak yang bertanggung jawab atas tata kelola, kami menentukan hal-hal tersebut yang paling signifikan dalam audit atas laporan keuangan konsolidasian periode kini dan oleh karenanya menjadi hal audit utama. Kami menguraikan hal audit utama dalam laporan auditor kami, kecuali peraturan perundang-undangan melarang pengungkapan publik tentang hal tersebut atau ketika, dalam kondisi yang sangat jarang terjadi, kami menentukan bahwa suatu hal tidak boleh dikomunikasikan dalam laporan kami karena konsekuensi merugikan dari mengomunikasikan hal tersebut akan diekspektasikan secara wajar melebihi manfaat kepentingan publik atas komunikasi tersebut.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

MIRAWATI SENSI IDRIS



Ahmad Syakir
Izin Akuntan Publik No. AP. 0153/
*Certified Public Accountant License No. AP. 0153*

25 Maret 2026/*March 25, 2026*

00454

SURAT PERNYATAAN DIREKSI
TENTANG
TANGGUNG JAWAB ATAS LAPORAN KEUANGAN KONSOLIDASIAN UNTUK TAHUN-TAHUN YANG BERAKHIR 31 DESEMBER 2025 DAN 2024

DIRECTORS' STATEMENT
ON
THE RESPONSIBILITY FOR FINANCIAL CONSOLIDATED STATEMENTS FOR THE YEARS ENDED DECEMBER 31, 2025 AND 2024

**PT INTILAND DEVELOPMENT TBK DAN ENTITAS ANAK/*AND ITS SUBSIDIARIES***

Kami yang bertanda tangan di bawah ini:

We, the undersigned:

1. Nama/*Name* : Archied Noto Pradono
   Alamat Kantor/*Office Address* : Intiland Tower, Penthouse, Jl. Jenderal Sudirman Kav.32
   Alamat Domisili/sesuai KTP atau Kartu Identitas lain/*Residential Address /in accordance with Personal Identity Card* : Jl. Pulau Ayer II No. 6, Jakarta
   Nomor Telepon/*Telephone Number* : 5701912
   Jabatan/*Title* : Direktur Utama / *President Director*

2. Nama/*Name* : Novita Anggriani B
   Alamat Kantor/*Office Address* : Intiland Tower, Penthouse, Jl. Jenderal Sudirman Kav.32
   Alamat Domisili/sesuai KTP atau Kartu Identitas lain/*Residential Address /in accordance with Personal Identity Card* : Sutera Renata Cluster Alba Jl. Alba IV/62, Banten
   Nomor Telepon/*Telephone Number* : 5701912
   Jabatan/*Title* : Direktur / *Director*

menyatakan bahwa:

declare that:

1. Bertanggung jawab atas penyusunan dan penyajian laporan keuangan konsolidasian Grup.

1. We are responsible for the preparation and presentation of the Group's consolidated financial statements.

2. Laporan keuangan konsolidasian telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia.

2. The consolidated financial statements have been prepared and presented in accordance with Indonesian Financial Accounting Standards.

3. a. Semua informasi dalam laporan keuangan konsolidasian tersebut telah dimuat secara lengkap dan benar; dan
   b. Laporan keuangan konsolidasian tersebut tidak mengandung informasi atau fakta material yang tidak benar, dan tidak menghilangkan informasi atau fakta material.

3. a. All information have been fully and correctly disclosed in the consolidated financial statements; and
   b. The consolidated financial statements do not contain materially misleading information or facts, and do not conceal any information or facts.

4. Bertanggung jawab atas sistem pengendalian intern dalam Grup.

4. We are responsible for the Group's internal control system.

Demikian pernyataan ini dibuat dengan sebenarnya.

This statement has been made truthfully.

25 Maret 2026 / *March 25, 2026*

| | |
|---|---|
| **Archied Noto Pradono** | **Novita Anggriani B** |
| Direktur Utama/ *President Director* | Direktur/ *Director* |

| | 2025 | Catatan/ *Notes* | 2024 | |
|---|---|---|---|---|
| **ASET** | | | | **ASSETS** |
| **ASET LANCAR** | | | | **CURRENT ASSETS** |
| Kas dan setara kas | 944.374.405.854 | 4 | 752.320.105.532 | Cash and cash equivalents |
| Piutang usaha - setelah dikurangi cadangan kerugian penurunan nilai masing-masing sebesar Rp 3.300.978.827 dan Rp 5.667.020.318 pada tanggal 31 Desember 2025 dan 2024 | | 6 | | Trade accounts receivable - net of allowance for impairment of Rp 3,300,978,827 and Rp 5,667,020,318 as of December 31, 2025 and 2024, respectively |
| Pihak berelasi | 22.894.597.387 | 44 | 41.834.506.580 | Related party |
| Pihak ketiga | 130.521.559.945 | | 125.635.331.022 | Third parties |
| Piutang lain-lain - pihak ketiga - setelah dikurangi cadangan kerugian penurunan nilai sebesar Rp 558.250.000 pada tanggal 31 Desember 2025 dan 2024 | 16.989.931.501 | 7 | 9.260.434.808 | Other accounts receivable - third parties - net of allowance for impairment of Rp 558,250,000 as of December 31, 2025 and 2024 |
| Persediaan | 1.708.789.705.901 | 8 | 2.455.485.776.171 | Inventories |
| Uang muka | 40.711.021.242 | 9 | 64.708.396.800 | Advances |
| Pajak dibayar dimuka | 116.354.559.246 | 10 | 118.572.904.796 | Prepaid taxes |
| Biaya dibayar dimuka yang akan jatuh tempo dalam waktu satu tahun | 15.589.936.219 | 11 | 11.970.112.613 | Current portion of prepaid expenses |
| Kas dan deposito yang dibatasi penggunaannya | 240.847.470.178 | 12 | 290.779.797.975 | Restricted cash and time deposits |
| **Jumlah Aset Lancar** | 3.237.073.187.473 | | 3.870.567.366.297 | **Total Current Assets** |
| **ASET TIDAK LANCAR** | | | | **NONCURRENT ASSETS** |
| Piutang usaha - pihak ketiga | 2.954.306.634 | 6 | 4.207.572.459 | Trade accounts receivable - third parties |
| Kas dan deposito yang dibatasi penggunaannya | 84.146.193.990 | 12 | 59.455.674.705 | Restricted cash and time deposits |
| Persediaan | 2.828.461.158.598 | 8 | 2.754.565.132.660 | Inventories |
| Uang muka - setelah dikurangi cadangan kerugian penurunan nilai sebesar Rp 286.048.586.561 pada tanggal 31 Desember 2025 dan 2024 | 268.685.287.799 | 9 | 269.265.037.799 | Advances - net of allowance for impairment of Rp 286,048,586,561 as of December 31, 2025 and 2024 |
| Biaya dibayar dimuka - setelah dikurangi bagian yang akan jatuh tempo dalam waktu satu tahun | 73.164.414 | 11 | 1.443.104.963 | Prepaid expenses - net of current portion |
| Tanah yang belum dikembangkan | 3.553.467.755.107 | 13 | 3.896.603.155.948 | Land for development |
| Piutang pihak berelasi non - usaha | 601.000.000 | 44 | - | Due from related parties |
| Investasi aset keuangan pada nilai wajar melalui penghasilan komprehensif lain | 102.421.571.139 | 5 | 102.421.571.139 | Investments in financial assets at fair value through other comprehensive income |
| Investasi entitas asosiasi dan ventura bersama | 360.788.263.392 | 14 | 352.553.814.896 | Investments in associates and joint ventures |
| Aset pajak tangguhan | 476.235.561.391 | 41 | 361.884.884.914 | Deferred tax assets |
| Properti investasi - setelah dikurangi akumulasi penyusutan masing-masing sebesar Rp 1.010.190.352.973 dan Rp 921.499.101.815 pada tanggal 31 Desember 2025 dan 2024 | 1.555.077.767.753 | 15 | 1.638.491.113.505 | Investment properties - net of accumulated depreciation of Rp 1,010,190,352,973 and Rp 921,499,101,815 as of December 31, 2025 and 2024, respectively |
| Aset tetap - setelah dikurangi akumulasi penyusutan masing-masing sebesar Rp 461.106.373.222 dan Rp 426.122.788.448 pada tanggal 31 Desember 2025 dan 2024 | 639.401.520.491 | 16 | 384.463.445.185 | Property and equipment - net of accumulated depreciation of Rp 461,106,373,222 and Rp 426,122,788,448 as of December 31, 2025 and 2024, respectively |
| Goodwill | 6.184.505.653 | 17 | 6.184.505.653 | Goodwill |
| Aset lain-lain | 1.438.176.412 | 18 | 1.446.700.774 | Other assets |
| **Jumlah Aset Tidak Lancar** | 9.879.936.232.773 | | 9.832.985.714.600 | **Total Noncurrent Assets** |
| **JUMLAH ASET** | 13.117.009.420.246 | | 13.703.553.080.897 | **TOTAL ASSETS** |

| | 2025 | Catatan/ *Notes* | 2024 | |
|---|---|---|---|---|
| **LIABILITAS DAN EKUITAS** | | | | **LIABILITIES AND EQUITY** |
| **LIABILITAS** | | | | **LIABILITIES** |
| **LIABILITAS JANGKA PENDEK** | | | | **CURRENT LIABILITIES** |
| Utang bank jangka pendek | 766.532.770.367 | 19 | 1.045.556.048.076 | Short-term bank loans |
| Utang usaha kepada pihak ketiga | 81.670.034.810 | 21 | 84.351.133.392 | Trade accounts payable to third parties |
| Pinjaman dari pihak ketiga | 151.547.456.268 | 22 | 26.817.072.140 | Loans from third parties |
| Utang lain-lain | 46.550.268.057 | 23 | 23.793.924.402 | Other accounts payable |
| Utang pajak | 36.594.254.970 | 24 | 27.856.897.639 | Taxes payable |
| Beban akrual | 611.126.747.447 | 25 | 523.636.709.510 | Accrued expenses |
| Pendapatan diterima dimuka | 113.242.275.391 | 26 | 95.721.743.978 | Unearned revenues |
| Liabilitas kontrak | 1.133.881.049.692 | 27 | 1.162.804.337.024 | Contract liabilities |
| Bagian liabilitas jangka panjang yang akan jatuh tempo dalam waktu satu tahun: | | | | Current portion of long-term liabilities: |
| Utang bank | 384.821.379.176 | 19 | 125.743.246.215 | Bank loans |
| Utang pembiayaan konsumen | 389.350.391 | 28 | 168.242.894 | Consumer finance payables |
| Utang sukuk ijarah | - | 20 | 372.556.207.453 | Sukuk ijarah payable |
| Uang jaminan | 72.477.329.007 | 29 | 94.102.630.111 | Guarantee deposits |
| **Jumlah Liabilitas Jangka Pendek** | 3.398.832.915.576 | | 3.583.108.192.834 | **Total Current Liabilities** |
| **LIABILITAS JANGKA PANJANG** | | | | **NONCURRENT LIABILITIES** |
| Pinjaman dari pihak ketiga | 56.204.050.463 | 22 | 62.387.705.683 | Loans from third parties |
| Utang lain-lain | 490.061.367.956 | 23 | 325.749.268.023 | Other accounts payable |
| Pendapatan diterima dimuka | 11.198.976.696 | 26 | 13.062.822.804 | Unearned revenues |
| Liabilitas kontrak | 146.612.100.748 | 27 | 95.107.074.994 | Contract liabilities |
| Uang jaminan | 213.148.830.645 | 29 | 214.072.102.203 | Guarantee deposits |
| Liabilitas imbalan kerja jangka panjang | 75.849.586.279 | 43 | 98.120.466.141 | Long-term employee benefits liability |
| Liabilitas jangka panjang - setelah dikurangi bagian yang akan jatuh tempo dalam waktu satu tahun: | | | | Long-term liabilities - net of current portion: |
| Utang bank | 1.929.387.294.411 | 19 | 2.564.887.442.237 | Bank loans |
| Utang pembiayaan konsumen | 216.244.257 | 28 | 113.185.575 | Consumer finance payables |
| Liabilitas pajak tangguhan | 8.619.245.097 | 41 | 32.350.021 | Deferred tax liabilities |
| **Jumlah Liabilitas Jangka Panjang** | 2.931.297.696.552 | | 3.373.532.417.681 | **Total Noncurrent Liabilities** |
| **Jumlah Liabilitas** | 6.330.130.612.128 | | 6.956.640.610.515 | **Total Liabilities** |
| **EKUITAS** | | | | **EQUITY** |
| **Ekuitas yang Dapat Diatribusikan kepada Pemilik Entitas Induk** | | | | **Equity Attributable to Owners of the Parent Company** |
| Modal saham | | | | Capital stock |
| Modal dasar - 24.000.000.000 saham dengan nilai nominal Rp 250 per saham | | | | Authorized - 24,000,000,000 shares with Rp 250 par value per share |
| Modal ditempatkan dan disetor - 10.365.854.185 saham | 2.591.463.546.250 | 32 | 2.591.463.546.250 | Issued and paid-up - 10,365,854,185 shares |
| Tambahan modal disetor - bersih | 1.096.320.037.357 | 33 | 1.096.320.037.357 | Additional paid-in capital - net |
| Selisih nilai transaksi dengan kepentingan non-pengendali | 514.290.640.361 | | 514.290.640.361 | Difference in value arising from transactions with non-controlling interests |
| Saldo laba | | | | Retained earnings |
| Ditentukan penggunaannya | 24.000.000.000 | 34 | 22.000.000.000 | Appropriated |
| Belum ditentukan penggunaannya | 1.418.044.235.341 | | 1.350.529.925.832 | Unappropriated |
| **Jumlah Ekuitas yang Dapat Diatribusikan kepada Pemilik Entitas Induk** | 5.644.118.459.309 | | 5.574.604.149.800 | **Total Equity Attributable to Owners of the Parent Company** |
| **Kepentingan Non-pengendali** | 1.142.760.348.809 | 31 | 1.172.308.320.582 | **Non-controlling interests** |
| **Jumlah Ekuitas** | 6.786.878.808.118 | | 6.746.912.470.382 | **Total Equity** |
| **JUMLAH LIABILITAS DAN EKUITAS** | 13.117.009.420.246 | | 13.703.553.080.897 | **TOTAL LIABILITIES AND EQUITY** |

Lihat catatan atas laporan keuangan konsolidasian yang merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian.

See accompanying notes to consolidated financial statements which are an integral part of the consolidated financial statements.

| | 2025 | Catatan/ *Notes* | 2024 | |
|---|---|---|---|---|
| **PENDAPATAN USAHA** | 2.462.390.177.632 | 35 | 2.553.285.289.717 | **REVENUES** |
| **BEBAN POKOK PENJUALAN DAN BEBAN LANGSUNG** | 1.501.903.007.692 | 36 | 1.767.933.285.955 | **COST OF SALES AND DIRECT EXPENSES** |
| **LABA KOTOR** | 960.487.169.940 | | 785.352.003.762 | **GROSS PROFIT** |
| **BEBAN USAHA** | | | | **OPERATING EXPENSES** |
| Penjualan | 39.163.521.393 | 37 | 58.947.587.754 | Selling |
| Umum dan administrasi | 249.082.875.785 | 38 | 272.173.222.318 | General and administrative |
| Jumlah Beban Usaha | 288.246.397.178 | | 331.120.810.072 | Total Operating Expenses |
| **LABA USAHA** | 672.240.772.762 | | 454.231.193.690 | **OPERATING PROFIT** |
| **PENGHASILAN (BEBAN) LAIN-LAIN** | | | | **OTHER INCOME (EXPENSES)** |
| Keuntungan atas penghapusan liabilitas keuangan | 457.644.819.534 | 19 | 328.161.741.895 | Gain on extinguishment of financial liabilities |
| Pendapatan bunga | 20.818.760.521 | 39 | 19.563.442.726 | Interest income |
| Pendapatan dividen | 14.747.660.720 | 5 | 21.507.324.640 | Dividend income |
| Keuntungan penjualan aset tetap | 918.737.763 | 16 | 384.422.561 | Gain on sale of property and equipment |
| Keuntungan kurs mata uang asing - bersih | 203.374.176 | | 126.760.894 | Gain on foreign exchange - net |
| Kerugian penurunan nilai aset | (462.247.452.217) | 13 | - | Loss on impairment of assets |
| Beban bunga | (371.506.926.541) | 40 | (359.417.153.294) | Interest expense |
| Komponen pendanaan atas liabilitas kontrak | (76.820.455.476) | 27 | (97.839.163.849) | Financing component of contract liabilities |
| Keuntungan penjualan investasi entitas anak | - | | 1.747.172.155 | Gain on sale of investment in subsidiary |
| Ekuitas di entitas asosiasi sebelum pelepasan | - | 14 | 1.496.867.152 | Equity in an associate prior to disposal |
| Kerugian penjualan investasi entitas asosiasi | - | 14 | (12.183.459.226) | Loss on sale of investment in associates |
| Ekuitas di entitas anak sebelum pelepasan | - | | (25.529.824) | Equity in a subsidiary prior to disposal |
| Lain-lain - bersih | (104.625.475.746) | | (24.008.033.768) | Others - net |
| Beban Lain-lain - Bersih | (520.866.957.266) | | (120.485.607.938) | Other Expenses - Net |
| **EKUITAS PADA LABA BERSIH ENTITAS ASOSIASI DAN VENTURA BERSAMA** | 7.773.504.135 | 14 | 73.340.417.189 | **SHARE IN NET PROFIT OF ASSOCIATES AND JOINT VENTURE** |
| **LABA SEBELUM PAJAK FINAL DAN PAJAK PENGHASILAN** | 159.147.319.631 | | 407.086.002.941 | **PROFIT BEFORE FINAL TAX AND INCOME TAX** |
| **PAJAK FINAL** | (80.202.323.787) | | (80.511.912.920) | **FINAL TAX** |
| **LABA SEBELUM PAJAK PENGHASILAN** | 78.944.995.844 | | 326.574.090.021 | **PROFIT BEFORE INCOME TAX** |
| **MANFAAT (BEBAN) PAJAK** | | 41 | | **TAX BENEFIT (EXPENSE)** |
| Kini | (8.154.654.962) | | (10.815.815.418) | Current tax |
| Tangguhan | 107.766.763.062 | | (51.906.543.548) | Deferred tax |
| Manfaat (beban) pajak - bersih | 99.612.108.100 | | (62.722.358.966) | Tax benefit (expense) - net |
| **LABA TAHUN BERJALAN** | 178.557.103.944 | | 263.851.731.055 | **PROFIT FOR THE YEAR** |
| **PENGHASILAN (RUGI) KOMPREHENSIF LAIN** | | | | **OTHER COMPREHENSIVE INCOME (LOSS)** |
| Pos yang tidak akan direklasifikasi ke laba rugi: | | | | Items that will not be reclassified subsequently to profit or loss: |
| Ekuitas pada pengukuran kembali liabilitas imbalan pasti dari entitas asosiasi dan ventura bersama | (30.164.923) | 14 | 61.905.886 | Share of remeasurement of defined benefit liability of associates and joint venture |
| Pengukuran kembali liabilitas imbalan pasti | 8.145.725.072 | 43 | 3.975.577.961 | Remeasurement of defined benefit liability |
| Pajak sehubungan dengan pos yang tidak akan direklasifikasi | (2.002.981.661) | 41 | (423.513.432) | Tax relating to items that will not be reclassified |
| **JUMLAH PENGHASILAN KOMPREHENSIF LAIN - BERSIH** | 6.112.578.488 | | 3.613.970.415 | **TOTAL OTHER COMPREHENSIVE INCOME - NET OF TAX** |
| **JUMLAH PENGHASILAN KOMPREHENSIF** | 184.669.682.432 | | 267.465.701.470 | **TOTAL COMPREHENSIVE INCOME** |
| **JUMLAH LABA TAHUN BERJALAN YANG DAPAT DIATRIBUSIKAN KEPADA:** | | | | **TOTAL PROFIT FOR THE YEAR ATTRIBUTABLE TO:** |
| Pemilik entitas induk | 64.263.746.535 | | 174.766.158.653 | Owners of the Parent Company |
| Kepentingan non-pengendali | 114.293.357.409 | | 89.085.572.402 | Non-controlling interests |
| | 178.557.103.944 | | 263.851.731.055 | |
| **JUMLAH PENGHASILAN KOMPREHENSIF YANG DAPAT DIATRIBUSIKAN KEPADA:** | | | | **TOTAL COMPREHENSIVE INCOME ATTRIBUTABLE TO:** |
| Pemilik entitas induk | 69.514.309.509 | | 178.010.801.502 | Owners of the Parent Company |
| Kepentingan non-pengendali | 115.155.372.923 | 31 | 89.454.899.968 | Non-controlling interests |
| | 184.669.682.432 | | 267.465.701.470 | |
| **LABA PER SAHAM DASAR** | 6,20 | 42 | 16,86 | **BASIC EARNINGS PER SHARE** |

Lihat catatan atas laporan keuangan konsolidasian yang merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian.

See accompanying notes to consolidated financial statements which are an integral part of the consolidated financial statements.

| | Catatan/ *Notes* | Ekuitas yang Dapat Diatribusikan kepada Pemilik Entitas Induk/*Equity Attributable to Owners of the Parent Company* | | | | | | Kepentingan Nonpengendali/ *Non-Controlling Interests* | Jumlah Ekuitas/ *Total Equity* |
|---|---|---|---|---|---|---|---|---|---|
| | | Modal Ditempatkan dan Disetor/ *Issued and Paid-up Capital* | Tambahan Modal Disetor/ *Additional Paid-in Capital* | Selisih Nilai Transaksi dengan Kepentingan Nonpengendali/ *Difference in Value Arising from Transactions with Non-Controlling Interests* | Saldo Laba/*Retained Earnings* | | Jumlah/ *Total* | | |
| | | | | | Ditentukan Penggunaannya/ *Appropriated* | Belum Ditentukan Penggunaannya/ *Unappropriated* | | | |
| **Saldo pada tanggal 1 Januari 2024/ *Balance as of January 1, 2024*** | | **2.591.463.546.250** | **1.096.320.037.357** | **425.114.435.960** | **20.000.000.000** | **1.174.519.124.330** | **5.307.417.143.897** | **1.231.764.284.127** | **6.539.181.428.024** |
| **Penghasilan komprehensif/C*omprehensive income*** | | | | | | | | | |
| **Laba tahun berjalan/Profit *for the year*** | | - | - | - | - | 174.766.158.653 | 174.766.158.653 | 89.085.572.402 | 263.851.731.055 |
| **Penghasilan komprehensif lain/*Other comprehensive income*** | | | | | | | | | |
| Pengukuran kembali liabilitas imbalan kerja jangka panjang/ *Remeasurement of long-term employee benefits liability* | | - | - | - | - | 3.244.642.849 | 3.244.642.849 | 369.327.566 | 3.613.970.415 |
| **Jumlah penghasilan komprehensif/ *Total comprehensive income*** | | - | - | - | - | 178.010.801.502 | 178.010.801.502 | 89.454.899.968 | 267.465.701.470 |
| **Transaksi dengan pemilik/*Transactions with owners*** | | | | | | | | | |
| Bagian kepentingan non-pengendali atas dividen entitas anak/ *Non-controlling interest share in dividends declared by subsidiary* | 31 | - | - | - | - | - | - | (33.355.359.112) | (33.355.359.112) |
| Peningkatan modal entitas anak/ *Capital injection in subsidiary* | 31 | - | - | - | - | - | - | 3.953.700.000 | 3.953.700.000 |
| Bagian kepentingan non-pengendali di entitas anak/ *Share of non-controlling interest in subsidiaries* | 31 | - | - | - | - | - | - | (131.133.000.000) | (131.133.000.000) |
| Pelepasan sebagian kepemilikan pada entitas anak tidak mengakibatkan hilangnya pengendalian/ *Disposal of interest in subsidiary not resulting to loss of control* | 1c,31 | - | - | 89.176.204.401 | - | - | 89.176.204.401 | 11.623.795.599 | 100.800.000.000 |
| **Jumlah transaksi dengan pemilik/ *Total transactions with owners*** | | - | - | 89.176.204.401 | - | - | 89.176.204.401 | (148.910.863.513) | (59.734.659.112) |
| Pembentukan cadangan umum/ *Appropriation for general reserve* | 34 | - | - | - | 2.000.000.000 | (2.000.000.000) | - | - | - |
| **Saldo pada tanggal 31 Desember 2024/ *Balance as of December 31, 2024*** | | **2.591.463.546.250** | **1.096.320.037.357** | **514.290.640.361** | **22.000.000.000** | **1.350.529.925.832** | **5.574.604.149.800** | **1.172.308.320.582** | **6.746.912.470.382** |
| **Penghasilan komprehensif/C*omprehensive income*** | | | | | | | | | |
| **Laba tahun berjalan/Profit *for the year*** | | - | - | - | - | 64.263.746.535 | 64.263.746.535 | 114.293.357.409 | 178.557.103.944 |
| **Penghasilan komprehensif lain/*Other comprehensive income*** | | | | | | | | | |
| Pengukuran kembali liabilitas imbalan kerja jangka panjang/ *Remeasurement of long-term employee benefits liability* | | - | - | - | - | 5.250.562.974 | 5.250.562.974 | 862.015.514 | 6.112.578.488 |
| **Jumlah penghasilan komprehensif/ *Total comprehensive income*** | | - | - | - | - | 69.514.309.509 | 69.514.309.509 | 115.155.372.923 | 184.669.682.432 |
| **Transaksi dengan pemilik/*Transactions with owners*** | | | | | | | | | |
| Bagian kepentingan non-pengendali atas dividen entitas anak/ *Non-controlling interest share in dividends declared by subsidiary* | 31 | - | - | - | - | - | - | (120.203.344.696) | (120.203.344.696) |
| Bagian kepentingan non-pengendali di entitas anak/ *Share of non-controlling interest in a subsidiary* | 31 | - | - | - | - | - | - | (24.500.000.000) | (24.500.000.000) |
| **Jumlah transaksi dengan pemilik/ *Total transactions with owners*** | | - | - | - | - | - | - | (144.703.344.696) | (144.703.344.696) |
| Pembentukan cadangan umum/ *Appropriation for general reserve* | 34 | - | - | - | 2.000.000.000 | (2.000.000.000) | - | - | - |
| **Saldo pada tanggal 31 Desember 2025/ *Balance as of December 31, 2025*** | | **2.591.463.546.250** | **1.096.320.037.357** | **514.290.640.361** | **24.000.000.000** | **1.418.044.235.341** | **5.644.118.459.309** | **1.142.760.348.809** | **6.786.878.808.118** |

Lihat catatan atas laporan keuangan konsolidasian yang merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian.

See accompanying notes to consolidated financial statements which are an integral part of the consolidated financial statements.

| | 2025 | Catatan/ *Notes* | 2024 | |
|---|---|---|---|---|
| **ARUS KAS DARI AKTIVITAS OPERASI** | | | | **CASH FLOWS FROM OPERATING ACTIVITIES** |
| Penerimaan dari pelanggan | 2.441.808.327.774 | | 2.211.787.917.654 | Cash receipts from customers |
| Pembayaran kepada: | | | | Cash paid to: |
| Pemasok | (493.231.967.770) | | (1.245.833.565.885) | Suppliers |
| Karyawan | (305.698.849.250) | | (290.014.735.301) | Employees |
| Lain-lain | (485.494.023.117) | | (4.387.054.041) | Others |
| Kas dihasilkan dari operasi | 1.157.383.487.637 | | 671.552.562.427 | Net cash generated from operations |
| Pembayaran bunga | (242.324.782.056) | | (423.836.481.697) | Interest paid |
| Pembayaran pajak penghasilan | (93.016.763.537) | | (79.556.953.444) | Income tax paid |
| Kas Bersih Diperoleh dari Aktivitas Operasi | 822.041.942.044 | | 168.159.127.286 | Net Cash Provided by Operating Activities |
| **ARUS KAS DARI AKTIVITAS INVESTASI** | | | | **CASH FLOWS FROM INVESTING ACTIVITIES** |
| Penerimaan dividen | 24.496.551.436 | 5,14 | 84.629.956.142 | Dividends received |
| Penerimaan bunga | 20.818.760.521 | 39 | 19.563.442.726 | Interest received |
| Hasil penjualan aset tetap | 1.100.017.078 | 16 | 1.145.411.365 | Proceeds from sale of property and equipment |
| Penambahan aset tetap | (48.724.135.766) | 16,52 | (51.136.630.249) | Acquisitions of property and equipment |
| Penambahan investasi pada entitas asosiasi dan ventura bersama | (6.370.000.000) | 14,52 | (7.050.000.000) | Payment for additions in investments in associates and joint ventures |
| Penurunan (kenaikan) uang muka investasi | (2.400.000.000) | 9,52 | 28.000.000.000 | Decrease (increase) in advances for stock investments |
| Perolehan properti investasi | (1.729.780.422) | 15,52 | (2.224.823.224) | Acquisitions of investment properties |
| Penurunan (kenaikan) piutang pihak berelasi | (601.000.000) | 44 | 4.238.139.758 | Decrease (increase) in amount due from related parties |
| Penerimaan dari penjualan entitas anak - dikurangi saldo kas entitas anak yang dijual | - | 1c | 6.181.928.762 | Proceeds from sale of subsidiary - net of cash balance of disposed subsidiary |
| Penerimaan atas penjualan investasi entitas asosiasi | - | 14 | 40.902.675.377 | Proceeds from sale of investments in associates |
| Penambahan investasi aset keuangan pada nilai wajar melalui penghasilan komprehensif lain | - | 5 | (75.000.000.000) | Payment for additions in investments in financial asset at fair value through other comprehensive income |
| Kenaikan piutang lain-lain | - | 7 | (3.408.336.470) | Increase in other accounts receivable |
| Kas Bersih Diperoleh dari (Digunakan untuk) Aktivitas Investasi | (13.409.587.153) | | 45.841.764.187 | Net Cash Provided by (Used in) Investing Activities |
| **ARUS KAS DARI AKTIVITAS PENDANAAN** | | | | **CASH FLOWS FROM FINANCING ACTIVITIES** |
| Penerimaan dari: | | | | Proceeds from: |
| Pinjaman bank jangka panjang | 294.545.279.341 | 19 | 350.000.000.000 | Long-term bank loans |
| Pinjaman dari pihak ketiga | 145.775.895.574 | 22 | 15.154.968.448 | Loans from third parties |
| Utang bank jangka pendek | 24.000.000.000 | 19 | 42.462.220.733 | Short term bank loans |
| Penjualan kepemilikan entitas anak tanpa kehilangan pengendali | - | 1c | 100.800.000.000 | Sale of interest in a subsidiary without loss of control |
| Pembayaran untuk: | | | | Payments of: |
| Utang sukuk ijarah | (375.000.000.000) | 20 | (125.000.000.000) | Sukuk ijarah payable |
| Utang bank jangka pendek | (303.341.142.156) | 19 | (247.324.409.720) | Short term bank loans |
| Pinjaman bank jangka panjang | (260.982.409.665) | 19 | (342.258.367.491) | Long-term bank loans |
| Dividen entitas anak kepada pihak nonpengendali | (89.703.344.696) | 23,31 | (33.355.359.112) | Dividends of subsidiaries to noncontrolling interest |
| Pinjaman dari pihak ketiga | (27.229.166.666) | 22 | (45.400.435.692) | Loans from third parties |
| Penurunan modal di entitas anak | (24.500.000.000) | 31 | (131.133.000.000) | Reduction in capital in subsidiaries |
| Utang pembiayaan konsumen | (318.933.821) | 28 | (128.826.910) | Consumer finance payables |
| Kas Bersih Digunakan untuk Aktivitas Pendanaan | (616.753.822.089) | | (416.183.209.744) | Net Cash Used in Financing Activities |
| **KENAIKAN (PENURUNAN) BERSIH KAS DAN SETARA KAS** | 191.878.532.802 | | (202.182.318.271) | **NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS** |
| **KAS DAN SETARA KAS AWAL TAHUN** | 752.320.105.532 | | 954.308.405.033 | **CASH AND CASH EQUIVALENTS AT THE BEGINNING OF YEAR** |
| Pengaruh perubahan kurs mata uang asing | 175.767.520 | | 194.018.770 | Effect of foreign exchange rate changes |
| **KAS DAN SETARA KAS AKHIR TAHUN** | 944.374.405.854 | 4 | 752.320.105.532 | **CASH AND CASH EQUIVALENTS AT THE END OF YEAR** |

Lihat catatan atas laporan keuangan konsolidasian yang merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian.

See accompanying notes to consolidated financial statements which are an integral part of the consolidated financial statements.

## 1. Umum

### a. Pendirian dan Informasi Umum

PT Intiland Development Tbk (Perusahaan) didirikan dalam rangka Undang-Undang Penanaman Modal Asing No. 1 tahun 1967, juncto Undang-Undang No. 11 tahun 1970, berdasarkan Akta No. 118 tanggal 10 Juni 1983 dari Kartini Muljadi, S.H., notaris di Jakarta, dengan nama PT Wisma Dharmala Sakti. Akta Pendirian ini disahkan oleh Menteri Kehakiman Republik Indonesia dalam Surat Keputusan No. C2-6668-HT.01.01Th.83 tanggal 10 Oktober 1983 dan telah didaftarkan dalam buku register di Kantor Pengadilan Negeri Jakarta Barat berturut-turut No. 1183/1983 Not dan No. 1184/1983 Not. serta telah diumumkan dalam TBNRI No. 1102 dari Berita Negara RI No. 104 tanggal 30 Desember 1983. Anggaran Dasar Perusahaan telah mengalami beberapa kali perubahan, terakhir dengan Akta No. 69 tanggal 20 Juli 2022 dari Humberg Lie, SH., SE., M.Kn., notaris di Jakarta, mengenai penyesuaian maksud, tujuan serta kegiatan usaha Perusahaan sesuai dengan Klasifikasi Baku Lapangan Usaha Indonesia (KBLI) 2020. Perubahan ini telah mendapat persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia melalui Surat Keputusan No. AHU-0052678.AH.01.02.Tahun 2022 tanggal 27 Juli 2022.

Kegiatan usaha yang saat ini dijalankan oleh Perusahaan adalah pengembangan dan pengelolaan real estat yang dimiliki sendiri atau disewa. Perusahaan mulai beroperasi secara komersial sejak 1 Oktober 1987. Sedangkan, entitas anak menjalankan proyek-proyek sebagai berikut:

## 1. General

### a. Establishment and General Information

PT Intiland Development Tbk (the Company) was established within the framework of the Foreign Capital Investment Law No. 1 year 1967, as amended by Law No. 11 year 1970, based on Notarial Deed No. 118 dated June 10, 1983 of Kartini Muljadi, S.H., a public notary in Jakarta, under the name of PT Wisma Dharmala Sakti. The Deed of Establishment was approved by the Minister of Justice of the Republic of Indonesia in his Decision Letter No. C2-6668-HT.01.01Th.83 dated October 10, 1983 and has been registered in the register book at the West Jakarta District Court Office No. 1183/1983 Not and No. 1184/1983 Not. and has been announced in TBNRI No. 1102 from the State Gazette of the Republic of Indonesia No. 104 dated December 30, 1983. The Company's Articles of Association have been amended several times, most recently by Deed No. 69 dated July 20, 2022 from Humberg Lie, SH., SE., M.Kn., a public notary in Jakarta, in relation to the adjustment of the Company's purposes, objectives and business activities in accordance with the 2020 Indonesian Standard Industrial Classification (KBLI). This amendments was approved by the Minister of Law and Human Rights of the Republic of Indonesia in his Decision Letter No. AHU-0052678.AH.01.02.Year 2022 dated July 27, 2022.

The business activities currently carried out by the Company are the development and management of real estate owned or leased. The Company started its commercial operations on October 1, 1987 with main activities in real estate industry. Meanwhile, the subsidiaries have real estate projects as follows:

| Entitas Anak/*The Subsidiaries* | Nama Proyek/*Projects* | Lokasi/*Location* |
|---|---|---|
| Badan Kerjasama Intiland Starlight | Spazio | Surabaya |
| Badan Kerjasama Mutiara Buana | Regatta | Jakarta |
| PT Abadi Citra Lestari | Griya Semanan | Jakarta |
| PT Gandaria Prima | 1Park Avenue | Jakarta |
| PT Gandaria Prima | 1Park Homes | Jakarta |
| PT Grande Family View | Graha Family | Surabaya |
| PT Grande Family View | The Rosebay | Surabaya |
| PT Grande Imperial | Sumatra 36 | Surabaya |

| Entitas Anak/*The Subsidiaries* | Nama Proyek/*Projects* | Lokasi/*Location* |
|---|---|---|
| PT Inti Gria Palamarta | Quantum Extension | Jakarta |
| PT Inti Gria Perdana | Serenia Hills | Jakarta |
| PT Inti Gria Pramudya | South Grove | Jakarta |
| PT Intiland Grande | Graha Natura | Surabaya |
| PT Intiland Grande | Spazio Tower | Surabaya |
| PT Intiland Grande | Tierra | Surabaya |
| PT Intiland Grande | Whiz Luxe | Surabaya |
| PT Intiland Grande | Plasa Segi Delapan | Surabaya |
| PT Intiland Sejahtera | Kawasan Industri Ngoro II | Surabaya |
| PT Perkasalestari Permai | Aeropolis | Jakarta |
| PT Perkebunan dan Industri Segajung | Batang Industrial Park | Batang |
| PT Primasentosa Ganda | Praxis | Surabaya |
| PT Putra Sinar Permaja | South Quarter | Jakarta |
| PT Putra Sinar Permaja | SQRes | Jakarta |
| PT Raharja Mitra Familia | 57 Promenade | Jakarta |
| PT Selasih Safar | Magnolia Residence | Tangerang |
| PT Sinar Cemerlang Gemilang | Graha Golf | Surabaya |
| PT Sinar Puspapersada | Talaga Bestari | Tangerang |
| PT Taman Harapan Indah | Pinang Residence | Jakarta |
| PT Taman Harapan Indah | Virya Semanan | Jakarta |
| PT Taman Harapan Indah | Breza | Jakarta |
| PT Taman Harapan Indah | Sakha Semanan | Jakarta |

Perusahaan tergabung dalam kelompok usaha Intiland. Perusahaan berdomisili di Jakarta dengan kantor pusat beralamat di Intiland Tower, Penthouse, Jl. Jenderal Sudirman Kav. 32, Jakarta.

Perusahaan dan entitas anak selanjutnya bersama-sama disebut sebagai “Grup”.

Pemegang saham akhir Grup adalah Hendro Santoso Gondokusumo (Almarhum, 2025).

The Company is one of the companies owned by Intiland Group. The Company is domiciled in Jakarta and its head office is located at Intiland Tower, Penthouse, Jl. Jenderal Sudirman Kav. 32, Jakarta.

The Company and its subsidiaries are collectively referred to herein as “the Group”.

The ultimate shareholder of the Group is Hendro Santoso Gondokusumo (Deceased, 2025).

**b. Penawaran Umum Efek dan Obligasi Perusahaan**

Penawaran Umum Saham

Pada tanggal 21 Oktober 1989, Perusahaan memperoleh Pernyataan Efektif dari Menteri Keuangan Republik Indonesia dengan Surat Keputusan No. S1-064/SHM/MK.10/1989 untuk melakukan penawaran umum atas 6.000.000 saham Perusahaan di Bursa Paralel kepada masyarakat. Saham-saham tersebut telah tercatat pada tanggal 15 Januari 1990. Bersamaan dengan pernyataan tersebut, Perusahaan juga mencatatkan sebanyak 6.000.000 saham dari pemegang saham lama pada Bursa Paralel, sehingga jumlah saham yang dicatatkan menjadi 12.000.000 saham.

Pada tanggal 2 Agustus 1991, Perusahaan memperoleh Pernyataan Efektif dari Ketua Badan Pengawas Pasar Modal (sekarang Otoritas Jasa Keuangan-OJK) dengan Surat Keputusan No. S-1407/PM/1991 untuk melakukan penawaran umum atas 12.000.000 saham. Saham-saham tersebut dicatat pada tanggal 1 September 1991.

Pada tanggal 18 Juni 1992, Perusahaan memperoleh Pernyataan Efektif dari Ketua Bapepam (sekarang Otoritas Jasa Keuangan-OJK) No. S-989/PM/1992 perihal pemberitahuan efektifnya Pernyataan Pendaftaran Perusahaan mengenai penawaran umum terbatas I sebesar 121.418.000 saham kepada para pemegang saham. Saham-saham tersebut dicatat pada Bursa Efek Indonesia pada tanggal 8 September 1992.

Pada tanggal 6 Juni 1994, Perusahaan memperoleh pernyataan efektif dari Ketua Bapepam (sekarang Otoritas Jasa Keuangan-OJK) dengan surat No. S-021/PM/1994 untuk melakukan penawaran umum terbatas II dengan hak memesan efek terlebih dahulu sebesar 81.209.000 saham. Saham-saham tersebut dicatat pada Bursa Efek Indonesia pada tanggal 20 Juni 1994.

Pada tanggal 23 Juli 2007, Perusahaan memperoleh persetujuan dari Direktur Bursa Efek Indonesia untuk pencatatan tambahan 2.183.973.483 saham dengan nilai nominal Rp 500 per saham sehubungan dengan konversi utang tertentu Perusahaan menjadi saham.

**b. Public Offering of Shares and Bonds**

Shares Offering

On October 21, 1989, the Company obtained Notice of Effectivity No. S1-064/SHM/MK.10/1989 from the Minister of Finance of the Republic of Indonesia for the offering of 6,000,000 shares to the public through the parallel stock exchange. These shares were listed in the parallel stock exchange on January 15, 1990. Based on such notification, the Company also listed in the parallel stock exchange additional 6,000,000 shares from founding stockholders resulting in listed shares totaling to 12,000,000 shares.

On August 2, 1991, the Company obtained the Notice of Effectivity No. S-1407/PM/1991 from the Chairman of the Capital Market Supervisory Agency (Financial Services Authority-OJK) for the offering of 12,000,000 shares to the public. These shares were listed in the Indonesia Stock Exchange on September 1, 1991.

On June 18, 1992, the Company obtained Notice of Effectivity No. S-989/PM/1992 from the Chairman of Bapepam for its Rights Issue I of 121,418,000 shares to the stockholders. These shares were listed in the Indonesia Stock Exchange on September 8,1992.

On June 6, 1994, the Company obtained Notice of Effectivity No. S-021/PM/1994 from the Chairman of Bapepam for its rights issue II of 81,209,000 shares. These shares were listed in the Indonesia Stock Exchange on June 20, 1994.

On July 23, 2007, the Company obtained the approval from the Director of the Indonesia Stock Exchange for the listing of the additional 2,183,973,483 shares with nominal value of Rp 500 per share in relation to the conversion of Company's certain debts into shares of stock.

Pada tanggal 29 Maret 2010, Perusahaan telah mendapat pernyataan efektif dari Bapepam - LK (sekarang OJK) dengan surat No. S-2807/BL/2010 atas Penawaran Umum Terbatas III Kepada Para Pemegang Saham Dalam Rangka Penerbitan Efek Dengan Hak Memesan Efek Terlebih Dahulu (HMETD) sejumlah 2.073.170.722 saham biasa dan sejumlah 1.036.585.361 Waran Seri 1, yang diterbitkan menyertai saham baru tersebut. Saham dan waran tersebut dicatat pada Bursa Efek Indonesia pada tanggal 22 April 2010. Dari 1.036.585.361 waran tersebut, hanya 575 yang telah dieksekusi dan dikonversi menjadi saham. Sisanya 1.036.584.786 waran telah kadaluarsa pada 12 April 2012.

On March 29, 2010, the Company has obtained Bapepam - LK's Notice of Effectivity No. S-2807/BL/2010 for its Limited Public Offering III of Rights Issue (HMETD) totaling to 2,073,170,722 common shares and Warrant Series 1 totaling to 1,036,585,361 warrants which are issued as part of the Rights Issue. These shares and warrants were listed in the Indonesia Stock Exchange on April 22, 2010. Out of these 1,036,585,361 warrants, only 575 had been exercised and converted into shares. The remaining 1,036,584,786 warrants had already expired on April 12, 2012.

Berdasarkan Keputusan Rapat Umum Pemegang Saham Luar Biasa Perusahaan pada tanggal 29 Juni 2010, Perusahaan melakukan pemecahan nilai nominal saham Perusahaan dari Rp 500 per lembar saham menjadi Rp 250 per lembar saham sehingga modal dasar saham Perusahaan yang semula sejumlah 12.000.000.000 lembar saham menjadi 24.000.000.000 lembar saham dan jumlah saham ditempatkan dan disetor dari 5.182.926.805 lembar saham menjadi 10.365.853.610 lembar saham.

Based on the Resolution of Extraordinary General Meeting of the Stockholders of the Company which was held on June 29, 2010, the Company conducted stock split wherein the par value of its shares was changed from Rp 500 per share to Rp 250 per share, thus, the authorized number of shares of 12,000,000,000 became 24,000,000,000 shares and the subscribed and paid-up capital of 5,182,926,805 shares became 10,365,853,610 shares.

Pada tanggal 31 Desember 2025 dan 2024, seluruh saham Perusahaan atau sejumlah 10.365.854.185 saham telah tercatat pada Bursa Efek Indonesia.

As of December 31, 2025 and 2024, all of the Company's outstanding shares totaling to 10,365,854,185 shares are listed in the Indonesia Stock Exchange.

Penawaran Umum Sukuk Ijarah

Sukuk Ijarah Offering

Pada tanggal 24 Agustus 2021, Perusahaan telah mendapat pernyataan efektif dari OJK dengan surat No. S-140/D.04/2021 atas Penawaran Umum Berkelanjutan Sukuk Ijarah Berkelanjutan I Intiland Development sebesar Rp 750 miliar. Pada tanggal yang sama, Perusahaan menerbitkan Sukuk Ijarah Berkelanjutan I Intiland Development Tahap I Tahun 2021 sebesar Rp 250 miliar. Perusahaan mencatatkan seluruh sukuknya pada Bursa Efek Indonesia pada tanggal 2 September 2021. Pada tanggal 8 September 2022, Perusahaan telah melunasi Sukuk Ijarah Tahap I Tahun 2021 sebesar Rp 250 miliar.

On August 24, 2021, the Company has obtained OJK's Notice of Effectivity No. S-140/D.04/2021 for the Public Offering of Continuous Sukuk Ijarah I Intiland Development amounting to Rp 750 billion. On the same date, the Company issued Continuous Sukuk Ijarah I Intiland Development Phase I Year 2021 amounting to Rp 250 billion. On September 2, 2021, all of these sukuk were listed in the Indonesia Stock Exchange. On September 8, 2022, the Company had redeemed Sukuk Ijarah Phase I Year 2021 amounting to Rp 250 billion.

Pada tanggal 25 Agustus 2022, Perusahaan menerbitkan Sukuk Ijarah Berkelanjutan I Intiland Development Tahap II Tahun 2022 sebesar Rp 250 miliar. Pada tanggal 25 Agustus 2025, Perusahaan telah melunasi Sukuk Ijarah Berkelanjutan I Intiland Development Tahap II Tahun 2022 sebesar Rp 250 miliar.

On August 25, 2022, the Company has issued Continuous Sukuk Ijarah I Intiland Development Phase II Year 2022 amounting to Rp 250 billion. On August 25, 2025, the Company had redeemed Continuous Sukuk Ijarah I Intiland Development Phase II Year 2022 amounting to Rp 250 billion.

Pada tanggal 2 Desember 2022, Perusahaan menerbitkan Sukuk Ijarah Berkelanjutan I Intiland Development Tahap III Tahun 2022 terdiri dari Seri A sebesar Rp 125 miliar dan Seri B sebesar Rp 125 miliar. Pada tanggal 2 Desember 2024, Perusahaan telah melunasi Sukuk Ijarah Berkelanjutan I Intiland Development Tahap III Tahun 2022 Seri A sebesar Rp 125 miliar. Pada tanggal 2 Desember 2025, Perusahaan telah melunasi Sukuk Ijarah Berkelanjutan I Intiland Development Tahap III Tahun 2022 Seri B sebesar Rp 125 miliar.

On December 2, 2022, the Company has issued Continuous Sukuk Ijarah I Intiland Development Phase III Year 2022 consisting of Series A amounting to Rp 125 billion and Series B amounting to Rp 125 billion. On December 2, 2024, the Company had redeemed Continuous Sukuk Ijarah I Intiland Development Phase III Year 2022 Series A amounting to Rp 125 billion. On December 2, 2025, the Company had redeemed Continuous Sukuk Ijarah I Intiland Development Phase III Year 2022 Series B amounting to Rp 125 billion.

Pada tanggal 31 Desember 2024, seluruh sukuk ijarah Perusahaan sebesar Rp 375 miliar telah tercatat di Bursa Efek Indonesia.

As of December 31, 2024, all of the Company's sukuk ijarah with total nominal value of Rp 375 billion are listed in the Indonesia Stock Exchange.

**c. Entitas anak yang Dikonsolidasikan**

**c. Consolidated Subsidiaries**

Pada tanggal 31 Desember 2025 dan 2024, entitas anak yang dikonsolidasikan termasuk persentase kepemilikan Perusahaan adalah sebagai berikut:

As of December 31, 2025 and 2024, the subsidiaries which were consolidated, including the respective percentages of ownership held by the Company, are as follows:

| Entitas Anak/ *Subsidiary* | Domisili/ *Domicile* | Jenis Usaha/ *Nature of Business* | Tahun Operasi Komersial/ *Start of Commercial Operations* | Persentase Pemilikan dan Hak Suara/ *Percentage of Ownership* | | Jumlah Aset 31 Desember (Sebelum Eliminasi)/ *Total Assets as of December 31, (Before Elimination)* | |
|---|---|---|---|---|---|---|---|
| | | | | 2025 | 2024 | 2025 | 2024 |
| | | | | % | % | '000'000 | '000'000 |
| PT Taman Harapan Indah (THI) | Jakarta | Real estat/Real estate | 1978 | 100,00 | 100,00 | 4.164.950 | 4.675.879 |
| - PT Mutiara Raga Indah | Jakarta | Pusat kebugaran/Fitness center | 1990 | 100,00 | 100,00 | 3.390 | 3.909 |
| - PT Sinar Puspa Persada (SPP) | Tangerang | Real estat/Real estate | 1997 | 100,00 | 100,00 | 573.700 | 592.374 |
| - PT Wirasejati Binapersada (WB) | Jakarta | Real estat/Real estate | - | 100,00 | 100,00 | 324.638 | 324.733 |
| - PT Putra Sinar Permaja (PSP) | Jakarta | Real estat/Real estate | 2014 | 51,00 | 51,00 | 1.973.221 | 1.951.829 |
| - PT Abadi Citra Lestari (ACL) | Jakarta | Real estat/Real estate | 2015 | 100,00 | 100,00 | 3.344 | 6.061 |
| - PT Intisarana Ekaraya (ISER) | Jakarta | Sub Holding | - | 100,00 | 100,00 | 345.481 | 378.697 |
| - PT Gandaria Permai | Jakarta | Real estat/Real estate | 2011 | 100,00 | 100,00 | 37.208 | 38.388 |
| - PT Gandaria Prima (GP) | Jakarta | Real estat/Real estate | 2013 | 100,00 | 100,00 | 286.012 | 307.502 |
| - PT Gandaria Mulia | Jakarta | Real estat/Real estate | - | 100,00 | 100,00 | 4.746 | 4.746 |
| - PT Gandaria Sakti | Jakarta | Real estat/Real estate | - | 100,00 | 100,00 | 4.018 | 4.002 |
| - PT Perkasalestari Utama (PLU) | Jakarta | Real estat/Real estate | 2008 | 100,00 | 100,00 | 691.995 | 1.112.799 |
| - PT Perkasalestari Permai (PLP) | Jakarta | Real estat/Real estate | 2013 | 100,00 | 100,00 | 804.569 | 825.037 |
| - PT Selasih Safar (SS) | Jakarta | Real estat/Real estate | 1974 | 52,50 | 52,50 | 56.175 | 78.779 |
| - PT Vida Irvetta Peninsula | Jakarta | Real estat/Real estate | 2023 | 100,00 | 100,00 | 226.002 | 222.725 |
| PT Intiland Grande (IG) | Surabaya | Real estat/Real estate | 1974 | 100,00 | 100,00 | 4.397.051 | 4.232.268 |
| - PT Intiland Sejahtera (IS) | Surabaya | Kawasan Industri/Industrial Estate | 1988 | 100,00 | 100,00 | 830.449 | 940.260 |
| - PT Kawasan Industri Intiland (KII) | Surabaya | Kawasan Industri/Industrial Estate | 1993 | 100,00 | 100,00 | 83.735 | 58.806 |
| - PT Kawasan Ploso (KP) | Surabaya | Real estat/Real estate | - | 100,00 | 100,00 | 102.213 | 138.511 |
| - PT Kawasan Jombang (KJ) | Surabaya | Real estat/Real estate | - | 100,00 | 100,00 | 158.337 | 86.542 |
| - PT Jateng Industri Intiland (JII) | Surabaya | Kawasan Industri/Industrial Estate | 2021 | 100,00 | 100,00 | 59.955 | 198.887 |
| - PT Perkebunan dan Industri Segajung (Segajung) | Batang | Kawasan Industri/Industrial Estate | 2021 | 100,00 | 100,00 | 273.689 | 333.197 |
| - PT Graha Inti Boga (GIB) | Surabaya | Makanan dan masakan olahan/ Food and refined cuisine | 2017 | 100,00 | 100,00 | 1.597 | 1.906 |
| - PT Prima Sentosa Ganda (PSG) | Surabaya | Real estat/Real estate | 2014 | 100,00 | 100,00 | 715.094 | 713.203 |
| - PT Grande Family View (GFV) | Surabaya | Real estat/Real estate | 1993 | 75,00 | 75,00 | 304.673 | 253.113 |
| - PT Grande Imperial (GIM) | Surabaya | Real estat/Real estate | 2013 | 100,00 | 100,00 | 81.646 | 82.283 |
| - PT Kinerja Lancar Serasi (KLS) | Surabaya | Real estat/Real estate | - | 100,00 | 100,00 | 269.921 | 269.951 |
| - PT Sinar Cemerlang Gemilang (SCG) | Surabaya | Real estat/Real estate | 2015 | 100,00 | 100,00 | 233.623 | 233.079 |
| - PT Purisentosa Unggul (PSU) | Surabaya | Real estat/Real estate | - | 100,00 | 100,00 | 5.085 | 5.102 |
| - Badan Kerjasama Intiland Starlight (BKIS) | Surabaya | Persewaan kantor/Office space | 2010 | 75,00 | 75,00 | 58.637 | 32.466 |
| - PT Usaha Guna Kelola | Surabaya | Hotel/Hospitality | - | 100,00 | 100,00 | 22.425 | 22.442 |
| - PT Buana Bejana | Surabaya | Real estat/Real estate | - | 100,00 | 100,00 | 119 | 159 |

| Entitas Anak/ *Subsidiary* | Domisili/ *Domicile* | Jenis Usaha/ *Nature of Business* | Tahun Operasi Komersial/ *Start of Commercial Operations* | Persentase Pemilikan dan Hak Suara/ *Percentage of Ownership* | | Jumlah Aset 31 Desember (Sebelum Eliminasi)/ *Total Assets as of December 31, (Before Elimination)* | |
|---|---|---|---|---|---|---|---|
| | | | | 2025 | 2024 | 2025 | 2024 |
| | | | | % | % | '000'000 | '000'000 |
| PT Intiland Esperto (IE) | Jakarta | Real estat/Real estate | 2008 | 100,00 | 100,00 | 87.021 | 102.117 |
| - PT Inti Gria Perdana (IG Perdana) | Jakarta | Real estat/Real estate | 2011 | 100,00 | 100,00 | 116.990 | 162.385 |
| - PT Inti Gria Perkasa | Jakarta | Real estat/Real estate | 2011 | 100,00 | 100,00 | 832 | 1.558 |
| - PT Inti Gria Perwira | Jakarta | Real estat/Real estate | 2012 | 100,00 | 100,00 | 47.300 | 48.152 |
| - PT Inti Gria Pramudya (IG Pramudya) | Jakarta | Real estat/Real estate | - | 100,00 | 100,00 | 11.114 | 59.835 |
| - PT Inti Gria Palamarta | Jakarta | Real estat/Real estate | 2022 | 100,00 | 100,00 | 10.970 | 18.386 |
| PT Melati Anugerah Semesta (MAS) | Surabaya | Real estat/Real estate | - | 49,31 | 49,31 | 131.949 | 132.054 |
| PT Melati Wahana Nusantara (MWN) | Jakarta | Real estat/Real estate | - | 100,00 | 100,00 | 36.559 | 36.697 |
| PT Melati Impian Bangsa (MIB) | Jakarta | Real estat/Real estate | - | 100,00 | 100,00 | 13.340 | 13.442 |
| PT Intiland Alfa Rendita (IAR) | Jakarta | Infrastruktur Telekomunikasi/ Telecommunications infrastructure | 2015 | 100,00 | 100,00 | 16.139 | 13.712 |
| - PT Inti Algoritma Perdana (IAP) | Jakarta | Infrastruktur Telekomunikasi Telecommunications infrastructure | 2015 | 100,00 | 100,00 | 18.824 | 19.567 |
| PT Raharja Mitra Familia (RMF) | Jakarta | Real estat/Real estate | 2017 | 36,63 | 36,63 | 378.006 | 459.831 |
| PT Inti Gria Persada (IG Persada) | Jakarta | Real estat/Real estate | - | 55,00 | 55,00 | 99.332 | 99.978 |
| PT Inti Pramana Vista | Jakarta | Real estat/Real estate | 2025 | 100,00 | - | 154 | - |

Informasi keuangan entitas anak yang dimiliki oleh kepentingan nonpengendali dalam jumlah material pada tanggal dan untuk tahun-tahun yang berakhir 31 Desember 2025 dan 2024 adalah sebagai berikut:

Financial information of subsidiaries that have material non-controlling interests as of and for the years ended December 31, 2025 and 2024 follows:

| 2025 | | | |
|---|---|---|---|
| **Kepentingan Nonpengendali yang material/** *Material Non-controlling Interest* | | | |
| Nama Anak Perusahaan/ *Name of Subsidiary* | Bagian Kepentingan Kepemilikan/ *Equity Interest Held* | Saldo Akumulasi/ *Accumulated Balances* | Ekuitas pada Penghasilan (Rugi) Komprehensif/ *Share in Comprehensive Income (Loss)* |
| | % | | |
| PSP | 49,00 | 857.765.655.111 | 45.632.346.061 |
| RMF | 63,37 | 151.053.330.390 | 281.491.063 |
| MAS | 50,69 | 62.457.086.370 | (1.893.472.300) |
| IG Persada | 45,00 | 34.120.632.074 | (297.051.675) |
| SS | 47,50 | 24.754.734.143 | (2.649.929.769) |
| GFV | 25,00 | 6.845.449.621 | 71.380.244.882 |
| BKIS | 25,00 | 5.763.461.100 | 2.701.744.661 |

| 2024 | | | |
|---|---|---|---|
| **Kepentingan Nonpengendali yang material/** *Material Non-controlling Interest* | | | |
| Nama Anak Perusahaan/ *Name of Subsidiary* | Bagian Kepentingan Kepemilikan/ *Equity Interest Held* % | Saldo Akumulasi/ *Accumulated Balances* | Ekuitas pada Penghasilan (Rugi) Komprehensif/ *Share in Comprehensive Income (Loss)* |
| PSP | 49,00 | 836.633.309.050 | 68.504.917.972 |
| RMF | 63,37 | 188.795.475.690 | 7.770.944.035 |
| MAS | 50,69 | 64.350.558.670 | (1.665.683.453) |
| SS | 47,50 | 36.451.038.912 | 5.021.935.592 |
| IG Persada | 45,00 | 34.417.683.749 | (31.388.749) |
| GFV | 25,00 | 8.598.538.072 | 9.554.719.901 |
| BKIS | 25,00 | 3.061.716.439 | 299.454.670 |

Berikut adalah ringkasan informasi keuangan dari entitas anak. Jumlah-jumlah tersebut sebelum dieliminasi dengan transaksi antar entitas dalam Grup.

The summarized financial information of these subsidiaries is provided below. This information is based on amounts before inter-company eliminations.

Ringkasan laporan posisi keuangan pada tanggal 31 Desember 2025 dan 2024:

Summarized statements of financial position as of December 31, 2025 and 2024 follows:

| | 2025 | | | | | | |
|---|---|---|---|---|---|---|---|
| | **PSP** | **RMF** | **MAS** | **IG Persada** | **SS** | **GFV** | **BKIS** |
| Aset lancar/*Current assets* | 618.827.921.558 | 333.138.688.267 | 4.846.609.183 | 9.134.923.749 | 52.349.166.938 | 208.374.570.132 | 3.601.328.255 |
| Aset tidak lancar/*Noncurrent assets* | 1.354.393.151.610 | 44.867.096.633 | 127.102.088.904 | 90.196.711.949 | 3.826.160.358 | 96.298.577.071 | 55.035.198.509 |
| Jumlah aset/Total assets | 1.973.221.073.168 | 378.005.784.900 | 131.948.698.087 | 99.331.635.698 | 56.175.327.296 | 304.673.147.203 | 58.636.526.764 |
| Liabilitas jangka pendek/ *Current liabilities* | 160.043.979.887 | 125.061.527.552 | 13.677.054.835 | 23.408.205.128 | 17.407.715.301 | 148.622.370.877 | 5.926.988.269 |
| Liabilitas jangka panjang/ *Noncurrent liabilities* | 62.634.441.558 | 12.282.069.358 | 4.420.346.340 | 99.803.740 | 1.031.840.579 | 128.668.977.848 | 29.655.694.136 |
| Jumlah Liabilitas/*Total Liabilities* | 222.678.421.445 | 137.343.596.910 | 18.097.401.175 | 23.508.008.868 | 18.439.555.880 | 277.291.348.725 | 35.582.682.405 |
| Jumlah Ekuitas/ *Total Equity* | 1.750.542.651.723 | 240.662.187.990 | 113.851.296.912 | 75.823.626.830 | 37.735.771.416 | 27.381.798.478 | 23.053.844.359 |
| Teratribusikan pada/*Attributable to*: | | | | | | | |
| Pemilik entitas induk/ *Owners of parent company* | 892.776.996.612 | 89.608.857.600 | 51.394.210.542 | 41.702.994.756 | 12.981.037.273 | 20.536.348.857 | 17.290.383.259 |
| Kepentingan nonpengendali/ *Non-controlling interest* | 857.765.655.111 | 151.053.330.390 | 62.457.086.370 | 34.120.632.074 | 24.754.734.143 | 6.845.449.621 | 5.763.461.100 |

| | 2024 | | | | | | |
|---|---|---|---|---|---|---|---|
| | PSP | RMF | MAS | IG Persada | SS | GFV | BKIS |
| Aset lancar/*Current assets* | 582.266.752.186 | 413.804.325.682 | 4.951.632.836 | 9.808.718.198 | 42.785.318.801 | 159.374.856.761 | 5.702.419.511 |
| Aset tidak lancar/*Noncurrent assets* | 1.369.562.667.287 | 46.026.886.661 | 127.102.088.904 | 90.169.122.205 | 35.994.089.694 | 93.738.578.656 | 26.763.625.423 |
| Jumlah aset/Total assets | 1.951.829.419.473 | 459.831.212.343 | 132.053.721.740 | 99.977.840.403 | 78.779.408.495 | 253.113.435.417 | 32.466.044.934 |
| Liabilitas jangka pendek/ *Current liabilities* | 180.443.965.824 | 155.551.879.347 | 14.467.352.944 | 15.495.000 | 15.528.902.004 | 115.991.123.037 | 15.624.863.327 |
| Liabilitas jangka panjang/ *Noncurrent liabilities* | 63.970.077.561 | 4.061.341.816 | - | 23.478.603.740 | 890.935.571 | 102.728.160.095 | 4.594.315.887 |
| Jumlah Liabilitas/*Total Liabilities* | 244.414.043.385 | 159.613.221.163 | 14.467.352.944 | 23.494.098.740 | 16.419.837.575 | 218.719.283.132 | 20.219.179.214 |
| Jumlah Ekuitas/ *Total Equity* | 1.707.415.376.088 | 300.217.991.180 | 117.586.368.796 | 76.483.741.663 | 62.359.570.920 | 34.394.152.285 | 12.246.865.720 |
| Teratribusikan pada/*Attributable to* : | | | | | | | |
| Pemilik entitas induk/ *Owners of parent company* | 870.782.067.038 | 111.422.515.490 | 53.235.810.126 | 42.066.057.914 | 25.908.532.008 | 25.795.614.213 | 9.185.149.281 |
| Kepentingan nonpengendali/ *Non-controlling interest* | 836.633.309.050 | 188.795.475.690 | 64.350.558.670 | 34.417.683.749 | 36.451.038.912 | 8.598.538.072 | 3.061.716.439 |

Ringkasan laporan laba rugi dan penghasilan komprehensif lain pada tahun 2025 dan 2024:

Summarized statements of profit or loss and other comprehensive income for 2025 and 2024 follows:

| | 2025 | | | | | | |
|---|---|---|---|---|---|---|---|
| | PSP | RMF | MAS | IG Persada | SS | GFV | BKIS |
| Pendapatan/*Revenue* | 346.442.964.931 | 80.300.760.383 | - | - | 10.467.920.709 | 477.658.798.853 | 21.477.041.695 |
| Laba (rugi) setelah pajak/ *Profit (loss) after tax* | 92.564.065.064 | 255.734.590 | (3.735.071.884) | (660.114.833) | (5.595.461.832) | 283.797.926.582 | 10.695.240.238 |
| Penghasilan komprehensif lain/ *Other comprehensive income* | 563.210.567 | 188.462.221 | - | - | 16.662.319 | 1.723.052.945 | 111.738.401 |
| Jumlah penghasilan (rugi) komprehensif/ *Total comprehensive income (loss)* | 93.127.275.631 | 444.196.811 | (3.735.071.884) | (660.114.833) | (5.578.799.513) | 285.520.979.527 | 10.806.978.639 |
| Teratribusikan pada kepentingan non pengendali/ *Attributable to non-controlling interest* | 45.632.346.061 | 281.491.063 | (1.893.472.300) | (297.051.675) | (2.649.929.769) | 71.380.244.882 | 2.701.744.661 |

| | 2024 | | | | | | |
|---|---|---|---|---|---|---|---|
| | PSP | RMF | MAS | IG Persada | SS | GFV | BKIS |
| Pendapatan/*Revenue* | 480.334.265.551 | 58.987.988.375 | - | - | 46.088.032.122 | 165.554.578.912 | 7.307.202.806 |
| Laba (rugi) setelah pajak/ *Profit (loss) after tax* | 139.809.778.931 | 12.197.869.898 | (3.285.734.591) | (69.752.776) | 10.465.130.717 | 36.931.014.018 | 1.369.213.441 |
| Penghasilan (rugi) komprehensif lain/ *Other comprehensive income (loss)* | (3.765.683) | 64.787.794 | - | - | 107.365.267 | 1.287.865.587 | (171.394.764) |
| Jumlah penghasilan (rugi) komprehensif/ *Total comprehensive income (loss)* | 139.806.013.248 | 12.262.657.692 | (3.285.734.591) | (69.752.776) | 10.572.495.984 | 38.218.879.605 | 1.197.818.677 |
| Teratribusikan pada kepentingan non pengendali/ *Attributable to non-controlling interest* | 68.504.917.972 | 7.770.944.035 | (1.665.683.453) | (31.388.749) | 5.021.935.592 | 9.554.719.901 | 299.454.670 |

Ringkasan informasi arus kas pada tahun 2025 dan 2024:

Summarized cash flow information for 2025 and 2024 follows:

| | 2025 | | | | | | |
|---|---|---|---|---|---|---|---|
| | PSP | RMF | MAS | IG Persada | SS | GFV | BKIS |
| Operasi/*Operating* | 153.413.118.606 | (15.629.314.482) | (3.818.023.904) | 22.693.104.301 | (2.306.565.274) | 25.202.570.894 | 9.575.985.255 |
| Investasi/*Investing* | (12.144.455.385) | (1.256.011.514) | 98.694.008 | 12.032.603 | 13.648.858.616 | (88.868.493) | 8.482.972.004 |
| Pendanaan/*Financing* | (130.033.000.000) | (120.000.000.000) | 3.626.090.794 | (23.378.800.000) | (19.045.000.000) | (54.999.375.000) | (17.879.654.119) |
| Kenaikan (penurunan) bersih kas dan setara kas/ *Net increase (decrease) in cash and cash equivalents* | 11.235.663.221 | (136.885.325.996) | (93.239.102) | (673.663.096) | (7.702.706.658) | (29.885.672.599) | 179.303.140 |

| | 2024 | | | | | | |
|---|---|---|---|---|---|---|---|
| | PSP | RMF | MAS | IG Persada | SS | GFV | BKIS |
| Operasi/*Operating* | 153.413.118.606 | (15.629.314.482) | (3.514.352.384) | (53.960.477.580) | 5.128.870.470 | 25.202.570.894 | 9.575.985.255 |
| Investasi/*Investing* | (12.144.455.385) | (1.256.011.514) | 1.484.812 | 16.974.356 | 5.546.054.725 | (88.868.493) | 8.482.972.004 |
| Pendanaan/*Financing* | (130.033.000.000) | (120.000.000.000) | 3.689.207.662 | 53.840.000.000 | (17.126.590.590) | (54.999.375.000) | (17.879.654.119) |
| Kenaikan (penurunan) bersih kas dan setara kas/ *Net increase (decrease) in cash and cash equivalents* | 11.235.663.221 | (136.885.325.996) | 176.340.090 | (103.503.224) | (6.451.665.395) | (29.885.672.599) | 179.303.140 |

**Pendirian Entitas Anak**

Berdasarkan Akta Pendirian No. 58 tanggal 24 September 2025 dari Humberg Lie, SH, SE, MKn, notaris di Jakarta, Perusahaan dan THI, entitas anak, menempatkan modal disetor di PT Inti Pramana Vista masing-masing sebesar Rp 49.000.000 dan Rp 1.000.000 atau masing-masing mencerminkan 49 dan 1 saham dengan nilai nominal sebesar Rp 1.000.000 per saham. Akta pendirian ini telah disahkan oleh Menteri Hukum Republik Indonesia berdasarkan Surat Keputusan No. AHU-0082848.AH.01.01.Tahun 2025 tanggal 26 September 2025.

**Establishment of Subsidiary**

Based on Deed of Establishment No. 58 dated September 24, 2025 of Humberg Lie, SH, SE, MKn, a public notary in Jakarta, the Company and THI, a subsidiary, placed paid-up capital in PT Inti Pramana Vista amounting to Rp 49,000,000 and Rp 1,000,000, respectively, or representing 49 and 1 share, respectively, with nominal value of Rp 1,000,000 per share. The Deed of Establishment was approved by the Minister of Justice of the Republic of Indonesia in his Decision Letter No. AHU-0082848.AH.01.01.Year 2025 dated September 26, 2025.

**Pelepasan Entitas Anak**

PT Dinamika Kencana Mandiri

Berdasarkan Akta No. 07 tanggal 29 April 2024 dari Melanie Sidharta, S.H., M.Kn., notaris di Jakarta, THI, entitas anak, menjual 72.499 lembar saham atau 99,99% saham kepemilikannya di PT Dinamika Kencana Mandiri, entitas anak, kepada PT Inti Perkasa Mandiri, pihak ketiga, pada harga Rp 7.249.900.000.

Berdasarkan Akta No. 07 tanggal 29 April 2024 dari Melanie Sidharta, S.H., M.Kn., notaris di Jakarta, IE, entitas anak, menjual 1 lembar saham atau 0,01% saham kepemilikannya di PT Dinamika Kencana Mandiri, entitas anak, kepada Gatot Wicaksono, pihak ketiga, pada harga Rp 100.000.

**Disposal of Subsidiary**

PT Dinamika Kencana Mandiri

Based on the Deed No. 07 dated April 29, 2024 of Melanie Sidharta, S.H., M.Kn., notary in Jakarta, THI, a subsidiary, sold 72,499 shares of stock or 99.99% ownership interest in PT Dinamika Kencana Mandiri, a subsidiary, to PT Inti Perkasa Mandiri, third party, at a price of Rp 7,249,900,000.

Based on the Deed No. 07 dated April 29, 2024 of Melanie Sidharta, S.H., M.Kn., notary in Jakarta, IE, a subsidiary, sold 1 share of stock or 0.01% ownership interest in PT Dinamika Kencana Mandiri, a subsidiary, to Gatot Wicaksono, third party, at a price of Rp 100,000.

**Perubahan Kepemilikan pada Entitas Anak**

PT Melati Anugerah Semesta (MAS)

Berdasarkan Akta Jual Beli Saham No. 436 tanggal 28 November 2024, dari Jimmy Tanal, S.H., M.Kn., notaris di Jakarta, para pemegang saham MAS, entitas anak, menyetujui penjualan 3.600 saham milik Perusahaan kepada PT Sucor Investama, pihak ketiga, dengan harga Rp 100.800.000.000. Transaksi ini menurunkan persentase kepemilikan Perusahaan dalam MAS dari 55,00% menjadi 49,31%. Penurunan kepemilikan saham tersebut tidak mengakibatkan hilangnya pengendalian. Atas transaksi ini, Perusahaan mencatat keuntungan penjualan sebesar Rp 89.176.204.401 yang dicatat sebagai "Selisih Transaksi dengan Kepentingan Nonpengendali" di ekuitas.

**Change in Ownership Interest in Subsidiaries**

PT Melati Anugerah Semesta (MAS)

Based on the Deed of Sale and Purchase of Shares No. 436 dated November 28, 2024 of Jimmy Tanal, S.H., M.Kn., a notary in Jakarta, the shareholders of MAS, a subsidiary, approved the sale of 3,600 shares owned by the Company to PT Sucor Investama, a third party, at a purchase price of Rp 100,800,000,000. This transaction decreased the ownership interest of the Company in MAS from 55.00% to 49.31%. Such decrease in ownership interest did not result to loss of control. For this transaction, the Company recognized gain from sale of interest in a subsidiary amounting to Rp 89,176,204,401 which was recorded as a "Difference in Value Arising from Transactions with Noncontrolling Interests" in equity.

**d. Dewan Komisaris, Direksi dan Karyawan**

Susunan manajemen Perusahaan pada tanggal 31 Desember 2025 berdasarkan Akta No. 68 tanggal 28 Mei 2025 dari Humberg Lie, SH., SE., MKn., notaris publik di Jakarta, adalah sebagai berikut:

| | |
|---|---|
| Dewan Komisaris | |
| Komisaris Utama | Sofyan A. Djalil*) |
| Wakil Komisaris Utama | Sinarto Dharmawan |
| Komisaris Independen | Friso Palilingan |
| | Alexander S. Rusli |
| Direksi | |
| Direktur Utama | Archied Noto Pradono |
| Wakil Direktur Utama | Utama Gondokusumo |
| Direktur | Novita Anggriani B |
| | Simon Joseph Wirawan |

*) Komisaris Independen/*Independent Commissioner*

**d. Board of Commissioners, Directors and Employees**

The members of the management as of December 31, 2025 based on Deed No. 68 dated May 28, 2025 from Humberg Lie, SH., SE., MKn., a public notary in Jakarta, follows:

| |
|---|
| Board of Commissioners |
| President Commissioner |
| Vice President Commissioner |
| Independent Commissioners |
| Directors |
| President Director |
| Vice President Directors |
| Directors |

Susunan manajemen Perusahaan pada tanggal 31 Desember 2024 berdasarkan Akta No. 50 tanggal 30 Mei 2024 dari Humberg Lie, SH., SE., MKn., notaris publik di Jakarta, adalah sebagai berikut:

The members of the management as of December 31, 2024 based on Deed No. 50 dated May 30, 2024 from Humberg Lie, SH., SE., MKn., a public notary in Jakarta, follows:

| | | |
|---|---|---|
| Dewan Komisaris | | Board of Commissioners |
| Komisaris Utama | Sinarto Dharmawan | President Commissioner |
| Wakil Komisaris Utama | Sofyan A. Djalil*) | Vice President Commissioner |
| Komisaris | Jahja Asikin | Commissioners |
| | Ping Handayani Hanli | |
| Komisaris Independen | Thio Gwan Po Micky | Independent Commissioners |
| | Friso Palilingan | |
| Direksi | | Directors |
| Direktur Utama | Hendro Santoso Gondokusumo**) | President Director |
| Wakil Direktur Utama | Utama Gondokusumo***) | Vice President Directors |
| | Suhendro Prabowo | |
| Direktur | Perry Yoranouw | Directors |
| | Novita Anggriani B | |
| | Archied Noto Pradono | |
| | Permadi Indra Yoga | |

*) Komisaris Independen/*Independent Commissioner*
**) Pada tanggal 13 Maret 2025 Hendro Santoso Gondokusumo telah meninggal dunia/
*On March 13, 2025, Hendro Santoso Gondokusumo passed away.*
***) Dewan komisaris memutuskan untuk menetapkan Utama Gondokusumo sebagai Pelaksana Tugas (Plt.) Direktur Utama Perusahaan sampai dengan terselenggaranya RUPS Tahunan/
*The Board of Commissioners decided to appoint Utama Gondokusumo as the Acting President Director of the Company until the convening of the Annual General Meeting of Shareholders.*

Sekretaris Perusahaan untuk tahun 2025 dan 2024 dijabat oleh Theresia Rustandi.

The Company's corporate secretary for 2025 and 2024 is Theresia Rustandi.

Pada tanggal 31 Desember 2025, susunan Komite Audit Perusahaan berdasarkan Surat Keputusan Dewan Komisaris adalah sebagai berikut:

As of December 31, 2025, the composition of the Audit Committee of the Company based on the Decision of the Decree of the Board of Commissioners follows:

| | | |
|---|---|---|
| Komite Audit: | | Audit Committee: |
| Ketua Komite Audit | Alexander S. Rusli | Head of Audit Committee |
| Anggota Komite Audit | Fransiscus Alip | Members of Audit Committee |
| | Atik Susanto | |

Pada tanggal 31 Desember 2024, susunan Komite Audit Perusahaan berdasarkan Surat Keputusan Dewan Komisaris adalah sebagai berikut:

As of December 31, 2024, the composition of the Audit Committee of the Company based on the Decision Decree of the Board of Commissioners follows:

| | | |
|---|---|---|
| Komite Audit: | | Audit Committee: |
| Ketua Komite Audit | Friso Palilingan | Head of Audit Committee |
| Anggota Komite Audit | Fransiscus Alip | Members of Audit Committee |
| | Atik Susanto | |

Personel manajemen kunci Grup terdiri dari Komisaris dan Direksi.

The key management personnel of the Group consists of Commissioners and Directors.

Jumlah rata-rata karyawan Perusahaan (tidak diaudit) adalah 72 karyawan tahun 2025 dan 77 karyawan tahun 2024. Jumlah rata-rata karyawan Grup (tidak diaudit) adalah 1.163 karyawan tahun 2025 dan 1.224 karyawan tahun 2024.

The Company had an average total number of employees (unaudited) of 72 in 2025 and 77 in 2024. Total average number of employees of the Group (unaudited) is 1,163 in 2025 and 1,224 in 2024.

**e. Penyelesaian Laporan Keuangan Konsolidasian**

Laporan keuangan konsolidasian PT Intiland Development Tbk dan entitas anak untuk tahun yang berakhir 31 Desember 2025 telah diselesaikan dan diotorisasi untuk terbit oleh Direksi Perusahaan pada tanggal 25 Maret 2026. Direksi Perusahaan bertanggung jawab atas penyusunan dan penyajian laporan keuangan konsolidasian tersebut.

**e. Completion of the Consolidated Financial Statements**

The consolidated financial statements of PT Intiland Development Tbk and its subsidiaries for the year ended December 31, 2025 were completed and authorized for issuance on March 25, 2026 by the Company's Directors who are responsible for the preparation and presentation of the consolidated financial statements.

**2. Informasi Kebijakan Akuntansi Material**

**2. Material Accounting Policy Information**

**a. Dasar Penyusunan dan Pengukuran Laporan Keuangan Konsolidasian**

Laporan keuangan konsolidasian disusun dan disajikan dengan menggunakan Standar Akuntansi Keuangan di Indonesia, meliputi pernyataan dan interpretasi yang diterbitkan oleh Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia (IAI) dan Peraturan OJK No. VIII.G.7 tentang "Penyajian dan Pengungkapan Laporan Keuangan Emiten atau Perusahaan Publik".

**a. Basis of Consolidated Financial Statements Preparation and Measurement**

The consolidated financial statements have been prepared and presented in accordance with Indonesian Financial Accounting Standards ("SAK"), which comprise the statements and interpretations issued by the Board of Financial Accounting Standards of the Institute of Indonesia Chartered Accountants (IAI) and OJK Regulation No. VIII.G.7 regarding "Presentation and Disclosures of Public Companies' Financial Statements". Such consolidated financial statements are an English translation of the Group's statutory report in Indonesia.

Dasar pengukuran laporan keuangan konsolidasian ini adalah konsep biaya perolehan, kecuali beberapa akun tertentu disusun berdasarkan pengukuran lain sebagaimana diuraikan dalam kebijakan akuntansi masing-masing akun tersebut. Laporan keuangan konsolidasian ini disusun dengan metode akrual, kecuali laporan arus kas konsolidasian.

The measurement basis used is the historical cost, except for certain accounts which are measured on the bases described in the related accounting policies. The consolidated financial statements, except for the consolidated statements of cash flows, are prepared under the accrual basis of accounting.

Laporan arus kas konsolidasian disusun dengan menggunakan metode langsung dengan mengelompokkan arus kas dalam aktivitas operasi, investasi dan pendanaan.

The consolidated statements of cash flows are prepared using the direct method with classifications of cash flows into operating, investing and financing activities.

Kebijakan akuntansi yang diterapkan dalam penyusunan laporan keuangan konsolidasian untuk tahun yang berakhir 31 Desember 2025 adalah konsisten dengan kebijakan akuntansi yang diterapkan dalam penyusunan laporan keuangan konsolidasian untuk tahun yang berakhir 31 Desember 2024.

Mata uang yang digunakan dalam penyusunan dan penyajian laporan keuangan konsolidasian adalah mata uang Rupiah (Rupiah) yang juga merupakan mata uang fungsional Perusahaan.

The accounting policies adopted in the preparation of the consolidated financial statements for the year ended December 31, 2025 are consistent with those adopted in the preparation of the consolidated financial statements for the year ended December 31, 2024.

The currency used in the preparation and presentation of the consolidated financial statements is the Indonesian Rupiah (Rupiah) which is also the functional currency of the Company.

**b. Prinsip Konsolidasi**

Laporan keuangan konsolidasian meliputi laporan keuangan Perusahaan dan entitas-entitas yang dikendalikan oleh Perusahaan dan entitas anak (Grup). Pengendalian diperoleh apabila Grup memiliki seluruh hal berikut ini:

- kekuasaan atas *investee*;
- eksposur atau hak atas imbal hasil variabel dari keterlibatannya dengan *investee*; dan
- kemampuan untuk menggunakan kekuasaannya atas *investee* untuk mempengaruhi jumlah imbal hasil Grup

Pengkonsolidasian entitas anak dimulai pada saat Grup memperoleh pengendalian atas entitas anak dan berakhir pada saat Grup kehilangan pengendalian atas entitas anak. Secara khusus, penghasilan dan beban entitas anak yang diakuisisi atau dilepaskan selama tahun berjalan termasuk dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian sejak tanggal Grup memperoleh pengendalian sampai dengan tanggal Grup kehilangan pengendalian atas entitas anak.

Seluruh aset dan liabilitas, ekuitas, penghasilan, beban dan arus kas dalam intra kelompok usaha terkait dengan transaksi antar entitas dalam Grup dieliminasi secara penuh dalam laporan keuangan konsolidasian.

Laba rugi dan setiap komponen penghasilan komprehensif lain diatribusikan kepada pemilik Perusahaan dan kepentingan nonpengendali (KNP) meskipun hal tersebut mengakibatkan KNP memiliki saldo defisit.

**b. Basis of Consolidation**

The consolidated financial statements incorporate the financial statements of the Company and entities controlled by the Company and its subsidiaries (the Group). Control is achieved when the Group has all the following:

- power over the investee;
- is exposed, or has rights, to variable returns from its involvement with the investee; and
- the ability to use its power to affect its returns.

Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Specifically, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated statement of profit or loss and other comprehensive income from the date the Group gains control until the date when the Group ceases to control the subsidiary.

All intragroup assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

Profit or loss and each component of other comprehensive income are attributed to the owners of the Company and to the non-controlling interest (NCI) even if this results in the NCI having a deficit balance.

KNP disajikan dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian dan dalam ekuitas pada laporan posisi keuangan konsolidasian, terpisah dari bagian yang dapat diatribusikan kepada pemilik Perusahaan.

Transaksi dengan KNP yang tidak mengakibatkan hilangnya pengendalian dicatat sebagai transaksi ekuitas. Selisih antara nilai wajar imbalan yang dialihkan dengan bagian relatif atas nilai tercatat aset bersih entitas anak yang diakuisisi dicatat di ekuitas. Keuntungan atau kerugian dari pelepasan kepada KNP juga dicatat di ekuitas.

NCI are presented in the consolidated statement of profit or loss and other comprehensive income and under the equity section of the consolidated statement of financial position, respectively, separately from the corresponding portion attributable to owners of the Company.

Transactions with NCI that do not result in loss of control are accounted for as equity transactions. The difference between the fair value of any consideration paid and the relevant share acquired of the carrying value of net assets of the subsidiary is recorded in equity. Gains or losses on disposals to NCI are also recorded in equity.

**c. Kombinasi Bisnis**

***Entitas Tidak Sepengendali***

Kombinasi bisnis, kecuali kombinasi bisnis entitas sepengendali, dicatat dengan menggunakan metode akuisisi. Biaya perolehan dari sebuah akuisisi diukur pada nilai agregat imbalan yang dialihkan, diukur pada nilai wajar pada tanggal akuisisi dan jumlah setiap KNP pada pihak yang diakuisisi. Untuk setiap kombinasi bisnis, pihak pengakuisisi mengukur KNP pada entitas yang diakuisisi pada nilai wajar atau sebesar proporsi kepemilikan KNP atas aset neto yang teridentifikasi dari entitas yang diakuisisi. Biaya-biaya akuisisi yang timbul dibebankan langsung dan disajikan sebagai beban administrasi.

**c. Business Combinations**

***Among Entities Not Under Common Control***

Business combinations, except business combination among entities under common control, are accounted for using the acquisition method. The cost of an acquisition is measured as the aggregate of the consideration transferred, measured at acquisition date fair value and the amount of any NCI in the acquiree. For each business combination, the acquirer measures the NCI in the acquiree either at fair value or at the proportionate share of the acquiree's identifiable net assets. Acquisition costs incurred are directly expensed and included in administrative expenses.

Ketika melakukan akuisisi atas sebuah bisnis, Grup mengklasifikasikan dan menentukan aset keuangan yang diperoleh dan liabilitas keuangan yang diambil alih berdasarkan pada persyaratan kontraktual, kondisi ekonomi dan kondisi terkait lain yang ada pada tanggal akuisisi. Grup dapat memilih untuk menerapkan 'pengujian konsentrasi nilai wajar' yang mengijinkan penilaian yang disederhanakan apakah rangkaian aktivitas dan aset yang diakuisisi bukan merupakan suatu bisnis. Pengujian konsentrasi dapat diterapkan secara terpisah untuk setiap transaksi. Pengujian konsentrasi opsional terpenuhi jika secara substansial seluruh nilai wajar aset bruto yang diakuisisi terkonsentrasi dalam aset teridentifikasi tunggal atau kelompok aset teridentifikasi serupa. Jika pengujian terpenuhi, rangkaian aktivitas dan aset ditentukan bukan merupakan suatu bisnis dan tidak diperlukan penilaian lanjutan. Jika pengujian tidak terpenuhi atau jika Grup memilih untuk tidak menerapkan pengujian tersebut, penilaian yang detail harus dilakukan sesuai dengan persyaratan normal dalam PSAK No. 103.

When the Group acquires a business, it assesses the financial assets acquired and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at the acquisition date. The Group has an option to apply a 'fair value concentration test' that permits a simplified assessment of whether an acquired set of activities and assets is not a business. The concentration test can be applied on a transaction-by-transaction basis. The optional concentration test is met if substantially all of the fair value of the gross assets acquired is concentrated in a single identifiable asset or group of similar identifiable assets. If the test is met, the set of activities and assets is determined not to be a business and no further assessment is needed. If the test is not met, or if the Group elects not to apply the test, a detailed assessment must be performed applying the normal requirements in PSAK No. 103.

Dalam suatu kombinasi bisnis yang dilakukan secara bertahap, pada tanggal akuisisi pihak pengakuisisi mengukur kembali nilai wajar kepentingan ekuitas yang dimiliki sebelumnya pada pihak yang diakuisisi dan mengakui keuntungan atau kerugian yang dihasilkan dalam laba rugi.

If the business combination is achieved in stages, the acquisition date fair value of the acquirer's previously held equity interest in the acquiree is remeasured to fair value at the acquisition date through profit or loss.

Pada tanggal akuisisi, *goodwill* awalnya diukur pada harga perolehan yang merupakan selisih lebih nilai agregat dari imbalan yang dialihkan dan jumlah yang diakui untuk KNP atas aset bersih teridentifikasi yang diperoleh dan liabilitas yang diambil alih. Jika nilai agregat tersebut lebih kecil dari nilai wajar aset neto entitas anak yang diakuisisi, selisih tersebut diakui dalam laba rugi.

At acquisition date, goodwill is initially measured at cost being the excess of the aggregate of the consideration transferred and the amount recognized for NCI over the net identifiable assets acquired and liabilities assumed. If this consideration is lower than the fair value of the net assets of the subsidiary acquired, the difference is recognized in profit or loss.

Setelah pengakuan awal, *goodwill* diukur pada jumlah tercatat dikurangi akumulasi kerugian penurunan nilai. Untuk tujuan uji penurunan nilai, *goodwill* yang diperoleh dari suatu kombinasi bisnis, sejak tanggal akuisisi, dialokasikan kepada setiap Unit Penghasil Kas ("UPK") dari Perusahaan dan/atau entitas anak yang diharapkan akan menerima manfaat dari sinergi kombinasi tersebut, terlepas dari apakah aset atau liabilitas lain dari pihak yang diakuisisi dialokasikan ke UPK tersebut.

After initial recognition, goodwill is measured at cost less any accumulated impairment losses. For the purpose of the impairment testing, goodwill acquired in a business combination is, from the acquisition date, allocated to each of the Company and/or its subsidiaries' cash generating units ("CGU") that are expected to benefit from the combination, irrespective of whether other assets or liabilities of the acquired are assigned to those CGUs.

Jika *goodwill* telah dialokasikan pada suatu UPK dan operasi tertentu atas UPK tersebut dihentikan, maka *goodwill* yang diasosiasikan dengan operasi yang dihentikan tersebut termasuk dalam jumlah tercatat operasi tersebut ketika menentukan keuntungan atau kerugian dari pelepasan. *Goodwill* yang dilepaskan tersebut diukur berdasarkan nilai relatif operasi yang dihentikan dan porsi UPK yang ditahan.

Where goodwill forms part of a CGU and part of the operation within that CGU is disposed of, the goodwill associated with the operation disposed of is included in the carrying amount of the operation when determining the gain or loss on disposal of the operation. Goodwill disposed of in this circumstance is measured based on the relative values of the operation disposed of and the portion of the CGU retained.

***Entitas Sepengendali***

Transaksi kombinasi bisnis entitas sepengendali, berupa pengalihan bisnis yang dilakukan dalam rangka reorganisasi entitas-entitas yang berada dalam suatu kelompok usaha yang sama, bukan merupakan perubahan kepemilikan dalam arti substansi ekonomi, sehingga transaksi tersebut diakui pada jumlah tercatat berdasarkan metode penyatuan kepemilikan.

Selisih antara jumlah imbalan yang dialihkan dan jumlah tercatat dari setiap kombinasi bisnis entitas sepengendali disajikan dalam akun tambahan modal disetor pada bagian ekuitas dalam laporan posisi keuangan konsolidasian.

Entitas yang melepas bisnis, dalam pelepasan bisnis entitas sepengendali, mengakui selisih antara imbalan yang diterima dan jumlah tercatat bisnis yang dilepas dalam akun tambahan modal disetor pada bagian ekuitas dalam laporan posisi keuangan konsolidasian.

***Among Entities Under Common Control***

Business combination transaction of entities under common control in form of business transfer with regard to reorganization of entities within the same group of companies does not result in a change of the economic substance of the ownership, thus, the transaction is recognized at carrying value based on pooling of interest method.

Any difference between amount of consideration transferred and the carrying value of each business combination of entities under common control is recognized as additional paid-in capital as part of equity section in the consolidated statement of financial position.

An entity which is disposing a business unit in connection with the disposal of a business unit of an entity under common control recognizes the difference between the consideration received and carrying amount of the disposed business unit as additional paid-in capital as part of equity section in the consolidated statement of financial position.

**d. Penjabaran Mata Uang Asing**

***Mata Uang Fungsional dan Pelaporan***

Akun-akun yang tercakup dalam laporan keuangan setiap entitas dalam Grup diukur menggunakan mata uang dari lingkungan ekonomi utama dimana entitas beroperasi (mata uang fungsional).

Laporan keuangan konsolidasian disajikan dalam Rupiah, yang merupakan mata uang fungsional Perusahaan dan mata uang penyajian Grup.

**d. Foreign Currency Translation**

***Functional and Reporting Currencies***

Items included in the financial statements of each of the Group's companies are measured using the currency of the primary economic environment in which the entity operates (the functional currency).

The consolidated financial statements are presented in Rupiah which is the Company's functional and the Group's presentation currency.

***Transaksi dan Saldo***

Transaksi dalam mata uang asing dijabarkan kedalam mata uang fungsional menggunakan kurs pada tanggal transaksi. Keuntungan atau kerugian selisih kurs yang timbul dari penyelesaian transaksi dan dari penjabaran pada kurs akhir tahun atas aset dan liabilitas moneter dalam mata uang asing diakui dalam laba rugi.

Pada tanggal 31 Desember 2025 dan 2024, kurs konversi yakni kurs tengah Bank Indonesia, yang digunakan oleh Grup adalah sebagai berikut:

***Transactions and Balances***

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognized in profit or loss.

As of December 31, 2025 and 2024, the conversion rates used by the Group were the middle rates of Bank Indonesia as follows:

| | 2025 | 2024 |
|---|---|---|
| Dolar Amerika Serikat/*United States (U.S.) Dollar* | 16.782 | 16.162 |
| Dolar Singapura/*Singapore Dollar (SGD)* | 13.069 | 11.919 |

**e. Transaksi Pihak Berelasi**

Orang atau entitas dikategorikan sebagai pihak berelasi Grup apabila memenuhi definisi pihak berelasi berdasarkan PSAK No. 224 “Pengungkapan Pihak-pihak Berelasi”.

Semua transaksi signifikan dengan pihak berelasi telah diungkapkan dalam laporan keuangan konsolidasian.

**e. Transactions with Related Parties**

A person or entity is considered a related party of the Group if it meets the definition of a related party in PSAK No. 224 “Related Party Disclosures.

All significant transactions with related parties are disclosed in the consolidated financial statements.

**f. Klasifikasi Lancar dan Tidak Lancar**

Grup menyajikan aset dan liabilitas dalam laporan posisi keuangan konsolidasian berdasarkan klasifikasi lancar/tidak lancar. Suatu aset disajikan lancar bila:

i) akan direalisasi, dijual atau dikonsumsi dalam siklus operasi normal,

ii) untuk diperdagangkan, atau

iii) akan direalisasi dalam 12 bulan setelah tanggal pelaporan, atau kas atau setara kas, kecuali yang dibatasi penggunaannya atau akan digunakan untuk melunasi suatu liabilitas dalam paling lambat 12 bulan setelah tanggal pelaporan.

Seluruh aset lain diklasifikasikan sebagai tidak lancar.

**f. Current and Non-current Classification**

The Group presents assets and liabilities in the consolidated statement of financial position based on current/non-current classification. An asset is current when it is:

i) expected to be realized or intended to be sold or consumed in the normal operating cycle,

ii) held primarily for the purpose of trading, or

iii) expected to be realized within 12 months after the reporting period, or cash or cash equivalents unless restricted from being exchanged or used to settle a liability for at least 12 months after the reporting period.

All other assets are classified as non-current.

Suatu liabilitas disajikan jangka pendek bila:

i) akan dilunasi dalam siklus operasi normal,

ii) untuk diperdagangkan,

iii) akan dilunasi dalam 12 bulan setelah tanggal pelaporan, atau

iv) tidak ada hak pada akhir periode pelaporan untuk menangguhkan pelunasannya dalam paling tidak 12 bulan setelah tanggal pelaporan.

Seluruh liabilitas lain diklasifikasikan sebagai jangka panjang.

A liability is current when it is:

i) expected to be settled in the normal operating cycle,

ii) held primarily to the purpose of trading,

iii) due to be settled within 12 months after the reporting period, or

iv) there is no right at the end of the reporting period to defer the settlement of the liability for at least 12 months after the reporting period.

All other liabilities are classified as noncurrent.

**g. Kas dan Setara Kas**

Kas terdiri dari kas dan bank. Setara kas adalah semua investasi yang bersifat jangka pendek dan sangat likuid yang dapat segera dikonversikan menjadi kas dengan jatuh tempo dalam waktu tiga (3) bulan atau kurang sejak tanggal penempatannya, dan yang tidak dijaminkan serta tidak dibatasi pencairannya.

**g. Cash and Cash Equivalents**

Cash consists of cash on hand and in banks. Cash equivalents are short-term, highly liquid investments that are readily convertible to known amounts of cash with original maturities of three (3) months or less from the date of placements, and which are not used as collateral and are not restricted.

**h. Bank dan Deposito Berjangka**

Bank yang dijaminkan atau dibatasi pencairannya serta deposito berjangka yang jatuh temponya kurang dari tiga (3) bulan pada saat penempatan namun dijaminkan, atau dibatasi pencairannya disajikan sebagai "Kas dan deposito yang dibatasi penggunaannya".

**h. Cash in Banks and Time Deposits**

Cash in banks which are used as collateral or are restricted and time deposits with maturities of three (3) months or less from the date of placement which are used as collateral or are restricted are presented as "Restricted cash and time deposits".

**i. Instrumen Keuangan**

Grup menerapkan PSAK No. 109, Instrumen Keuangan, mengenai pengaturan instrumen keuangan terkait klasifikasi dan pengukuran dan penurunan nilai atas instrumen keuangan.

***Aset Keuangan***

Grup mengklasifikasikan aset keuangan sesuai dengan PSAK No. 109, Instrumen Keuangan, sehingga setelah pengakuan awal aset keuangan diukur pada biaya perolehan diamortisasi, nilai wajar melalui penghasilan komprehensif lain atau nilai wajar melalui laba rugi, dengan menggunakan dua dasar, yaitu:

(a) Model bisnis Grup dalam mengelola aset keuangan; dan

(b) Karakteristik arus kas kontraktual dari aset keuangan.

**i. Financial Instruments**

The Group has applied PSAK No. 109, Financial Instruments, which set the requirements in classification and measurement and impairment in value of financial assets.

***Financial Assets***

The Group classifies its financial assets in accordance with PSAK No. 109, Financial Instruments, that classifies financial assets as subsequently measured at amortized cost, fair value through comprehensive income or fair value through profit or loss, on the basis of both:

(a) The Group's business model for managing the financial assets; and

(b) The contractual cash flow characteristics of the financial assets.

Pada tanggal 31 Desember 2025 dan 2024, aset keuangan Grup terdiri dari aset keuangan pada biaya perolehan diamortisasi dan aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain.

1. Aset keuangan pada biaya perolehan diamortisasi

   Aset keuangan diukur pada biaya perolehan diamortisasi jika kedua kondisi berikut terpenuhi:

   (a) Aset keuangan dikelola dalam model bisnis yang bertujuan untuk memiliki aset keuangan dalam rangka mendapatkan arus kas kontraktual; dan

   (b) Persyaratan kontraktual dari aset keuangan menghasilkan arus kas pada tanggal tertentu yang semata dari pembayaran pokok dan bunga dari jumlah pokok terutang.

   Aset keuangan pada biaya perolehan diamortisasi diukur pada jumlah yang diakui saat pengakuan awal dikurangi pembayaran pokok, ditambah atau dikurangi dengan amortisasi kumulatif menggunakan metode suku bunga efektif yang dihitung dari selisih antara nilai awal dan nilai jatuh temponya, dan dikurangi dengan cadangan kerugian penurunan nilai.

   Pada tanggal 31 Desember 2025 dan 2024, kategori ini meliputi kas dan setara kas, piutang usaha, piutang lain-lain, piutang pihak berelasi non-usaha, kas dan deposito yang dibatasi penggunaannya, dan jaminan dalam akun aset lain-lain yang dimiliki oleh Grup.

2. Aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain

   Aset keuangan diukur pada nilai wajar melalui penghasilan komprehensif lain jika kedua kondisi berikut terpenuhi:

   (a) Aset keuangan dikelola dalam model bisnis yang tujuannya akan terpenuhi dengan mendapatkan arus kas kontraktual dan menjual aset keuangan; dan

As of December 31, 2025 and 2024, the Group's financial assets consist of financial assets at amortized cost and financial assets at fair value through other comprehensive income.

1. Financial assets at amortized cost

   A financial asset shall be measured at amortized cost if both of the following conditions are met:

   (a) The financial asset is held within a business model whose objective is to hold financial assets in order to collect contractual cash flows; and

   (b) The contractual terms of the financial assets give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

   Financial assets at amortized cost is measured at initial amount minus the principal repayments, plus or minus the cumulative amortization using the effective interest method of any difference between that initial amount and the maturity amount, adjusted for allowance for impairment.

   As of December 31, 2025 and 2024, the Group's cash and cash equivalents, trade accounts receivable, other accounts receivable, due from related parties, restricted cash and time deposits, and deposits included in other assets account are included in this category.

2. Financial assets at fair value through other comprehensive income

   A financial asset shall be measured at fair value through other comprehensive income if both of the following conditions are met:

   (a) The financial asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets; and

(b) Persyaratan kontraktual dari aset keuangan menghasilkan arus kas pada tanggal tertentu yang semata dari pembayaran pokok dan bunga dari jumlah pokok terutang.

Aset keuangan berupa instrumen ekuitas yang diukur pada nilai wajar melalui penghasilan komprehensif lain selanjutnya diukur pada nilai wajar, dengan keuntungan atau kerugian yang belum direalisasi diakui dalam penghasilan komprehensif lain. Saat aset keuangan tersebut dihentikan pengakuannya atau direklasifikasi, akumulasi keuntungan atau kerugian direklasifikasi ke saldo laba.

Pada tanggal 31 Desember 2025 dan 2024, kategori ini meliputi investasi jangka panjang Grup dalam saham seperti yang disajikan dalam Catatan 5.

(b) The contractual terms of the financial assets give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Equity securities financial assets which are initially measured at fair value through other comprehensive income are subsequently measured at fair value, with unrealized gains or losses recognized in other comprehensive income. At the time the financial assets are derecognized or reclassified, the cumulative gain or loss is reclassified to retained earnings.

As of December 31, 2025 and 2024, the Group's long-term investments in shares as disclosed in Note 5 are classified under this category.

***Liabilitas Keuangan dan Instrumen Ekuitas***

Liabilitas keuangan dan instrumen ekuitas Grup diklasifikasikan berdasarkan substansi perjanjian kontraktual serta definisi liabilitas keuangan dan instrumen ekuitas. Kebijakan akuntansi yang diterapkan atas instrumen keuangan tersebut diungkapkan berikut ini.

***Financial Liabilities and Equity Instruments***

Financial liabilities and equity instruments of the Group are classified according to the substance of the contractual arrangements entered into and the definitions of a financial liability and equity instrument. The accounting policies adopted for specific financial instruments are set out below.

***Instrumen Ekuitas***

Instrumen ekuitas adalah setiap kontrak yang memberikan hak residual atas aset suatu entitas setelah dikurangi dengan seluruh liabilitasnya. Instrumen ekuitas dicatat sejumlah hasil yang diterima, setelah dikurangkan dengan biaya penerbitan langsung.

***Equity Instruments***

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities. Equity instruments are recorded at the proceeds received, net of direct issue costs.

***Liabilitas Keuangan***

Liabilitas keuangan dalam lingkup PSAK No. 109, Instrumen Keuangan, diklasifikasikan sebagai berikut: (i) liabilitas keuangan yang diukur dengan biaya diamortisasi, atau (ii) liabilitas keuangan yang diukur dengan nilai wajar melalui laba rugi. Grup menentukan klasifikasi liabilitas keuangan pada saat pengakuan awal.

Seluruh liabilitas keuangan diakui pada awalnya sebesar nilai wajar dan, dalam hal pinjaman dan utang, termasuk biaya transaksi yang dapat diatribusikan secara langsung dan selanjutnya diukur pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif. Amortisasi suku bunga efektif disajikan sebagai bagian dari beban keuangan dalam laba rugi.

***Financial Liabilities***

Financial liabilities within the scope of PSAK No. 109, Financial Instrument, are classified as follows: (i) financial liabilities at amortized cost, or (ii) financial liabilities at fair value through profit and loss (FVPL). The Group determines the classification of its financial liabilities at initial recognition.

All financial liabilities are recognized initially at fair value and, in the case of loans and borrowings, inclusive of directly attributable transaction costs and subsequently measured at amortized cost using the effective interest rate method. The amortization of the effective interest rate is included in finance costs in profit or loss.

Pada tanggal 31 Desember 2025 dan 2024, Grup hanya memiliki liabilitas keuangan yang diukur pada biaya perolehan diamortisasi.

*Liabilitas keuangan yang diukur pada biaya perolehan diamortisasi*

Liabilitas keuangan pada biaya perolehan diamortisasi diukur pada jumlah yang diakui saat pengakuan awal dikurangi pembayaran pokok, ditambah atau dikurangi dengan amortisasi kumulatif menggunakan metode suku bunga efektif yang dihitung dari selisih antara nilai awal dan nilai jatuh temponya. Amortisasi suku bunga efektif disajikan sebagai bagian dari beban keuangan dalam laba rugi.

Pada tanggal 31 Desember 2025 dan 2024, kategori ini meliputi utang bank jangka pendek, utang usaha, pinjaman dari pihak ketiga, utang lain-lain, beban akrual, utang bank jangka panjang, utang pembiayaan konsumen, dan utang sukuk ijarah yang dimiliki oleh Grup.

***Saling Hapus Instrumen Keuangan***

Aset keuangan dan liabilitas keuangan saling hapus dan nilai bersihnya disajikan dalam laporan posisi keuangan konsolidasian jika, dan hanya jika, Grup saat ini memiliki hak yang berkekuatan hukum untuk melakukan saling hapus atas jumlah yang telah diakui tersebut; dan berniat untuk menyelesaikan secara neto atau untuk merealisasikan aset dan menyelesaikan liabilitasnya secara simultan.

***Reklasifikasi Instrumen Keuangan***

Sesuai dengan ketentuan PSAK No. 109, Instrumen Keuangan, Grup mereklasifikasi seluruh aset keuangan dalam kategori yang terpengaruh, jika dan hanya jika, Grup mengubah model bisnis untuk pengelolaan aset keuangan tersebut. Sedangkan, liabilitas keuangan tidak direklasifikasi.

***Penurunan Nilai Aset Keuangan***

Grup selalu mengakui kerugian kredit ekspektasian (ECL) sepanjang umur untuk piutang usaha. Kerugian kredit ekspektasian atas aset keuangan ini diestimasi menggunakan matriks provisi dengan mengacu pada pengalaman kerugian kredit historis Grup, disesuaikan dengan faktor-faktor yang spesifik dari debitur, kondisi ekonomi umum dan penilaian baik atas kondisi kini maupun perkiraan masa depan pada tanggal pelaporan, termasuk nilai waktu atas uang jika tepat.

As of December 31, 2025 and 2024, the Group has only financial liabilities measured at amortized cost.

*Financial liabilities at amortized cost*

Financial liabilities at amortized cost are measured at initial amount minus the principal repayments, plus or minus the cumulative amortization using the effective interest method of any difference between that initial amount and the maturity amount. The amortization of the effective interest rate is included in finance costs in profit or loss.

As of December 31, 2025 and 2024, the Group's short-term bank loans, trade accounts payable, loans from third parties, other accounts payable, accrued expenses, long-term bank loans, consumer finance payables, and sukuk ijarah payable are included in this category.

***Offsetting of Financial Instruments***

Financial assets and liabilities are offset and the net amount reported in the consolidated statement of financial position if, and only if, there is a currently enforceable right to offset the recognized amounts and there is intention to settle on a net basis, or to realize the asset and settle the liability simultaneously.

***Reclassification of Financial Instruments***

In accordance with PSAK No. 109, Financial Instruments, the Group reclassifies its financial assets when, and only when, the Group changes its business model for managing financial assets. While, any financial liabilities shall not be reclassified.

***Impairment of Financial Assets***

The Group always recognizes lifetime expected credit losses (ECL) for trade accounts receivable. The expected credit losses on these financial assets are estimated using a provision matrix based on the Group's historical credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both the current as well as the forecast direction of conditions at the reporting date, including time value of money where appropriate.

Untuk seluruh instrumen keuangan lainnya, Grup mengakui ECL sepanjang umur ketika telah ada peningkatan risiko kredit yang signifikan sejak pengakuan awal. Jika sebaliknya, risiko kredit pada instrumen keuangan tidak meningkat secara signifikan sejak pengakuan awal, Grup mengukur penyisihan kerugian untuk instrumen keuangan tersebut sejumlah ECL 12 bulan. Penilaian apakah ECL sepanjang umur harus diakui didasarkan pada peningkatan signifikan dalam kemungkinan terjadinya atau pada risiko gagal bayar sejak pengakuan awal dan bukan didasarkan bukti aset keuangan yang mengalami kerugian kredit pada tanggal pelaporan atau kejadian gagal bayar sebenarnya. ECL sepanjang umur merupakan kerugian kredit ekspektasian yang timbul dari seluruh kemungkinan peristiwa gagal bayar selama perkiraan umur instrumen keuangan. Sebaliknya, ECL 12 bulan mewakili porsi ECL sepanjang umur yang timbul dari peristiwa gagal bayar pada instrumen keuangan yang mungkin terjadi dalam 12 bulan setelah tanggal pelaporan.

For all other financial instruments, the Group recognizes lifetime ECL when there has been a significant increase in credit risk since initial recognition. If, on the other hand, the credit risk on the financial instrument has not increased significantly since initial recognition, the Group measures the loss allowance for that financial instrument at an amount equal to 12-month ECL. The assessment of whether lifetime ECL should be recognized is based on significant increases in the likelihood or risk of a default occurring since initial recognition instead of on evidence of a financial asset being credit impaired at the reporting date or an actual default occurring. Lifetime ECL represents the expected credit losses that will result from all possible default events over the expected life of a financial instrument. In contrast, 12-month ECL represents the portion of lifetime ECL that is expected to result from default events on a financial instrument that are possible within 12 months after the reporting date.

***Penghentian Pengakuan Aset dan Liabilitas Keuangan***

(1) Aset Keuangan

Aset keuangan (atau bagian dari aset keuangan atau kelompok aset keuangan serupa) dihentikan pengakuannya jika:

a. Hak kontraktual atas arus kas yang berasal dari aset keuangan tersebut berakhir;

b. Grup tetap memiliki hak untuk menerima arus kas dari aset keuangan tersebut, namun juga menanggung liabilitas kontraktual untuk membayar kepada pihak ketiga atas arus kas yang diterima tersebut secara penuh tanpa adanya penundaan yang signifikan berdasarkan suatu kesepakatan; atau

c. Grup telah mentransfer haknya untuk menerima arus kas dari aset keuangan dan (i) telah mentransfer secara substansial seluruh risiko dan manfaat atas aset keuangan, atau (ii) secara substansial tidak mentransfer atau tidak memiliki seluruh risiko dan manfaat atas aset keuangan, namun telah mentransfer pengendalian atas aset keuangan tersebut.

***Derecognition of Financial Assets and Liabilities***

(1) Financial Assets

Financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is derecognized when:

a. the rights to receive cash flows from the asset have expired;

b. the Group retains the right to receive cash flows from the asset, but has assumed a contractual obligation to pay them in full without material delay to a third party under a “pass-through” arrangement; or

c. the Group has transferred its rights to receive cash flows from the asset and either (i) has transferred substantially all the risks and rewards of the asset, or (ii) has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

(2) Liabilitas Keuangan

Liabilitas keuangan dihentikan pengakuannya jika liabilitas keuangan tersebut berakhir, dibatalkan, atau telah kadaluarsa. Jika ketentuan liabilitas keuangan yang ada (utang dan pinjaman) dimodifikasi secara substansial, maka liabilitas tersebut akan dianggap memenuhi kriteria penghapusan liabilitas keuangan orisinal, dan liabilitas keuangan baru akan diakui. Selisih antara jumlah tercatat liabilitas keuangan yang berakhir dan imbalan yang dibayarkan diakui dalam laba rugi.

(2) Financial Liabilities

A financial liability is derecognized when the obligation under the contract is discharged, cancelled or has expired. If the terms of an existing financial liability (loans and borrowings) are substantially modified this will be considered to meet the criteria for derecognition of the original liability, and a new financial liability is recognised. The difference between the carrying value derecognised and consideration paid is recognised in profit or loss.

**j. Pengukuran Nilai Wajar**

Pengukuran nilai wajar didasarkan pada asumsi bahwa transaksi untuk menjual aset atau mengalihkan liabilitas akan terjadi:

- di pasar utama untuk aset atau liabilitas tersebut atau;
- jika tidak terdapat pasar utama, di pasar yang paling menguntungkan untuk aset atau liabilitas tersebut.

Grup harus memiliki akses ke pasar utama atau pasar yang paling menguntungkan pada tanggal pengukuran.

Nilai wajar aset atau liabilitas diukur menggunakan asumsi yang akan digunakan pelaku pasar ketika menentukan harga aset atau liabilitas tersebut, dengan asumsi bahwa pelaku pasar bertindak dalam kepentingan ekonomi terbaiknya.

Pengukuran nilai wajar aset non-keuangan memperhitungkan kemampuan pelaku pasar untuk menghasilkan manfaat ekonomik dengan menggunakan aset dalam penggunaan tertinggi dan terbaiknya, atau dengan menjualnya kepada pelaku pasar lain yang akan menggunakan aset tersebut dalam penggunaan tertinggi dan terbaiknya.

Ketika Grup menggunakan teknik penilaian, maka Grup memaksimalkan penggunaan input yang dapat diobservasi yang relevan dan meminimalkan penggunaan input yang tidak dapat diobservasi.

**j. Fair Value Measurement**

The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- in the principal market for the asset or liability or;
- in the absence of a principal market, in the most advantageous market for the asset or liability.

The Group must have access to the principal or the most advantageous market at the measurement date.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

When the Group uses valuation techniques, it maximizes the use of relevant observable inputs and minimizing the use of unobservable inputs.

Seluruh aset dan liabilitas yang mana nilai wajar aset atau liabilitas tersebut diukur atau diungkapkan, dikategorikan dalam hirarki nilai wajar sebagai berikut:

- Level 1 - Harga kuotasian (tanpa penyesuaian) di pasar aktif untuk aset atau liabilitas yang identik;
- Level 2 - Teknik penilaian dimana level input terendah yang signifikan terhadap pengukuran nilai wajar dapat diobservasi, baik secara langsung maupun tidak langsung;
- Level 3 - Teknik penilaian dimana level input terendah yang signifikan terhadap pengukuran nilai wajar tidak dapat diobservasi.

Untuk aset dan liabilitas yang diukur pada nilai wajar secara berulang dalam laporan keuangan konsolidasian, maka Grup menentukan apakah telah terjadi transfer di antara level hirarki dengan menilai kembali pengkategorian level nilai wajar pada setiap akhir periode pelaporan.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorized within the fair value hierarchy as follows:

- Level 1 - Quoted (unadjusted) market prices in active markets for identical assets or liabilities;
- Level 2 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable;
- Level 3 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For assets and liabilities that are recognized in the consolidated financial statements on a recurring basis, the Group determines whether there are transfers between levels in the hierarchy by re-assessing categorization at the end of each reporting period.

**k. Persediaan**

1) Persediaan Real Estat

Persediaan terdiri dari tanah dan bangunan (rumah tinggal dan rumah toko), apartemen yang siap dijual, bangunan (rumah tinggal dan rumah toko) yang sedang dikonstruksi, dan tanah yang sedang dikembangkan, dinyatakan sebesar mana yang lebih rendah antara biaya perolehan dan nilai realisasi bersih.

Biaya perolehan tanah yang sedang dikembangkan meliputi biaya perolehan tanah yang belum dikembangkan ditambah dengan biaya pengembangan langsung dan tidak langsung yang dapat diatribusikan pada kegiatan pengembangan real estat serta biaya pinjaman. Jumlah biaya tanah yang sedang dikembangkan akan dipindahkan ke bangunan yang sedang dikonstruksi pada saat tanah tersebut selesai dikembangkan atau dipindahkan ke aset tanah bila tanah tersebut siap dijual dengan menggunakan metode luas areal.

**k. Inventories**

1) Real Estate Inventories

Inventories consist of land and buildings (houses and shophouses), apartments ready for sale, buildings (houses and shophouses) under construction, and land under development which are stated at the lower of cost and net realizable value.

The cost of land under development consists of the cost of land for development, direct and indirect real estate development costs and capitalized borrowing costs. The total cost of land under development is transferred to land and building units ready for sale when land development is completed, based on the area of saleable lots.

Biaya pengembangan tanah, termasuk tanah yang digunakan sebagai jalan dan prasarana atau area yang tidak dijual lainnya, dialokasikan secara proporsional berdasarkan luas tanah yang dapat dijual.

Biaya perolehan bangunan yang sedang dikonstruksi meliputi biaya perolehan tanah yang sedang dikembangkan ditambah dengan biaya konstruksi dan biaya pinjaman dan dipindahkan ke aset bangunan pada saat selesai dibangun dan ketika siap dijual dengan menggunakan metode identifikasi khusus.

Akumulasi biaya ke proyek pengembangan tidak dihentikan walaupun realisasi pendapatan pada masa mendatang lebih rendah dari nilai tercatat proyek. Namun, dilakukan cadangan secara periodik atas perbedaan tersebut. Jumlah cadangan tersebut akan mengurangi nilai tercatat proyek dan dibebankan ke laba rugi tahun berjalan.

Biaya pemeliharaan dan perbaikan yang terjadi atas proyek yang sudah selesai dan secara substansial siap untuk digunakan sesuai tujuannya dibebankan pada laba rugi pada saat terjadinya.

Estimasi dan alokasi biaya harus dikaji kembali pada setiap akhir periode pelaporan sampai proyek selesai secara substansial. Apabila telah terjadi perubahan mendasar pada estimasi kini, biaya direvisi dan direalokasi.

Beban yang tidak berhubungan dengan proyek real estat dibebankan ke laba rugi pada saat terjadinya.

2) Persediaan Lainnya

Persediaan lainnya dinyatakan sebesar mana yang lebih rendah antara biaya perolehan dan nilai realisasi bersih. Biaya perolehan ditentukan menggunakan metode pertama masuk, pertama keluar (*first-in, first-out*). Nilai realisasi bersih dari persediaan adalah biaya penggantian saat ini.

The cost of land development, including the cost of land used for roads and amenities and other non-saleable areas, is allocated proportionally based on saleable area of land.

The cost of building units under construction consists of construction costs and is transferred to building units ready for sale when the development of land and construction of the buildings is completed and when it is ready for sale. Cost is determined using the specific identification method.

The allocation of costs to the project development continues even if the realization of future revenues is less than the carrying value of the project. However, periodic provisions are made for these differences. The total provision reduces the carrying value of the project to its net realizable value and is charged to expense in the current year when recognized.

Expenses incurred for repairs and maintenance of the completed projects and those projects which are substantially ready for use are charged to current operations.

Cost estimates and allocation are reviewed at the end of every reporting period until the project is substantially completed. If there are any substantial changes from the estimates, the Group revises and reallocates costs.

Costs which are not related to real estate development are charged to expense when incurred.

2) Other Inventories

Other inventories are stated at the lower of cost and net realizable value. Cost is determined using the first-in, first-out method. Net realizable value of these inventories is the current replacement cost.

**I. Investasi pada Entitas Asosiasi dan Ventura Bersama**

Hasil usaha dan aset dan liabilitas entitas asosiasi atau ventura bersama dicatat dalam laporan keuangan konsolidasian menggunakan metode ekuitas.

Dalam metode ekuitas, pengakuan awal investasi pada entitas asosiasi atau ventura bersama diakui pada laporan posisi keuangan konsolidasian sebesar biaya perolehan dan selanjutnya disesuaikan untuk mengakui bagian Grup atas laba rugi dan penghasilan komprehensif lain dari entitas asosiasi atau ventura bersama. Jika bagian Grup atas rugi entitas asosiasi atau ventura bersama adalah sama dengan atau melebihi kepentingannya pada entitas asosiasi atau ventura bersama, maka Grup menghentikan pengakuannya atas rugi lebih lanjut. Kerugian lebih lanjut diakui hanya jika Grup memiliki kewajiban konstruktif atau hukum atau melakukan pembayaran atas nama entitas asosiasi atau ventura bersama.

Investasi pada entitas asosiasi atau ventura bersama dicatat menggunakan metode ekuitas sejak tanggal investasi tersebut memenuhi definisi entitas asosiasi atau ventura bersama. Pada saat perolehan investasi, setiap selisih lebih antara biaya perolehan investasi dengan bagian Grup atas nilai wajar neto aset dan liabilitas teridentifikasi dari investee diakui sebagai goodwill, yang termasuk dalam nilai tercatat investasi. Setiap selisih lebih bagian Grup atas nilai wajar neto aset dan liabilitas teridentifikasi terhadap biaya perolehan investasi langsung diakui dalam laba rugi pada periode perolehan investasi.

Pada setiap tanggal pelaporan, Grup menentukan apakah terdapat penurunan nilai yang harus diakui atas investasi Grup pada entitas asosiasi atau ventura bersama.

Ketika entitas dalam Grup melakukan transaksi dengan entitas asosiasi atau ventura bersama milik Grup, keuntungan atau kerugian yang dihasilkan dari transaksi tersebut diakui dalam laporan keuangan konsolidasian Grup hanya sebatas kepentingan para pihak dalam asosiasi atau ventura bersama yang tidak terkait dengan Grup.

**I. Investments in Associates and Joint Ventures**

The results and assets and liabilities of associates or joint ventures are incorporated in these consolidated financial statements using the equity method of accounting.

Under the equity method, an investment in an associate or a joint venture is initially recognized in the consolidated statement of financial position at cost and adjusted there after to recognize the Group's share of the profit or loss and other comprehensive income of the associate or joint venture. When the Group's share of losses of an associate or a joint venture exceeds the Group's interest in that associate or joint venture, the Group discontinues recognizing its share of further losses. Additional losses are recognized only to the extent that the Group has incurred legal or constructive obligations or made payments on behalf of the associate or joint venture.

An investment in an associate or a joint venture is accounted for using the equity method from the date on which the investee becomes an associate or a joint venture. On acquisition of the investment in an associate or a joint venture, any excess of the cost of the investment over the Group's share of the net fair value of the identifiable assets and liabilities of the investee is recognized as goodwill, which is included within the carrying amount of the investment. Any excess of the Group's share of the net fair value of the identifiable assets and liabilities over the cost of the investment is recognized immediately in profit or loss in the period in which the investment is acquired.

The Group determines at each reporting date whether it is necessary to recognize any impairment loss with respect to the Group's investment in an associate or a joint venture.

When a Group entity transacts with an associate or a joint venture of the Group, profits and losses resulting from the transactions with the associate or joint venture are recognized in the Group's consolidated financial statements only to the extent of interests in the associate or joint venture that are not related to the Group.

Keuntungan atau kerugian yang belum direalisasi dari transaksi dengan entitas asosiasi atau ventura bersama akan direalisasi ke laba rugi pada saat penjualan kepada pihak ketiga.

Unrealized gains or lossess resulting from transactions with an associate or a joint venture will be realized to profit or loss upon sales to third parties.

**m. Bagian Partisipasi dalam Operasi Bersama**

Ketika entitas dalam Grup memiliki aktivitas dalam operasi bersama, maka Grup sebagai operator bersama mengakui hal berikut terkait dengan kepentingan dalam operasi bersama:

- aset, mencakup bagiannya atas setiap aset yang dimiliki bersama;
- liabilitas, mencakup bagiannya atas liabilitas yang terjadi bersama;
- pendapatan dari penjualan bagiannya atas output yang dihasilkan dari operasi bersama;
- bagiannya atas pendapatan dari penjualan output oleh operasi bersama; dan
- beban, mencakup bagiannya atas setiap beban yang terjadi secara bersama-sama.

Ketika entitas dalam Grup melakukan transaksi dengan operasi bersama dimana Grup bertindak sebagai salah satu operator bersamanya, Grup melakukan transaksi dengan pihak lain dalam operasi bersama dan, dengan demikian, Grup mengakui keuntungan atau kerugian yang dihasilkan dari transaksi tersebut dalam laporan keuangan konsolidasian hanya sebatas kepentingan para pihak lain dalam operator bersama dan mengakui bagian keuntungan atau kerugiannya hanya jika Grup menjual kembali aset tersebut kepada pihak ketiga.

**m. Interest in Joint Operations**

When a Group entity undertakes its activities under joint operations, the Group as a joint operator recognizes in relation to its interest in a joint operation:

- its assets, including its share of any assets held jointly.
- its liabilities, including its share of any liabilities incurred jointly;
- its revenue from the sale of its share of the output arising from the joint operation;
- its share of the revenue from the sale of the output by the joint operations; and
- its expenses, including its share of any expenses incurred jointly.

When a Group entity transacts with a joint operation in which the Group is a joint operator the Group is conducting the transaction with the other parties to the joint operation and, thus, gains or losses resulting from the transactions are recognized in the Group's consolidated financial statements only to the extent of other parties' interests in the joint operation and recognizes its share of the gains and losses only when it resells those assets to a third party.

**n. Tanah yang Belum Dikembangkan**

Tanah yang belum dikembangkan dinyatakan sebesar mana yang lebih rendah biaya perolehan dan nilai realisasi bersih. Nilai realisasi bersih adalah estimasi harga jual dikurangi dengan estimasi biaya penyelesaian lainnya untuk siap dijual.

Biaya perolehan tanah yang belum dikembangkan meliputi biaya praperolehan dan perolehan tanah dipindahkan ke tanah yang sedang dikembangkan pada saat pematangan tanah telah dimulai atau dipindahkan ke bangunan yang sedang dikonstruksi pada saat tanah tersebut siap dibangun.

**n. Land for Development**

Land for development is stated at the lower of cost and net realizable value. Net realizable value is the estimated selling price less the estimated costs of completion and the estimated costs necessary to make the sale.

The cost of land for development consists of pre-acquisition and acquisition costs of the land, and other costs related to the acquisition of land which are transferred to land under development when the development of land has started.

**o. Biaya Dibayar Dimuka**

Biaya dibayar dimuka diamortisasi selama masa manfaat masing-masing biaya dengan menggunakan metode garis lurus.

**o. Prepaid Expenses**

Prepaid expenses are amortized over their beneficial periods using the straight-line method.

**p. Properti Investasi**

***Pemilikan Langsung***

Properti investasi, kecuali tanah, diukur sebesar biaya perolehan, termasuk biaya transaksi, setelah dikurangi dengan akumulasi penyusutan dan kerugian penurunan nilai, jika ada. Tanah tidak disusutkan dan dinyatakan berdasarkan biaya perolehan dikurangi akumulasi rugi penurunan nilai, jika ada. Jumlah tercatat termasuk biaya penggantian untuk bagian tertentu dari properti investasi yang telah ada pada saat beban terjadi, jika kriteria pengakuan terpenuhi, dan tidak termasuk biaya perawatan sehari-hari properti investasi.

Properti investasi disusutkan dengan menggunakan metode garis lurus sepanjang estimasi masa manfaatnya selama dua puluh (20) tahun.

Properti investasi dihentikan pengakuannya (dikeluarkan dari laporan posisi keuangan konsolidasian) pada saat pelepasan atau ketika properti investasi tersebut tidak digunakan lagi secara permanen dan tidak memiliki manfaat ekonomis di masa depan yang dapat diharapkan pada saat pelepasannya. Keuntungan atau kerugian yang timbul dari penghentian atau pelepasan properti investasi diakui dalam laba rugi dalam tahun terjadinya penghentian atau pelepasan tersebut.

Transfer ke properti investasi dilakukan jika, dan hanya jika, terdapat perubahan penggunaan, yang ditunjukkan dengan berakhirnya pemakaian oleh pemilik, dimulainya sewa operasi ke pihak lain atau berakhirnya konstruksi atau pengembangan. Transfer dari properti investasi dilakukan jika, dan hanya jika, terdapat perubahan penggunaan, yang ditunjukkan dengan dimulainya penggunaan oleh pemilik atau dimulainya pengembangan untuk dijual.

Nilai residu, jika ada, umur manfaat, serta metode penyusutan dan amortisasi ditelaah setiap akhir tahun dan dilakukan penyesuaian apabila hasil telaah berbeda dengan estimasi sebelumnya.

**p. Investment Properties**

***Direct Acquisition***

Investment properties, except land, are measured at cost, including transaction costs, less accumulated depreciation and any impairment loss. Land is not depreciated and is stated at cost less any impairment in value, if any. The carrying amount includes the cost of replacing part of an existing investment property at the time that cost is incurred if the recognition criteria are met; and excludes the costs of day-to-day servicing of an investment property.

Investment properties are depreciated over its estimated useful life of twenty (20) years using the straight-line method.

Investment properties are derecognized when either they have been disposed of or when the investment properties are permanently withdrawn from use and no future economic benefit is expected from its disposal. Any gains or losses on the retirement or disposal of an investment property are recognized in profit or loss in the year of retirement or disposal.

Transfers are made to investment properties when, and only when, there is a change in use, evidenced by ending of owner-occupation, commencement of an operating lease to another party or ending of construction or development. Transfers are made from investment properties when, and only when, there is a change in use, evidenced by commencement of owner-occupation or commencement of development with a view to sale.

The asset's residual values, useful lives and depreciation and amortization methods are reviewed and adjusted if appropriate, at each financial year end.

***Properti Investasi Dalam Pembangunan***

Properti investasi dalam pembangunan merupakan properti investasi dalam tahap konstruksi, yang dinyatakan pada biaya perolehan dan tidak disusutkan. Akumulasi biaya akan direklasifikasi ke akun properti investasi yang bersangkutan dan akan disusutkan pada saat konstruksi selesai secara substansial dan aset tersebut telah siap digunakan sesuai tujuannya.

***Construction in Progress***

Constructions in progress represent investment properties under construction which are stated at cost, and are not depreciated. The accumulated costs are reclassified to the respective investment properties account and are depreciated when the construction is substantially complete and the asset is ready for its intended use.

**q. Aset Tetap**

**q. Property and Equipment**

***Pemilikan Langsung***

***Direct Acquisition***

Aset tetap, kecuali tanah, dinyatakan berdasarkan biaya perolehan, tetapi tidak termasuk biaya perawatan sehari-hari, dikurangi akumulasi penyusutan dan akumulasi rugi penurunan nilai, jika ada. Tanah tidak disusutkan dan dinyatakan berdasarkan biaya perolehan dikurangi akumulasi rugi penurunan nilai, jika ada.

Property and equipment, except land, are carried at cost, excluding day-to-day servicing, less accumulated depreciation and any impairment in value. Land is not depreciated and is stated at cost less any impairment in value, if any.

Biaya perolehan awal aset tetap meliputi harga perolehan, termasuk bea impor dan pajak pembelian yang tidak boleh dikreditkan dan biaya-biaya yang dapat diatribusikan secara langsung untuk membawa aset ke lokasi dan kondisi yang diinginkan sesuai dengan tujuan penggunaan yang ditetapkan.

The initial cost of property and equipment consists of its purchase price, including import duties and taxes and any directly attributable costs in bringing the property and equipment to its working condition and location for its intended use.

Beban-beban yang timbul setelah aset tetap digunakan, seperti beban perbaikan dan pemeliharaan, dibebankan ke laba rugi pada saat terjadinya. Apabila beban-beban tersebut menimbulkan peningkatan manfaat ekonomis di masa datang dari penggunaan aset tetap tersebut yang dapat melebihi kinerja normalnya, maka beban-beban tersebut dikapitalisasi sebagai tambahan biaya perolehan aset tetap.

Expenditures incurred after the property and equipment have been put into operations, such as repairs and maintenance costs, are normally charged to operations in the year such costs are incurred. In situations where it can be clearly demonstrated that the expenditures have resulted in an increase in the future economic benefits expected to be obtained from the use of the property and equipment beyond its originally assessed standard of performance, the expenditures are capitalized as additional costs of property and equipment.

Penyusutan dihitung berdasarkan metode garis lurus (*straight-line method*) selama masa manfaat aset tetap atau jangka waktu sewa untuk perbaikan ruangan, mana yang lebih pendek, sebagai berikut:

Depreciation are computed on a straight-line basis over the property and equipment's useful lives or term of the lease for leasehold improvements, whichever is shorter, as follows:

| | Tahun/*Years* | Persentase/ *Percentage* | |
|---|---|---|---|
| Bangunan dan prasarana | 5 - 20 | 5% - 20% | Buildings and land improvements |
| Perbaikan ruangan | 5 - 10 | 10% - 20% | Leasehold improvements |
| Sarana gedung | 10 | 10% | Building improvements |
| Mesin dan peralatan | 4 - 10 | 10% - 25% | Machinery and equipment |
| Prasarana golf | 5 | 20% | Golf equipment |
| Perlengkapan pusat kebugaran jasmani | 4 - 8 | 13% - 25% | Fitness center equipment |
| Kendaraan | 5 - 8 | 13% - 20% | Vehicles |
| Peralatan kantor | 4 - 5 | 20% - 25% | Office equipment |
| Perabot kantor | 4 - 5 | 20% - 25% | Office furniture and fixtures |
| Peralatan kantin | 4 - 5 | 20% - 25% | Canteen equipment |

Nilai tercatat aset tetap ditelaah kembali dan dilakukan penurunan nilai apabila terdapat peristiwa atau perubahan kondisi tertentu yang mengindikasikan nilai tercatat tersebut tidak dapat dipulihkan sepenuhnya.

The carrying values of property and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying values may not be recoverable.

Dalam setiap inspeksi yang signifikan, biaya inspeksi diakui dalam jumlah tercatat aset tetap sebagai suatu penggantian apabila memenuhi kriteria pengakuan. Biaya inspeksi signifikan yang dikapitalisasi tersebut diamortisasi selama periode sampai dengan saat inspeksi signifikan berikutnya.

When each major inspection is performed, its cost is recognized in the carrying amount of the item of property and equipment as a replacement if the recognition criteria are satisfied. Such major inspection is capitalized and amortized over the next major inspection activity.

Jumlah tercatat aset tetap dihentikan pengakuannya pada saat dilepaskan atau tidak ada manfaat ekonomis masa depan yang diharapkan dari penggunaan atau pelepasannya. Keuntungan atau kerugian yang timbul dari penghentian pengakuan aset tetap diakui dalam laba rugi pada tahun terjadinya penghentian pengakuan.

An item of property and equipment is derecognized upon disposal or when no future economic benefits are expected from its use or disposal. Any gains or losses arising from de-recognition of property and equipment are included in profit or loss in the year the item is derecognized.

Nilai residu, umur manfaat, serta metode penyusutan ditelaah setiap akhir tahun dan dilakukan penyesuaian apabila hasil telaah berbeda dengan estimasi sebelumnya.

The asset's residual values, useful lives and depreciation methods are reviewed and adjusted if appropriate, at each financial year end.

***Aset Tetap Dalam Pembangunan***

***Construction in Progress***

Aset tetap dalam pembangunan merupakan aset tetap dalam tahap konstruksi, yang dinyatakan pada biaya perolehan dan tidak disusutkan. Akumulasi biaya akan direklasifikasi ke akun aset tetap yang bersangkutan dan akan disusutkan pada saat konstruksi selesai secara substansial dan aset tersebut telah siap digunakan sesuai tujuannya.

Constructions in progress represent property and equipment under construction which are stated at cost, and are not depreciated. The accumulated costs are reclassified to the respective property and equipment account and are depreciated when the construction is substantially complete and the asset is ready for its intended use.

**r. Goodwill**

*Goodwill* diuji penurunan nilainya setiap tahun dan dicatat sebesar biaya perolehan dikurangi dengan akumulasi penurunan nilai. Keuntungan atau kerugian yang diakui pada saat pelepasan entitas anak harus memperhitungkan nilai tercatat *goodwill* dari entitas anak yang dijual tersebut.

*Goodwill* dialokasikan ke UPK untuk tujuan uji penurunan nilai. Alokasi dilakukan ke UPK atau kelompok UPK yang diharapkan akan mendapat manfaat dari kombinasi bisnis yang menimbulkan *goodwill* tersebut.

**r. Goodwill**

Goodwill is tested annually for impairment and carried at cost less accumulated impairment losses. Impairment losses on goodwill are not reversed. Gains and losses on the disposal of an entity include the carrying amount of goodwill relating to the entity sold.

Goodwill is allocated to CGU for the purpose of impairment testing. The allocation is made to those CGU or groups of CGU that are expected to benefit from the business combination in which the goodwill arose.

**s. Transaksi Sewa**

*Sewa jangka-pendek*

Grup memutuskan untuk tidak mengakui aset hak-guna dan liabilitas sewa untuk sewa jangka-pendek yang memiliki masa sewa 12 bulan atau kurang. Grup mengakui pembayaran sewa atas sewa tersebut sebagai beban dengan dasar garis lurus selama masa sewa.

*Sebagai pesewa*

Ketika Grup bertindak sebagai pesewa, Grup mengklasifikasi masing-masing sewanya baik sewa operasi atau sewa pembiayaan.

Untuk mengklasifikasi masing-masing sewa, Grup membuat penilaian secara keseluruhan atas apakah sewa mengalihkan secara substansial seluruh risiko dan manfaat yang terkait dengan kepemilikan aset pendasar. Jika penilaian membuktikan hal tersebut, maka sewa diklasifikasikan sebagai sewa pembiayaan; jika tidak maka, merupakan sewa operasi. Sebagai bagian dari penilaian ini, Grup mempertimbangkan beberapa indikator seperti apakah masa sewa adalah sebagian besar dari umur ekonomik aset pendasar.

**s. Lease Transactions**

*Short-term leases*

The Group has elected not to recognize right-of-use assets and lease liabilities for short-term leases that have a lease term of 12 months or less. The Group recognizes the leases payments associated with these leases as an expense on a straight-line basis over the lease term.

*As lessor*

When the Group acts as a lessor, it shall classify each of its leases as either an operating lease or a finance lease.

To classify each lease, the Group makes an overall assessment of whether the lease transfers substantially all of the risks and rewards incidental to ownership of the underlying asset. If this is the case, then the lease is classified as a finance lease; if not, then it is an operating lease. As part of this assessment, the Group considers certain indicators such as whether the lease term is for the major part of the economic life of the asset.

**t. Distribusi Dividen**

Distribusi dividen kepada pemegang saham Grup diakui sebagai liabilitas dalam laporan keuangan konsolidasian dalam periode saat dividen tersebut disetujui oleh pemegang saham Grup.

**t. Dividend Distribution**

Dividend distribution to the Group's shareholders is recognized as a liability in the consolidated financial statements in the period in which the dividends are approved by the Group's shareholders.

**u. Penurunan Nilai Aset Non-Keuangan**

Pada setiap akhir periode pelaporan tahunan, Grup menelaah apakah terdapat indikasi suatu aset mengalami penurunan nilai. Jika terdapat indikasi tersebut atau pada saat uji tahunan penurunan nilai aset perlu dilakukan, maka Grup membuat estimasi jumlah terpulihkan aset tersebut.

Jika nilai tercatat aset lebih besar daripada nilai terpulihkannya, maka aset tersebut dinyatakan mengalami penurunan nilai dan rugi penurunan nilai diakui dalam laba rugi. Dalam menghitung nilai pakai, estimasi arus kas masa depan bersih didiskontokan ke nilai kini dengan menggunakan tingkat diskonto sebelum pajak yang mencerminkan penilaian pasar kini dari nilai waktu uang dan risiko spesifik atas aset.

Penelaahan dilakukan pada akhir setiap periode pelaporan tahunan untuk mengetahui apakah terdapat indikasi bahwa rugi penurunan nilai aset yang telah diakui dalam periode sebelumnya mungkin tidak ada lagi atau mungkin telah menurun. Jika indikasi dimaksud ditemukan, maka Grup mengestimasi jumlah terpulihkan aset tersebut. Kerugian penurunan nilai yang diakui dalam periode sebelumnya akan dipulihkan apabila nilai tercatat aset tidak melebihi jumlah terpulihkannya maupun nilai tercatat, neto setelah penyusutan, seandainya tidak ada rugi penurunan nilai yang telah diakui untuk aset tersebut pada tahun-tahun sebelumnya. Setelah pemulihan tersebut, penyusutan aset tersebut disesuaikan di periode mendatang untuk mengalokasikan nilai tercatat aset yang direvisi, dikurangi nilai sisanya, dengan dasar yang sistematis selama sisa umur manfaatnya.

**u. Impairment of Non-Financial Assets**

The Group assesses at each annual reporting period whether there is an indication that an asset may be impaired. If any such indication exists, or when annual impairment testing for an asset is required, the Group makes an estimate of the asset's recoverable amount.

Where the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and impairment losses are recognized in profit or loss. In assessing the value in use, the estimated net future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

An assessment is made at each annual reporting period as to whether there is any indication that previously recognized impairment losses recognized for an asset may no longer exist or may have decreased. If such indication exists, the recoverable amount is estimated. A previously recognized impairment loss for an asset is reversed in profit or loss to the extent that the carrying amount of the assets does not exceed its recoverable amount nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognized for the asset in prior years. After such a reversal, the depreciation charge on the said asset is adjusted in future periods to allocate the asset's revised carrying amount, less any residual value, on a systematic basis over its remaining useful life.

**v. Pengakuan Pendapatan dan Beban**

***Pengakuan Pendapatan***

*Pendapatan dari kontrak dengan pelangggan*

Grup menerapkan PSAK No. 115 yang mensyaratkan pengakuan pendapatan harus memenuhi 5 langkah analisa sebagai berikut:

1. Identifikasi kontrak dengan pelanggan.

2. Identifikasi kewajiban pelaksanaan dalam kontrak. Kewajiban pelaksanaan merupakan janji-janji dalam kontrak untuk menyerahkan barang atau jasa yang memiliki karakteristik berbeda ke pelanggan.

**v. Revenue and Expense Recognition**

***Revenue Recognition***

*Revenue from contracts with customers*

The Group has applied PSAK No. 115, which requires revenue recognition to fulfill 5 steps of assessment:

1. Identify contract(s) with a customer.

2. Identify the performance obligations in the contract. Performance obligations are promises in a contract to transfer to a customer goods or services that are distinct.

3. Penetapan harga transaksi. Harga transaksi merupakan jumlah imbalan yang berhak diperoleh suatu entitas sebagai kompensasi atas diserahkannya barang atau jasa yang dijanjikan ke pelanggan. Jika imbalan yang dijanjikan di kontrak mengandung suatu jumlah yang bersifat variabel, maka Grup membuat estimasi jumlah imbalan tersebut sebesar jumlah yang diharapkan berhak diterima atas diserahkannya barang atau jasa yang dijanjikan ke pelanggan dikurangi dengan estimasi jumlah jaminan kinerja jasa yang akan dibayarkan selama periode kontrak.

4. Alokasi harga transaksi ke setiap kewajiban pelaksanaan dengan menggunakan dasar harga jual berdiri sendiri relatif dari setiap barang atau jasa berbeda yang dijanjikan di kontrak. Ketika tidak dapat diamati secara langsung, harga jual berdiri sendiri relatif diperkirakan berdasarkan biaya yang diharapkan ditambah marjin.

5. Pengakuan pendapatan ketika kewajiban pelaksanaan telah dipenuhi dengan menyerahkan barang atau jasa yang dijanjikan ke pelanggan (ketika pelanggan telah memiliki pengendalian atas barang atau jasa tersebut).

Kewajiban pelaksanaan dapat dipenuhi dengan 2 cara, yakni:

a. Suatu titik waktu (umumnya janji untuk menyerahkan barang ke pelanggan); atau

b. Suatu periode waktu (umumnya janji untuk menyerahkan jasa ke pelanggan). Untuk kewajiban pelaksanaan yang dipenuhi dalam suatu periode waktu, Grup memilih ukuran penyelesaian yang sesuai untuk penentuan jumlah pendapatan yang harus diakui karena telah terpenuhinya kewajiban pelaksanaan.

Pembayaran harga transaksi berbeda untuk setiap kontrak. Aset kontrak diakui ketika jumlah penerimaan dari pelanggan kurang dari saldo kewajiban pelaksanaan yang telah dipenuhi. Kewajiban kontrak diakui ketika jumlah penerimaan dari pelanggan lebih dari saldo kewajiban pelaksanaan yang telah dipenuhi. Liabilitas kontrak disajikan dalam "Liabilitas kontrak" pada laporan posisi keuangan konsolidasian.

3. Determine the transaction price. Transaction price is the amount of consideration to which an entity expects to be entitled in exchange for transferring promised goods or services to a customer. If the consideration promised in a contract includes a variable amount, the Group estimates the amount of consideration to which it expects to be entitled in exchange for transferring the promised goods or services to a customer less the estimated amount of service level guarantee which will be paid during the contract period.

4. Allocate the transaction price to each performance obligation on the basis of the relative stand-alone selling prices of each distinct goods or services promised in the contract. When these are not directly observable, the relative stand- alone selling price are estimated based on expected cost plus margin.

5. Recognize revenue when performance obligation is satisfied by transferring a promised goods or services to a customer (which is when the customer obtains control of that goods or services).

A performance obligation may be satisfied at the following:

a. A point in time (typically for promises to transfer goods to a customer); or

b. Over time (typically for promises to transfer services to a customer). For a performance obligation satisfied over time, the Group selects an appropriate measure of progress to determine the amount of revenue that should be recognized as the performance obligation is satisfied.

Payment of the transaction price is different for each contract. A contract asset is recognized once the consideration paid by customer is less than the balance of performance obligation which has been satisfied. A contract liability is recognized once the consideration paid by customer is more than the balance of performance obligation which has been satisfied. Contract liabilities are presented as "Contract liabilities" in the consolidated statements of financial position.

Kewajiban Grup terhadap kontrak dengan pelanggan sehubungan dengan pendapatan dibawah ini ditentukan sebagai kewajiban pelaksanaan tunggal yang dipenuhi pada suatu titik waktu:

- Pendapatan dari penjualan persediaan real estat diakui pada saat unit real estat diserahkan kepada pelanggan.
- Pendapatan jasa pelayanan diakui pada saat jasa diberikan.
- Pendapatan kamar hotel diakui berdasarkan tingkat hunian, sementara pendapatan hotel lainnya diakui pada saat barang atau jasa telah diberikan kepada pelanggan.
- Pendapatan dari iuran keanggotaan klub diakui sesuai dengan periode keanggotaan.

Pendapatan sewa diakui dengan metode garis lurus (*straight-line method*) berdasarkan berlalunya waktu.

Pendapatan bunga dari instrumen keuangan diakui dalam laba rugi secara akrual menggunakan metode suku bunga efektif.

***Pengakuan Beban***

Biaya penambahan yang secara langsung berhubungan untuk mendapatkan kontrak ("biaya untuk memperoleh") dan diharapkan dapat dipulihkan, biaya tersebut dengan demikian memenuhi syarat kapitalisasi berdasarkan PSAK No. 115 dan dicatat sebagai bagian dari akun “Biaya dibayar dimuka”. Beban tersebut diakui pada laba rugi pada saat penyerahan barang atau jasa yang terkait dengan aset tersebut.

Beban pokok penjualan diakui pada saat terjadinya (metode akrual). Termasuk didalam beban pokok penjualan adalah taksiran beban untuk pengembangan prasarana di masa yang akan datang atas tanah yang telah terjual.

Beban bunga dari instrumen keuangan diakui dalam laba rugi secara akrual menggunakan metode suku bunga efektif.

Beban diakui pada saat terjadinya, kecuali biaya pinjaman yang memenuhi persyaratan kapitalisasi sebagai bagian dari biaya perolehan aset kualifikasian.

The obligation of the Group from the contracts with customers relating to below revenues are determined to be single performance obligations which are satisfied at a point in time:

- Revenues from sale of real estate inventories are recognized when the real estate units are delivered to the customer.
- Service revenues are recognized when services are rendered.
- Hotel room revenues are recognized based on actual room occupancy, while other hotel revenues are recognized when goods are delivered or when services are rendered to hotel guests.
- Club membership revenue is recognized based on the membership period.

Rental revenue is recognized on a straight line basis over the term of the lease contract.

Interest income for all financial instruments are recognized in profit or loss on accrual basis using the effective interest rate method.

***Expense Recognition***

The incremental costs that directly relate to obtaining a contract (“cost to obtain”) and are expected to be recovered are eligible for capitalization under PSAK No. 115 and included as part of “Prepaid expenses”. Such costs are recognized in profit or loss upon transfer of the goods or services to which such asset relates.

Cost of sales are recognized when incurred (accrual method). Cost of sales includes estimated costs for future development of amenities on land that is already sold.

Interest expense for all financial instruments are recognized in profit or loss in accrual basis using the effective interest method.

Expenses are recognized when they are incurred, except for certain borrowing costs that qualify for capitalization as part of cost of a qualifying asset.

**w. Biaya Pinjaman**

Biaya pinjaman yang dapat diatribusikan secara langsung dengan perolehan, konstruksi, atau pembuatan aset kualifikasian dikapitalisasi sebagai bagian dari biaya perolehan aset tersebut. Biaya pinjaman lainnya diakui sebagai beban pada saat terjadinya.

Jika Grup meminjam dana secara khusus untuk tujuan memperoleh aset kualifikasian, maka entitas menentukan jumlah biaya pinjaman yang layak dikapitalisasikan sebesar biaya pinjaman aktual yang terjadi selama tahun berjalan dikurangi penghasilan investasi atas investasi sementara dari pinjaman tersebut.

Jika pengembangan aktif atas aset kualifikasian dihentikan, Grup menghentikan kapitalisasi biaya pinjaman selama periode yang diperpanjang tersebut.

Kapitalisasi biaya pinjaman dihentikan saat selesainya secara subtansi seluruh aktivitas yang diperlukan untuk mempersiapkan aset kualifikasian agar dapat digunakan atau dijual sesuai dengan maksudnya.

**w. Borrowing Costs**

Borrowing costs which are directly attributable to the acquisition, construction, or production of qualifying assets are capitalized as part of the acquisition cost of the qualifying assets. Other borrowing costs are recognized as expenses in the period in which they are incurred.

To the extent that the Group borrows funds specifically for the purpose of obtaining a qualifying asset, the entity determines the amount of borrowing costs eligible for capitalization as the actual borrowing costs incurred on that borrowing during the year less any investment income on the temporary investment of those borrowings.

The Group suspends capitalization of borrowing costs during extended periods in which it suspends active development of a qualifying asset.

The Groups ceases capitalizing borrowing costs when substantially all the activities necessary to prepare the qualifying asset for its intended use or sale are complete.

**x. Imbalan Kerja**

***Liabilitas Imbalan Kerja Jangka Pendek***

Imbalan kerja jangka pendek diakui sebesar jumlah yang tak-terdiskonto sebagai liabilitas pada laporan posisi keuangan konsolidasian setelah dikurangi dengan jumlah yang telah dibayar dan sebagai beban dalam laba rugi.

***Liabilitas Imbalan Kerja Jangka Panjang***

Liabilitas imbalan kerja jangka panjang merupakan imbalan pasca-kerja manfaat pasti yang dibentuk tanpa pendanaan khusus dan didasarkan pada masa kerja dan jumlah penghasilan karyawan saat pensiun yang dihitung menggunakan metode *Projected Unit Credit*. Pengukuran kembali liabilitas imbalan pasti langsung diakui dalam laporan posisi keuangan konsolidasian dan penghasilan komprehensif lain pada periode terjadinya dan tidak akan direklasifikasi ke laba rugi, namun menjadi bagian dari saldo laba. Biaya liabilitas imbalan pasti lainnya terkait dengan program imbalan pasti diakui dalam laba rugi.

**x. Employee Benefits**

***Short-term Employee Benefits Liability***

Short-term employee benefits are recognized at its undiscounted amount as a liability after deducting any amount already paid in the consolidated statement of financial position and as an expense in profit or loss.

***Long-term Employee Benefits Liability***

Long-term employee benefits liability represents post-employment benefits, unfunded defined-benefit plans which amounts are determined based on years of service and salaries of the employees at the time of pension and calculated using the Projected Unit Credit. Remeasurement is reflected immediately in the consolidated statement of financial position with a charge or credit recognized in other comprehensive income in the period in which they occur and not to be reclassified to profit or loss but reflected immediately in retained earnings. All other costs related to the defined-benefit plan are recognized in profit or loss.

Pada tanggal 2 Februari 2021, Pemerintah mengundangkan dan memberlakukan Peraturan Pemerintah Nomor 35 Tahun 2021 (PP 35/2021) untuk melaksanakan ketentuan Pasal 81 dan Pasal 185 (b) UU No. 11/2020 mengenai Cipta Kerja yang bertujuan untuk menciptakan lapangan kerja yang seluas-luasnya.

Presiden Republik Indonesia telah menetapkan Peraturan Pemerintah Pengganti Undang-Undang No. 2 Tahun 2022 tentang Cipta Kerja (Perppu Cipta Kerja 2/2022) pada tanggal 30 Desember 2022 yang merupakan pelaksanaan dari Putusan MK Nomor 91/PUU-XVIII/2020. Dengan berlakunya Perppu ini, UU No.11/2020 tentang Cipta Kerja dicabut dan dinyatakan tidak berlaku. Perppu Cipta Kerja 2/2022 telah ditetapkan menjadi Undang-Undang pada tanggal 31 Maret 2023 berdasarkan Undang-Undang No. 6 Tahun 2023.

Grup juga mengikutsertakan karyawannya dalam program Dana Pensiun Lembaga Keuangan (DPLK) Manulife. Manfaat iuran pasti ditentukan berdasarkan akumulasi iuran dan hasil pengembangan investasi.

**y. Pajak Penghasilan**

***Pajak Kini***

Pajak kini ditentukan berdasarkan laba kena pajak dalam tahun yang bersangkutan yang dihitung berdasarkan tarif pajak yang berlaku.

***Pajak Tangguhan***

Pajak tangguhan diakui sebagai liabilitas jika terdapat perbedaan temporer kena pajak yang timbul dari perbedaan antara dasar pengenaan pajak aset dan liabilitas dengan jumlah tercatatnya pada tanggal pelaporan.

Aset pajak tangguhan diakui untuk seluruh perbedaan temporer yang dapat dikurangkan dan rugi fiskal yang dapat dikompensasikan. Aset pajak tangguhan diakui dan direviu pada setiap tanggal pelaporan atau diturunkan jumlah tercatatnya, sepanjang kemungkinan besar laba kena pajak tersedia untuk pemanfaatan perbedaan temporer yang dapat dikurangkan dan rugi fiskal yang dapat dikompensasikan.

On February 2, 2021, the Government promulgated Government Regulation Number 35 Year 2021 (PP 35/2021) to implement the provisions of Article 81 and Article 185 (b) of Law no. 11/2020 concerning Job Creation (Cipta Kerja), which aims to create the widest possible employment opportunities.

The President of the Republic of Indonesia has issued Government Regulation in Lieu of Law No. 2 of 2022 concerning Job Creation (Perppu Cipta Kerja 2/2022) on December 30, 2022 which is the implementation of the Constitutional Court Decision Number 91/PUU-XVIII/2020. With the enactment of this Perppu, Law No.11/2020 concerning Job Creation is repealed and declared invalid. Perppu Cipta Kerja 2/2022 has been enacted into law on March 31, 2023, based on Law No. 6 of 2023.

The Group engaged its employees in a pension plan program DPLK Manulife. Defined-contribution plans benefits are determined based on accumulated contributions and returns on investments.

**y. Income Tax**

***Current Tax***

Current tax expense is determined based on the taxable income for the year computed using prevailing tax rates.

***Deferred Tax***

Deferred tax is provided using the liability method on temporary differences between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes at the reporting date.

Deferred tax assets are recognized for all deductible temporary differences and the carry forward benefit of any unused tax losses. Deferred tax assets are recognized and reviewed at each reporting date and reduced to the extent that it is probable that taxable profit will be available against which the deductible temporary differences and the carry forward benefit of unused tax losses can be utilized.

Aset dan liabilitas pajak tangguhan diukur dengan menggunakan tarif pajak yang diharapkan berlaku ketika aset dipulihkan atau liabilitas diselesaikan, berdasarkan tarif pajak (atau peraturan pajak) yang telah berlaku atau secara substantif telah berlaku pada tanggal pelaporan.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realized or the liability is settled, based on tax rates (or tax laws) that have been enacted or substantively enacted at the reporting date.

Aset pajak tangguhan dan liabilitas pajak tangguhan saling hapus jika dan hanya jika, terdapat hak yang dipaksakan secara hukum untuk melakukan saling hapus aset pajak kini terhadap liabilitas pajak kini dan pajak tangguhan tersebut terkait dengan entitas kena pajak yang sama dan dikenakan oleh otoritas perpajakan yang sama.

Deferred tax assets and deferred tax liabilities are offset if and only if, a legally enforceable right exists to set off current tax assets against current tax liabilities and the deferred taxes relate to the same taxable entity and the same taxation authority.

**z. Laba Per Saham**

Laba per saham dasar dihitung dengan membagi laba bersih yang dapat diatribusikan kepada pemilik entitas induk dengan jumlah rata-rata tertimbang saham yang beredar pada tahun yang bersangkutan.

**z. Earnings Per Share**

Basic earnings per share are computed by dividing the profit attributable to owners of the parent company by the weighted average number of shares outstanding during the year.

**aa. Segmen Operasi**

Segmen operasi disusun sesuai dengan kebijakan akuntansi yang dianut dalam penyusunan dan penyajian laporan keuangan konsolidasian.

Segmen operasi diidentifikasi berdasarkan laporan internal komponen-komponen Grup yang secara berkala dilaporkan kepada pengambil keputusan operasional dalam rangka alokasi sumber daya ke dalam segmen dan penilaian kinerja Grup.

**aa. Operating Segment**

Operating segment is prepared using the accounting policies adopted for preparing and presenting the consolidated financial statements.

Operating segments are identified on the basis of internal reports about components of the Group that are regularly reviewed by the chief operating decision maker in order to allocate resources to the segments and to assess their performances.

**bb. Provisi**

Provisi diakui jika Grup mempunyai kewajiban kini (hukum maupun konstruktif) sebagai akibat peristiwa masa lalu, yang memungkinkan Grup harus menyelesaikan kewajiban tersebut dan estimasi yang andal mengenai jumlah kewajiban tersebut dapat dibuat.

Jumlah yang diakui sebagai provisi adalah hasil estimasi terbaik pengeluaran yang diperlukan untuk menyelesaikan kewajiban kini pada tanggal pelaporan, dengan mempertimbangkan risiko dan ketidakpastian terkait kewajiban tersebut.

**bb. Provisions**

Provisions are recognized when the Group has present obligation (legal or constructive) as a result of a past event, it is probable that the Group will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognized as a provision is the best estimate of the consideration required to settle the obligation at the reporting date, taking into account the risks and uncertainties surrounding the obligation.

**cc. Peristiwa setelah Periode Pelaporan**

Peristiwa-peristiwa yang terjadi setelah periode pelaporan yang menyediakan tambahan informasi mengenai posisi keuangan konsolidasian Grup pada tanggal laporan posisi keuangan konsolidasian (peristiwa penyesuai), jika ada, telah tercermin dalam laporan keuangan konsolidasian. Peristiwa-peristiwa yang terjadi setelah periode pelaporan yang tidak memerlukan penyesuaian (peristiwa non-penyesuai), apabila jumlahnya material, telah diungkapkan dalam laporan keuangan konsolidasian.

**cc. Events after the Reporting Period**

Post year-end events that provide additional information about the consolidated statement of financial position at the reporting date (adjusting events), if any, are reflected in the consolidated financial statements. Post year-end events that are not adjusting events are disclosed in the notes to consolidated financial statements when material.

## 3. Penggunaan Estimasi, Pertimbangan dan Asumsi Manajemen

Dalam penerapan kebijakan akuntansi Grup, pada laporan keuangan konsolidasian manajemen harus membuat estimasi, pertimbangan dan asumsi atas nilai tercatat aset dan liabilitas yang tidak tersedia oleh sumber-sumber lain. Estimasi dan asumsi tersebut, berdasarkan pengalaman historis dan faktor lain yang dipertimbangkan relevan.

Manajemen berkeyakinan bahwa pengungkapan berikut telah mencakup ikhtisar estimasi, pertimbangan dan asumsi signifikan yang dibuat oleh manajemen, yang berpengaruh terhadap jumlah-jumlah yang dilaporkan serta pengungkapan dalam laporan keuangan konsolidasian.

***Pertimbangan***

Pertimbangan-pertimbangan berikut dibuat oleh manajemen dalam proses penerapan kebijakan akuntansi Grup yang memiliki dampak yang paling signifikan terhadap jumlah-jumlah yang diakui dalam laporan keuangan konsolidasian:

a. Pengendalian Bersama pada Pengendalian Bersama Entitas

Pengendalian bersama atas suatu aktivitas ekonomi terjadi jika keputusan keuangan dan operasional strategis terkait dengan aktivitas tersebut mensyaratkan konsensus dari seluruh pihak yang berbagi pengendalian. Manajemen Grup menentukan bahwa terdapat pengendalian bersama atas Badan Kerjasama Graha Pratama (BKGP), Badan Kerjasama Mutiara Buana (BKMB), dan PT Graha Abdael Sukses karena keputusan terkait akvititas ekonomi entitas-entitas tersebut dibuat oleh pihak-pihak yang berbagi pengendalian.

## 3. Management Use of Estimates, Judgments and Assumptions

In the application of the Group's accounting policies to the consolidated financial statements, management is required to make estimates, judgments and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and assumptions are based on historical experience and other factors that are considered to be relevant.

Management believes that the following represent a summary of the significant estimates, judgments, and assumptions made that affected certain reported amounts and disclosures in the consolidated financial statements.

***Judgments***

The following judgments are made by management in the process of applying the Group's accounting policies that have the most significant effects on the amounts recognized in the consolidated financial statements:

a. Joint Control in Joint Arrangements

Joint control over an economic activity exists only when the strategic financial and operating decisions relating to the activity require uninanimous consent of the parties sharing control. The Group's management determined that it has joint control over Badan Kerjasama Graha Pratama (BKGP), Badan Kerjasama Mutiara Buana (BKMB), and PT Graha Abdael Sukses since the decisions on economic activities of these entities are made jointly by the venturers.

b. Konsolidasi Entitas dengan Hak Suara Perusahaan di Bawah 50%

Manajemen menentukan bahwa Perusahaan mengendalikan PT Raharja Mitra Familia (RMF) dan PT Melati Anugerah Semesta (MAS) walaupun kepemilikannya di RMF dan MAS di bawah 50% karena Perusahaan memiliki wewenang untuk mengatur kebijakan operasi dan keuangan RMF dan MAS.

b. Consolidation of Entities in which the Company Holds Below 50%

Management considers that the Company controls PT Raharja Mitra Familia (RMF) and PT Melati Anugerah Semesta (MAS) although its ownership in RMF and MAS is below 50% since it has the power to govern the operating and financial policies of RMF and MAS.

c. Klasifikasi Aset Keuangan dan Liabilitas Keuangan

Grup menentukan klasifikasi aset dan liabilitas tertentu sebagai aset keuangan dan liabilitas keuangan dengan menilai apakah aset dan liabilitas tersebut memenuhi kriteria yang ditetapkan dalam PSAK No. 109, Instrumen Keuangan. Aset keuangan dan liabilitas keuangan dicatat sesuai dengan kebijakan akuntansi Grup sebagaimana diungkapkan dalam Catatan 2.

c. Classification of Financial Assets and Financial Liabilities

The Group determines the classifications of certain assets and liabilities as financial assets and liabilities by judging if they meet the definition set forth in PSAK No. 109, Financial Instruments. Accordingly, the financial assets and liabilities are accounted for in accordance with the Group's accounting policies disclosed in Note 2.

d. Aset Keuangan yang Tidak Memiliki Kuotasi Harga di Pasar Aktif

Grup mengukur seluruh aset keuangan berupa investasi dalam instrumen ekuitas pada nilai wajarnya. Akan tetapi, pada keadaan terbatas, biaya perolehan dapat merupakan estimasi nilai wajar yang tepat. Hal tersebut dapat terjadi jika informasi yang terkini tidak tersedia untuk mengukur nilai wajar, atau terdapat rentang kemungkinan yang cukup besar atas nilai wajar, dimana biaya perolehan yang merupakan estimasi terbaik nilai wajar berada dalam rentang tersebut.

Pada tanggal 31 Desember 2025 dan 2024, manajemen Grup memutuskan untuk mengukur investasi dalam instrumen ekuitas pada nilai wajar melalui penghasilan komprehensif lain yang diungkapkan dalam Catatan 5 pada biaya perolehan, karena informasi yang terkini tidak tersedia untuk mengukur nilai wajarnya.

d. Financial Assets Not Quoted in Active Market

The Group measures all investments in equity securities at fair value. However, in limited circumstances cost may be an appropriate estimate of fair value. That may be the case if insufficient more recent information is available to measure fair value, or if there is a wide range of possible fair value measurements and cost represents the best estimate of fair value within that range.

As of December 31, 2025 and 2024, the Group management decided to measure the investments in equity securities at fair value through other comprehensive income as disclosed in Note 5 at cost, because current information is not available to measure the fair values.

e. Cadangan Kerugian Penurunan Nilai

Pada setiap tanggal laporan posisi keuangan konsolidasian, Grup menilai apakah risiko kredit atas instrumen keuangan selain piutang usaha telah meningkat secara signifikan sejak pengakuan awal. Ketika melakukan penilaian tersebut, Grup mempertimbangkan perubahan risiko gagal bayar yang terjadi selama umur instrumen keuangan. Dalam melakukan penilaian tersebut, Grup membandingkan risiko gagal bayar yang terjadi pada tanggal pelaporan dengan risiko gagal bayar pada saat pengakuan awal, serta mempertimbangkan informasi, termasuk informasi masa lalu, kondisi saat ini, dan informasi bersifat perkiraan masa depan (*forward-looking*), yang wajar dan terdukung yang tersedia tanpa biaya atau upaya berlebihan.

Grup mengukur cadangan kerugian sepanjang umurnya, jika risiko kredit atas instrumen keuangan tersebut telah meningkat secara signifikan sejak pengakuan awal, jika tidak, maka Grup mengukur cadangan kerugian untuk instrumen keuangan tersebut sejumlah kerugian kredit ekspektasian 12 bulan. Suatu evaluasi yang bertujuan untuk mengidentifikasi jumlah cadangan kerugian ekspektasian yang harus dibentuk, dilakukan secara berkala pada setiap periode pelaporan. Oleh karena itu, saat dan besaran jumlah cadangan kerugian ekspektasian yang tercatat pada setiap periode dapat berbeda tergantung pada pertimbangan atas informasi yang tersedia atau berlaku pada saat itu.

Nilai tercatat aset keuangan Grup yang diukur pada biaya perolehan diamortisasi pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

e. Allowance for Impairment

At each consolidation statement of financial position reporting date, the Group assesses whether the credit risk of a financial instrument other than trade receivables has increased significantly since initial recognition. When making the assessment, the Group uses the change in the risk of a default over the expected life of the financial instrument. To make that assessment, the Group compares the risk of a default occurring on the financial instrument as at the reporting date with the risk of a default occurring on the financial instrument as at the date of initial recognition and consider reasonable and supportable information, including that which is forward-looking, that is available without undue cost or effort.

The Group measures the loss allowance for a financial instrument at an amount equal to the lifetime expected credit losses if the credit risk on that financial instrument has increased significantly since initial recognition, otherwise, the Group measures the loss allowance for that financial instrument at an amount equal to 12-month expected credit losses. Evaluation of financial assets to determine the allowance for expected loss to be provided is performed periodically in each reporting period. Therefore, the timing and amount of allowance for expected credit loss recorded at each period might differ based on the judgments and estimates that are available or valid at each period.

The carrying values of the Group's financial assets at amortized cost as of December 31, 2025 and 2024 follows:

| | 2025 | 2024 | |
|---|---|---|---|
| Kas dan setara kas | 944.374.405.854 | 752.320.105.532 | Cash and cash equivalents |
| Piutang usaha | 156.370.463.966 | 171.677.410.061 | Trade accounts receivable |
| Piutang lain-lain | 16.989.931.501 | 9.260.434.808 | Other accounts receivable |
| Kas dan deposito yang dibatasi penggunaannya | 324.993.664.168 | 350.235.472.680 | Restricted cash and time deposits |
| Piutang pihak berelasi non - usaha | 601.000.000 | - | Due from related parties |
| Jaminan | 1.437.872.762 | 1.446.523.511 | Deposits |
| Jumlah | 1.444.767.338.251 | 1.284.939.946.592 | Total |

f. Sewa

***Grup Sebagai Pesewa***

Grup telah menandatangani sejumlah perjanjian sewa ruangan. Grup menentukan bahwa sewa tersebut adalah sewa operasi karena Grup menanggung secara signifikan seluruh risiko dan manfaat dari kepemilikan aset-aset tersebut.

g. Komponen Pendanaan Signifikan

Grup telah menetapkan bahwa kontrak dengan pelanggan atas penjualan persediaan real estat memiliki komponen pendanaan yang signifikan mengingat jangka waktu antara pembayaran uang muka penjualan oleh pelanggan dan waktu pengalihan kendali atas persediaan real estat, yang mana lebih dari satu tahun. Dalam menentukan tingkat bunga yang akan diterapkan pada jumlah imbalan, Grup menyimpulkan bahwa tingkat suku bunga adalah tingkat bunga rata-rata pinjaman jangka panjang Grup yang disesuaikan dengan selisih tingkat hasil (*credit spread*) untuk mencerminkan risiko kredit pelanggan yang sebanding dengan tingkat bunga yang tercermin dalam transaksi terpisah yang mengandung komponen pendanaan antara Grup dan pelanggan pada awal kontrak.

h. Saat Pengakuan Pendapatan

Grup mengakui pendapatan dari kontrak dengan pelanggan pada suatu periode waktu atau pada suatu titik waktu tergantung pada evaluasi manajemen ketika pelanggan memperoleh kendali atas barang atau jasa yang dijanjikan dan berdasarkan tingkat kemajuan dalam penyelesaian kewajiban pelaksanaan. Grup menetapkan bahwa pendapatan dari penjualan persediaan real estate diakui pada suatu titik waktu karena kendali atas barang yang dijanjikan dialihkan kepada pelanggan pada suatu titik waktu tertentu.

f. Leases

***Group as Lessor***

The Group has entered into various commercial lease agreements. The Group has determined that these are operating leases since the Group bears substantially all the significant risks and rewards of ownership of the related assets.

g. Significant Financing Component

The Group has determined that the contracts with customers for sale of real estate inventories have significant financing component considering the period between the customer's payment of sales advance and the time of the transfer of control over the real estate inventories, which is more than one year. In determining the interest to be applied to the amount of consideration, the Group concluded that the interest rate is the average interest rate on the Group's long-term borrowings adjusted with credit spread to reflect the customer credit risk that is commensurate with the rate that would be reflected in a separate financing transaction between Group and the customer at contract inception.

h. Timing of Revenue

The Group recognizes revenue from contracts with customers over time or at a point in time depending on management evaluation of when the customer obtains control of the promised goods or services and based on the extent of progress towards completion of the performance obligation. The Group has determined that revenues from sale of real estate inventories are to be recognized at a point in time because control of the promised goods is transferred to the customers at a point in time.

i. Pajak Penghasilan

Pertimbangan yang signifikan dibutuhkan untuk menentukan jumlah pajak penghasilan. Terdapat sejumlah transaksi dan perhitungan yang menimbulkan ketidakpastian penentuan jumlah pajak penghasilan karena interpretasi atas peraturan pajak yang berbeda. Jika hasil pemeriksaan pajak berbeda dengan jumlah yang sebelumnya telah dibukukan, maka selisih tersebut akan berdampak terhadap aset dan liabilitas pajak kini dan tangguhan dalam periode dimana hasil pemeriksaan tersebut terjadi.

i. Income taxes

Significant judgment is required in determining the provision for income taxes. There are many transactions and calculations for which the ultimate tax determination is uncertain due to different interpretation of tax regulations. Where the final tax outcome of these matters is different from the amounts that were initially recorded, such differences will have an impact on the current and deferred tax assets and liabilities in the period in which such determination is made.

***Estimasi dan Asumsi***

Asumsi utama mengenai masa depan dan sumber utama lain dalam mengestimasi ketidakpastian pada tanggal pelaporan yang mempunyai risiko signifikan yang dapat menyebabkan penyesuaian material terhadap nilai tercatat aset dan liabilitas dalam periode berikutnya diungkapkan di bawah ini. Grup mendasarkan asumsi dan estimasi pada parameter yang tersedia saat laporan keuangan konsolidasian disusun. Kondisi yang ada dan asumsi mengenai perkembangan masa depan dapat berubah karena perubahan situasi pasar yang berada di luar kendali Grup. Perubahan tersebut tercermin dalam asumsi ketika keadaan tersebut terjadi.

***Estimates and Assumptions***

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial period are disclosed below. The Group based its assumptions and estimates on parameters available when the consolidated financial statements were prepared. Existing circumstances and assumptions about future developments may change due to market changes on circumstances arising beyond the control of the Group. Such changes are reflected in the assumptions when they occur.

a. Nilai Wajar Aset Keuangan dan Liabilitas Keuangan

Standar Akuntansi Keuangan di Indonesia mensyaratkan pengukuran aset keuangan dan liabilitas keuangan tertentu pada nilai wajarnya, dan penyajian ini mengharuskan penggunaan estimasi. Komponen pengukuran nilai wajar yang signifikan ditentukan berdasarkan bukti-bukti obyektif yang dapat diverifikasi (seperti nilai tukar, suku bunga), sedangkan saat dan besaran perubahan nilai wajar dapat menjadi berbeda karena penggunaan metode penilaian yang berbeda.

Nilai wajar aset keuangan dan liabilitas keuangan diungkapkan pada Catatan 30.

a. Fair Value of Financial Assets and Liabilities

Indonesian Financial Accounting Standards require measurement of certain financial assets and liabilities at fair values, and the disclosure requires the use of estimates. Significant component of fair value measurement is determined based on verifiable objective evidence (i.e. foreign exchange, interest rate), while timing and amount of changes in fair value might differ due to different valuation method used.

The fair value of financial assets and liabilities are set out in Note 30.

b. Estimasi Masa Manfaat Properti Investasi dan Aset Tetap

Masa manfaat dari masing-masing properti investasi dan aset tetap Grup diestimasi berdasarkan jangka waktu aset tersebut diharapkan tersedia untuk digunakan. Estimasi tersebut didasarkan pada penilaian kolektif berdasarkan bidang usaha yang sama, evaluasi teknis internal dan pengalaman dengan aset sejenis. Estimasi masa manfaat setiap aset ditelaah secara berkala dan diperbarui jika estimasi berbeda dari perkiraan sebelumnya yang disebabkan karena pemakaian, usang secara teknis atau komersial serta keterbatasan hak atau pembatasan lainnya terhadap penggunaan aset. Dengan demikian, hasil operasi di masa mendatang mungkin dapat terpengaruh secara signifikan oleh perubahan dalam jumlah dan waktu terjadinya biaya karena perubahan yang disebabkan oleh faktor-faktor yang disebutkan di atas. Penurunan estimasi masa manfaat ekonomis setiap properti investasi dan aset tetap akan menyebabkan kenaikan beban penyusutan dan penurunan nilai tercatat aset tersebut.

Nilai tercatat properti investasi dan aset tetap konsolidasian pada tanggal 31 Desember 2025 dan 2024 masing-masing diungkapkan pada Catatan 15 dan 16.

c. Penurunan Nilai *Goodwill*

Uji penurunan nilai wajib dilakukan sedikitnya setahun sekali tanpa memperhatikan apakah telah terjadi indikasi penurunan nilai. Penentuan nilai pakai aset tak berwujud membutuhkan estimasi arus kas yang diharapkan akan dihasilkan dari pemakaian berkelanjutan dan pelepasan akhir atas aset tersebut (UPK) serta tingkat diskonto yang tepat untuk menghitung nilai kini.

Manajemen berkeyakinan bahwa asumsi-asumsi yang digunakan dalam estimasi nilai pakai dalam laporan keuangan konsolidasian adalah tepat dan wajar, namun demikian, perubahan signifikan dalam asumsi-asumsi tersebut dapat berdampak signifikan pada jumlah nilai terpulihkan dan jumlah kerugian penurunan nilai yang terjadi mungkin berdampak material pada hasil operasi Grup.

b. Estimated Useful Lives of Investment Properties and Property and Equipment

The useful life of each of the item of the Group's investment properties and property and equipment are estimated based on the period over which the asset is expected to be available for use. Such estimation is based on a collective assessment of similar business, internal technical evaluation and experience with similar assets. The estimated useful life of each asset is reviewed periodically and updated if expectations differ from previous estimates due to physical wear and tear, technical or commercial obsolescence, and legal or other limits on the use of the asset. It is possible, however, that future results of operations could be materially affected by changes in the amounts and timing of recorded expenses brought about by changes in the factors mentioned above. A reduction in the estimated useful life of any item of investment properties and property and equipment would increase the recorded depreciation and decrease the carrying values of these assets.

The carrying values of investment properties and property and equipment as of December 31, 2025 and 2024 are set out in Notes 15 and 16, respectively.

c. Impairment of Goodwill

Impairment testing is required to be performed at least annually irrespective of whether or not there are indications of impairment. Determining the value in use of assets requires the estimation of cash flows expected to be generated from the continued use and ultimate disposition of such assets (CGU) and a suitable discount rate in order to calculate the present value.

While it is believed that the assumptions used in the estimation of the value in use of assets reflected in the consolidated financial statements are appropriate and reasonable, significant changes in this assumptions may materially affect the assessment of recoverable values and any resulting impairment loss could have a material adverse impact on the results of Group's operations.

Berdasarkan penelaahan manajemen, tidak terdapat penurunan nilai *goodwill* yang diakui di tahun 2025 dan 2024. Unit Penghasil Kas (UPK), dimana telah diuji penurunan nilai, disajikan dalam Catatan 17 atas laporan keuangan konsolidasian.

Based on the assessment of management, there was no impairment in value of goodwill in 2025 and 2024. The cash generating unit (CGU) on which impairment analysis is applied is disclosed in Note 17 to the consolidated financial statements.

d. Penurunan Nilai Aset Non-Keuangan

Penelahaan atas penurunan nilai dilakukan apabila terdapat indikasi penurunan nilai aset tertentu. Penentuan nilai wajar aset membutuhkan estimasi arus kas yang diharapkan akan dihasilkan dari pemakaian berkelanjutan dan pelepasan akhir atas aset tersebut. Perubahan signifikan dalam asumsi-asumsi yang digunakan untuk menentukan nilai wajar dapat berdampak signifikan pada nilai terpulihkan dan jumlah kerugian penurunan nilai yang terjadi mungkin berdampak material pada hasil operasi Grup.

Nilai tercatat aset non-keuangan tersebut pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

d. Impairment of Non-financial Assets

Impairment review is performed when certain impairment indicators are present. Determining the fair value of assets requires the estimation of cash flows expected to be generated from the continued use and ultimate disposition of such assets. Any significant changes in the assumptions used in determining the fair value may materially affect the assessment of recoverable values and any resulting impairment loss could have a material impact on results of operations.

The carrying values of these assets as of December 31, 2025 and 2024 follows:

| | 2025 | 2024 | |
|---|---|---|---|
| Investasi entitas asosiasi dan ventura bersama | 360.788.263.392 | 352.553.814.896 | Investments in associates and joint ventures |
| Properti investasi | 1.555.077.767.753 | 1.638.491.113.505 | Investment properties |
| Aset tetap | 639.401.520.491 | 384.463.445.185 | Property and equipment |
| Tanah yang belum dikembangkan | 3.553.467.755.107 | 3.896.603.155.948 | Land for development |
| Jumlah | 6.108.735.306.743 | 6.272.111.529.534 | Total |

e. Imbalan Kerja Jangka Panjang

Penentuan liabilitas imbalan kerja jangka panjang dipengaruhi oleh asumsi tertentu yang digunakan oleh aktuaris dalam menghitung jumlah tersebut. Asumsi-asumsi tersebut dijelaskan dalam Catatan 43 dan mencakup, antara lain, tingkat kenaikan gaji dan tingkat diskonto yang ditentukan dengan mengacu pada imbal hasil surat utang negara pada tanggal valuasi. Hasil aktual yang berbeda dengan asumsi Grup dibukukan pada penghasilan komprehensif lain dan dengan demikian, berdampak pada jumlah penghasilan komprehensif lain yang diakui dan liabilitas yang tercatat pada periode-periode mendatang. Manajemen berkeyakinan bahwa asumsi-asumsi yang digunakan adalah tepat dan wajar, namun demikian, perbedaan signifikan pada hasil aktual, atau perubahan signifikan dalam asumsi-asumsi tersebut dapat berdampak signifikan pada jumlah liabilitas imbalan kerja jangka panjang.

Pada tanggal 31 Desember 2025 dan 2024, liabilitas imbalan kerja jangka panjang masing-masing sebesar Rp 75.849.586.279 dan Rp 98.120.466.141 (Catatan 43).

e. Long-term Employee Benefits

The determination of the long-term employee benefits is dependent on the selection of certain assumptions used by actuary in calculating such amounts. Those assumptions are described in Note 43 and include, among others, rate of salary increase and discount rate which is determined after giving consideration to interest rates of goverment bonds on the date of valuation. Actual results that differ from the Group's assumptions are charged to other comprehensive income and therefore, generally affect the recognized comprehensive income and recorded obligation in such future periods. While it is believed that the Group's assumptions are reasonable and appropriate, significant differences in actual experience or significant changes in assumptions may materially affect the amount of long-term employee benefits liability.

As of December 31, 2025 and 2024, long-term employee benefits liability amounted to Rp 75,849,586,279 and Rp 98,120,466,141, respectively (Note 43).

f. Aset Pajak Tangguhan

Aset pajak tangguhan diakui untuk semua perbedaan temporer antara nilai tercatat aset dan liabilitas pada laporan keuangan dengan dasar pengenaan pajak jika kemungkinan besar jumlah laba kena pajak akan memadai untuk pemanfaatan perbedaan temporer yang diakui. Estimasi manajemen yang signifikan diperlukan untuk menentukan jumlah aset pajak tangguhan yang diakui berdasarkan kemungkinan waktu terealisasinya dan jumlah laba kena pajak pada masa mendatang serta strategi perencanaan pajak masa depan.

Pada tanggal 31 Desember 2025 dan 2024, saldo aset pajak tangguhan konsolidasian disajikan dalam Catatan 41 atas laporan keuangan konsolidasian.

f. Deferred Tax Assets

Deferred tax assets are recognized for all temporary differences between the financial statements' carrying amounts of existing assets and liabilities and their respective taxes bases to the extent that it is probable that taxable profit will be available against which the temporary differences can be utilized. Significant management estimates are required to determine the amount of deferred tax assets that can be recognized, based upon the likely timing and the level of future taxable profits together with future tax planning strategies.

As of December 31, 2025 and 2024, the carrying amounts of consolidated deferred tax assets are disclosed in Note 41 to the consolidated financial statements.

## 4. Kas dan Setara Kas / 4. Cash and Cash Equivalents

| | 2025 | 2024 | |
|---|---|---|---|
| Kas | 785.355.638 | 757.659.000 | Cash on hand |
| Bank | | | Cash in banks |
| Rupiah | | | Rupiah |
| PT Bank CIMB Niaga Tbk | 346.713.355.765 | 301.914.888.585 | PT Bank CIMB Niaga Tbk |
| PT Bank Central Asia Tbk | 122.151.385.930 | 159.581.400.758 | PT Bank Central Asia Tbk |
| PT Bank Mandiri (Persero) Tbk | 112.412.679.484 | 54.805.629.620 | PT Bank Mandiri (Persero) Tbk |
| PT Bank Maybank Indonesia Tbk | 107.524.688.163 | 16.097.522.200 | PT Bank Maybank Indonesia Tbk |
| PT Bank Woori Saudara Indonesia 1906 Tbk | 16.726.342.282 | 16.889.258.169 | PT Bank Woori Saudara Indonesia 1906 Tbk |
| PT Bank Negara Indonesia (Persero) Tbk | 9.914.308.305 | 34.785.155.586 | PT Bank Negara Indonesia (Persero) Tbk |
| PT Bank UOB Indonesia | 8.947.158.363 | 11.386.996.510 | PT Bank UOB Indonesia |
| Bank of China | 7.694.661.278 | 811.475.958 | Bank of China |
| PT Bank Rakyat Indonesia (Persero) Tbk | 6.538.673.156 | 2.898.853.620 | PT Bank Rakyat Indonesia (Persero) Tbk |
| PT Bank Tabungan Negara (Persero) Tbk | 4.888.452.246 | 9.543.977.632 | PT Bank Tabungan Negara (Persero) Tbk |
| PT Bank Pan Indonesia Tbk | 3.785.877.159 | 6.320.074.982 | PT Bank Pan Indonesia Tbk |
| PT Bank OCBC NISP Tbk | 2.786.562.716 | 1.706.948.600 | PT Bank OCBC NISP Tbk |
| PT Bank Permata Tbk | 2.516.686.163 | 6.490.518.408 | PT Bank Permata Tbk |
| PT Bank Sinarmas Tbk | 2.354.897.331 | 2.120.151.594 | PT Bank Sinarmas Tbk |
| PT Bank Syariah Indonesia Tbk | 1.857.870.152 | 1.510.512.822 | PT Bank Syariah Indonesia Tbk |
| PT Bank Saqu Indonesia | 1.483.250.734 | 4.045.377.898 | PT Bank Saqu Indonesia |
| PT Bank Victoria International Tbk | 755.320.496 | 1.694.666.564 | PT Bank Victoria International Tbk |
| PT Bank China Construction Bank Indonesia Tbk | 748.185.209 | 1.799.107.147 | PT Bank China Construction Bank Indonesia Tbk |
| PT Bank Syariah Mandiri | 639.672.444 | 59.722.431 | PT Bank Syariah Mandiri |
| PT Bank JTrust Indonesia Tbk | 384.910.972 | 8.773.666.263 | PT Bank JTrust Indonesia Tbk |
| PT Bank IBK Indonesia Tbk | 303.374.808 | 3.159.604.486 | PT Bank IBK Indonesia Tbk |
| Lain-lain (di bawah Rp 500.000.000) | 1.868.028.270 | 1.543.797.938 | Others (each below Rp 500,000,000) |
| Dolar Amerika Serikat (Catatan 48) | | | U.S. Dollar (Note 48) |
| PT Bank Central Asia Tbk | 3.082.200.915 | 2.165.470.419 | PT Bank Central Asia Tbk |
| PT Bank CTBC Indonesia | 1.507.604.760 | 1.229.822.823 | PT Bank CTBC Indonesia |
| Deposito berjangka | | | Time deposits |
| Rupiah | | | Rupiah |
| PT Bank Hibank Indonesia | 48.000.000.000 | - | PT Bank Hibank Indonesia |
| PT Bank UOB Indonesia | 27.937.145.550 | 52.736.202.161 | PT Bank UOB Indonesia |
| PT Bank CIMB Niaga Tbk | 22.498.377.707 | 21.442.840.694 | PT Bank CIMB Niaga Tbk |
| PT Bank Index Selindo | 19.000.000.000 | - | PT Bank Index Selindo |
| PT Bank Mandiri (Persero) Tbk | 14.100.000.000 | 1.100.000.000 | PT Bank Mandiri (Persero) Tbk |
| PT Bank Saqu Indonesia | 11.330.983.358 | 2.500.000.000 | PT Bank Saqu Indonesia |
| PT Bank Shinhan Indonesia | 7.129.265.256 | 7.543.771.302 | PT Bank Shinhan Indonesia |
| PT Bank Tabungan Negara (Persero) Tbk | 6.230.531.280 | - | PT Bank Tabungan Negara (Persero) Tbk |
| PT Bank Mega Tbk | 5.590.704.258 | 5.362.909.566 | PT Bank Mega Tbk |
| PT Bank Jateng | 5.000.000.000 | - | PT Bank Jateng |
| PT Bank JTrust Indonesia Tbk | 3.519.898.963 | 3.366.020.566 | PT Bank JTrust Indonesia Tbk |
| PT Bank Sinarmas Tbk | 2.000.000.000 | - | PT Bank Sinarmas Tbk |
| PT Bank Rakyat Indonesia (Persero) Tbk | 1.680.172.313 | 2.549.996.800 | PT Bank Rakyat Indonesia (Persero) Tbk |
| PT Bank Pan Indonesia Tbk | 1.000.000.000 | - | PT Bank Pan Indonesia Tbk |
| PT Bank Negara Indonesia (Persero) Tbk | 818.004.430 | 2.818.004.430 | PT Bank Negara Indonesia (Persero) Tbk |
| Dolar Amerika Serikat (Catatan 48) | | | U.S. Dollar (Note 48) |
| PT Bank CTBC Indonesia | 167.820.000 | 808.100.000 | PT Bank CTBC Indonesia |
| Jumlah | 944.374.405.854 | 752.320.105.532 | Total |
| Suku bunga deposito berjangka per tahun | | | Interest rates per annum on time deposits |
| Rupiah | 1,90% - 6,25% | 1,90% - 6,25% | Rupiah |
| Dolar Amerika Serikat | 3,25% | 2,00% - 3,00% | U.S. Dollar |

## 5. Investasi Aset Keuangan pada Nilai Wajar Melalui Penghasilan Komprehensif Lain

## 5. Investments in Financial Assets at Fair Value Through Other Comprehensive Income

| | 2025 | 2024 | |
|---|---|---|---|
| Jangka panjang | | | Long-term |
| Saham yang tidak memiliki kuotasi harga di pasar yang aktif: | | | Shares not quoted in active market: |
| Pada harga perolehan: | | | At cost: |
| PT Menara Prambanan | 75.000.000.000 | 75.000.000.000 | PT Menara Prambanan |
| PT Putra Alvita Pratama | 16.855.442.000 | 16.855.442.000 | PT Putra Alvita Pratama |
| PT Pembangunan Kota Tua | 10.000.000.000 | 10.000.000.000 | PT Pembangunan Kota Tua |
| PT Intiland Infinita | 405.817.139 | 405.817.139 | PT Intiland Infinita |
| PT Spinindo Mitradaya | 160.000.000 | 160.000.000 | PT Spinindo Mitradaya |
| PT Abadinugraha Ciptajaya | 100.000 | 100.000 | PT Abadinugraha Ciptajaya |
| PT Alamdharma Jatimsentosa | 100.000 | 100.000 | PT Alamdharma Jatimsentosa |
| PT Dharmo Grande | 100.000 | 100.000 | PT Dharmo Grande |
| PT Estrella Sebelas Indonesia | 1.500 | 1.500 | PT Estrella Sebelas Indonesia |
| PT Intiwhiz International | 500 | 500 | PT Intiwhiz International |
| PT Intiland Estrella | 500 | 500 | PT Intiland Estrella |
| PT Estrella Dua Indonesia | 500 | 500 | PT Estrella Dua Indonesia |
| PT Estrella Tiga Indonesia | 500 | 500 | PT Estrella Tiga Indonesia |
| PT Estrella Lima Indonesia | 500 | 500 | PT Estrella Lima Indonesia |
| PT Estrella Tujuh Indonesia | 500 | 500 | PT Estrella Tujuh Indonesia |
| PT Estrella Delapan Indonesia | 500 | 500 | PT Estrella Delapan Indonesia |
| PT Estrella Sembilan Indonesia | 500 | 500 | PT Estrella Sembilan Indonesia |
| PT Estrella Duabelas Indonesia | 500 | 500 | PT Estrella Duabelas Indonesia |
| PT Estrella Limabelas Indonesia | 500 | 500 | PT Estrella Limabelas Indonesia |
| PT Estrella Enambelas Indonesia | 500 | 500 | PT Estrella Enambelas Indonesia |
| PT Estrella Tujuhbelas Indonesia | 500 | 500 | PT Estrella Tujuhbelas Indonesia |
| PT Estrella Sembilanbelas Indonesia | 500 | 500 | PT Estrella Sembilanbelas Indonesia |
| PT Estrella Duapuluh Indonesia | 500 | 500 | PT Estrella Duapuluh Indonesia |
| PT Estrella Duapuluh Satu Indonesia | 500 | 500 | PT Estrella Duapuluh Satu Indonesia |
| PT Estrella Duapuluh Tiga Indonesia | 500 | 500 | PT Estrella Duapuluh Tiga Indonesia |
| PT Estrella Duapuluh Lima Indonesia | 500 | 500 | PT Estrella Duapuluh Lima Indonesia |
| PT Estrella Duapuluh Enam Indonesia | 500 | 500 | PT Estrella Duapuluh Enam Indonesia |
| PT Estrella Duapuluh Tujuh Indonesia | 500 | 500 | PT Estrella Duapuluh Tujuh Indonesia |
| PT Estrella Duapuluh Delapan Indonesia | 500 | 500 | PT Estrella Duapuluh Delapan Indonesia |
| PT Estrella Duapuluh Sembilan Indonesia | 500 | 500 | PT Estrella Duapuluh Sembilan Indonesia |
| Jumlah | 102.421.571.139 | 102.421.571.139 | Total |

Pada tanggal 31 Desember 2025 dan 2024, investasi aset keuangan di atas diukur pada biaya perolehan, berdasarkan pertimbangan manajemen yang diungkapkan pada Catatan 3.d Aset Keuangan yang Tidak Memiliki Kuotasi Harga di Pasar Aktif.

As of December 31, 2025 and 2024, the above investment financial assets are measured at cost, based on management's judgment as disclosed in Note 3.d, Financial Assets Not Quoted in Active Market.

Pada tahun 2025 dan 2024, PT Putra Alvita Pratama membagikan dividen tunai kepada pemegang saham. Bagian entitas anak atas pembagian dividen tunai adalah masing-masing sebesar Rp 14.643.660.720 dan Rp 21.407.324.640.

In 2025 and 2024, PT Putra Alvita Pratama agreed to distribute cash dividends to stockholders. The share of the subsidiary on this cash dividend amounted to Rp 14,643,660,720 and Rp 21,407,324,640, respectively.

Pada tahun 2025 dan 2024, PT Spinindo Mitradaya membagikan dividen tunai kepada pemegang saham. Bagian Perusahaan atas pembagian dividen tunai adalah masing-masing sebesar Rp 104.000.000 dan Rp 100.000.000.

In 2025 and 2024, PT Spinindo Mitradaya agreed to distribute cash dividends. The share of the Company on this cash dividend amounted to Rp 104,000,000 and Rp 100,000,000, respectively.

Berdasarkan Akta No. 4 tanggal 16 Mei 2024 dari Melanie Sidharta, S.H., M.Kn., notaris publik di Jakarta, PT Intiland Infinita memperoleh persetujuan Keputusan Pemegang Saham untuk meningkatkan modal ditempatkan dan disetor dengan mengeluarkan 2.970.000.000 lembar saham yang seluruhnya diambil oleh PT Permata Tunggal Jaya, pihak ketiga. Dengan demikian, kepemilikan Perusahaan pada PT Intiland Infinita menurun dari 30,00% menjadi 10,07%.

Based on Deed No. 4 dated May 16, 2024 from Melanie Sidharta, S.H., M.Kn., a public notary in Jakarta, PT Intiland Infinita obtained the approval from stockholders for the increase in issued and paid-up capital through issuance of 2,970,000,000 shares which the whole thing were issued to PT Permata Tunggal Jaya, a third party. Accordingly, the ownership interest of the Company in PT Intiland Infinita decreased from 30.00% to 10.07%.

Berdasarkan Akta No. 8 tanggal 9 Desember 2024 dari Dr. Suvinah, S.H., M.Kn., notaris publik di Depok, PT Menara Prambanan, pihak ketiga, memperoleh persetujuan dari pemegang saham untuk meningkatkan modal dasar dan modal ditempatkan dan disetor dengan menerbitkan 22.222 lembar saham yang diambil bagian seluruhnya oleh PT Intisarana Ekaraya, entitas anak, dengan harga jual sebesar Rp 75 milyar atau setara dengan kepemilikan sebesar 10%.

Based on Deed No. 8 dated December 9, 2024 from Dr. Suvinah, S.H., M.Kn., a public notary in Depok, PT Menara Prambanan, third party, obtained the approval from stockholders for the increase in issued and paid-up capital through issuance of 22,222 shares issued to PT Intisarana Ekaraya, a subsidiary, with selling price of Rp 75 billion or equivalent to 10% ownership interest.

Kepemilikan pada masing-masing investasi saham di atas berada dibawah 20%.

The ownership interest in each of the above investments in shares is below 20%.

## 6. Piutang Usaha / 6. Trade Accounts Receivable

| | 2025 | 2024 | |
|---|---|---|---|
| **a. Berdasarkan Segmen Usaha** | | | **a. By Business Segments** |
| Pihak berelasi | | | Related party |
| Penjualan perumahan | 24.036.322.716 | 44.036.322.716 | Sales houses and land |
| Cadangan kerugian penurunan nilai | (1.141.725.329) | (2.201.816.136) | Allowance for impairment |
| Jumlah - bersih | 22.894.597.387 | 41.834.506.580 | Total - net |
| Pihak ketiga | | | Third parties |
| Penjualan | | | Sales |
| Perumahan | 34.515.579.872 | 39.667.584.936 | Houses and land |
| *High rise* | 13.537.496.853 | 19.528.069.368 | High rise |
| Kawasan industri | 16.029.633.205 | 25.614.000.000 | Industrial estate |
| Jumlah | 64.082.709.930 | 84.809.654.304 | Subtotal |
| Pendapatan usaha | | | Operating revenues |
| Fasilitas | 38.647.743.615 | 30.973.939.209 | Facilities |
| Perkantoran | 29.388.035.674 | 15.078.299.276 | Offices |
| Kawasan industri | 1.694.301.240 | 1.337.250.048 | Industrial estate |
| Hotel | 1.746.235.793 | 869.884.826 | Hotels |
| Lain-lain | 76.093.825 | 239.080.000 | Others |
| Jumlah | 71.552.410.147 | 48.498.453.359 | Subtotal |
| Jumlah - pihak ketiga | 135.635.120.077 | 133.308.107.663 | Total - third parties |
| Cadangan kerugian penurunan nilai | (2.159.253.498) | (3.465.204.182) | Allowance for impairment |
| Jumlah - bersih | 133.475.866.579 | 129.842.903.481 | Total - net |
| Jumlah | 156.370.463.966 | 171.677.410.061 | Total |

| | 2025 | 2024 | |
|---|---|---|---|
| Piutang usaha - disajikan dalam laporan posisi keuangan konsolidasian sebagai berikut: | | | Trade receivables - presented in the consolidated statements of financial position under: |
| Aset lancar | 153.416.157.332 | 167.469.837.602 | Current assets |
| Aset tidak lancar | 2.954.306.634 | 4.207.572.459 | Noncurrent assets |
| Jumlah | 156.370.463.966 | 171.677.410.061 | Total |

| | | | |
|---|---|---|---|
| **b. Berdasarkan umur** | | | **b. By Age** |
| Belum jatuh tempo | 93.012.788.090 | 102.348.271.428 | Not past due |
| Jatuh tempo: | | | Past due |
| 1 - 30 hari | 17.380.250.413 | 14.346.812.362 | 1 - 30 days |
| 31 - 60 hari | 19.049.815.632 | 27.844.356.354 | 31 - 60 days |
| 61 - 90 hari | 1.437.381.522 | 2.472.111.129 | 61 - 90 days |
| 91 - 120 hari | 7.577.232.787 | 4.097.704.917 | 91 - 120 days |
| > 120 hari | 21.213.974.349 | 26.235.174.189 | More than 120 days |
| Jumlah | 159.671.442.793 | 177.344.430.379 | Total |
| Cadangan kerugian penurunan nilai | (3.300.978.827) | (5.667.020.318) | Allowance for impairment |
| Jumlah - Bersih | 156.370.463.966 | 171.677.410.061 | Total - Net |

Perubahan dalam cadangan kerugian penurunan nilai adalah sebagai berikut:

The changes in allowance for impairment follows:

| | 2025 | 2024 | |
|---|---|---|---|
| Saldo awal | 5.667.020.318 | 7.346.553.251 | Beginning balance |
| Penambahan | 950.306.086 | 1.221.830.668 | Additions |
| Pemulihan | (3.316.347.577) | (2.901.363.601) | Reversal |
| Saldo akhir | 3.300.978.827 | 5.667.020.318 | Ending balances |

Grup menerapkan pendekatan yang disederhanakan untuk menghitung cadangan kerugian kredit ekspektasian yang disyaratkan oleh PSAK No. 109, yang memperbolehkan penerapan cadangan kerugian ekspektasian sepanjang umurnya untuk seluruh piutang usaha tanpa komponen pendanaan signifikan. Untuk mengukur cadangan kerugian ekspektasian tersebut, piutang usaha dikelompokkan berdasarkan karakteristik risiko kredit yang sejenis dan pola tunggakan atau gagal bayar.

The Group applies the simplified approach to provide for expected credit losses prescribed by PSAK No. 109, which permits the use of lifetime expected loss provison for all trade accounts receivables with no significant financing component. To measure the expected credit losses, trade receivables have been grouped based on shared credit risk characteristics and the days past due.

Berdasarkan evaluasi manajemen terhadap kolektibilitas saldo masing-masing piutang pada tanggal 31 Desember 2025 dan 2024, manajemen berpendapat bahwa cadangan kerugian penurunan nilai memadai untuk menutup kemungkinan kerugian dari tidak tertagihnya piutang usaha tersebut.

Based on management's evaluation of the collectibility of the individual receivable account as of December 31, 2025 and 2024, they believe that the allowance for impairment is adequate to cover possible losses from uncollectible accounts.

Manajemen berpendapat bahwa tidak terdapat risiko yang terkonsentrasi secara signifikan atas piutang dari pihak ketiga.

Management also believes that there is no significant concentration of credit risks in trade accounts receivable from third parties.

## 7. Piutang Lain-Lain / 7. Other Accounts Receivable

| | 2025 | 2024 | |
|---|---|---|---|
| Pihak ketiga: | | | Third parties: |
| PT Sentraloka Adyabuana | 10.000.000.000 | - | PT Sentraloka Adyabuana |
| Karyawan | 1.333.341.432 | 1.140.604.537 | Employees |
| PT Starlight Nusa Property | - | 3.408.336.470 | PT Starlight Nusa Property |
| Lain-lain | 6.214.840.069 | 5.269.743.801 | Others |
| Jumlah | 17.548.181.501 | 9.818.684.808 | Total |
| Cadangan kerugian penurunan nilai | (558.250.000) | (558.250.000) | Allowance for impairment |
| Jumlah | 16.989.931.501 | 9.260.434.808 | Total |

**PT Sentraloka Adyabuana**

Pada tanggal 24 November 2025, PT Jateng Industri Intiland (JII), entitas anak, telah menandatangani perjanjian pinjaman dengan PT Sentraloka Adyabuana (SAB), pihak ketiga, dimana JII akan memberikan fasilitas pinjaman A dan B masing-masing sebesar Rp 48 Milyar dan Rp 10 Milyar kepada SAB dengan jangka waktu pinjaman 6 bulan dan bunga 9% per tahun. Fasilitas pinjaman A digunakan untuk pelunasan pinjaman atas nama SAB kepada kreditur dan fasilitas pinjaman B untuk melakukan pembayaran atas proses administrasi penghapusan hak tanggungan (roya) dan penerbitan SHGB.

Piutang ini telah dilunasi pada tanggal 5 Februari 2026.

**PT Sentraloka Adyabuana**

On November 24, 2025, PT Jateng Industri Intiland (JII), a subsidiary, entered into a loan agreement with PT Sentraloka Adyabuana (SAB), a third party, pursuant to which JII provided Loan Facilities A and B to SAB in the amounts of Rp 48 billion and Rp 10 billion, respectively. The loan facilities have a tenor of six months and bear interest at a rate of 9% per annum. Loan Facility A is used to settle SAB's outstanding loan with its creditor, while Loan Facility B is used to cover payments related to administrative processes, including the release of mortgage encumbrance (roya) and the issuance of SHGB.

This receivable was fully collected on February 5, 2026.

**PT Starlight Nusa Property (SNP)**

Piutang dari SNP, pihak ketiga, merupakan piutang sehubungan dengan kerjasama pada BKIS. Piutang ini tidak dikenakan bunga serta tidak ditentukan jangka waktu pengembaliannya.

Manajemen berpendapat bahwa cadangan kerugian penurunan nilai pada tanggal 31 Desember 2025 dan 2024 memadai untuk menutup kemungkinan kerugian dari tidak tertagihnya piutang.

Tidak terdapat piutang lain-lain yang dijadikan jaminan atas liabilitas Grup.

**PT Starlight Nusa Property (SNP)**

Receivable from SNP, a third party, represents the receivable in relation to the cooperation in BKIS. This is non-interest bearing and has no definite repayment schedule.

Management believes that the allowance for impairment as of December 31, 2025 and 2024 is adequate to cover possible losses from uncollectible accounts.

There are no other accounts receivable that are used as collateral for obligations of the Group.

## 8. Persediaan / 8. Inventories

| | 2025 | 2024 | |
|---|---|---|---|
| Tanah yang sedang dikembangkan | | | Land under development |
| Jakarta | 1.538.228.008.395 | 1.828.177.100.412 | Jakarta |
| Surabaya | 1.237.326.079.635 | 1.259.701.461.658 | Surabaya |
| Bangunan dalam konstruksi | | | Buildings under construction |
| Jakarta | 633.217.971.038 | 627.775.743.017 | Jakarta |
| Surabaya | 49.116.338.973 | 20.231.996.545 | Surabaya |
| Bangunan yang siap dijual | | | Ready-for-sale buildings |
| Jakarta | 663.555.584.777 | 762.306.990.923 | Jakarta |
| Surabaya | 410.595.951.505 | 707.462.486.377 | Surabaya |
| Sub-jumlah | 4.532.039.934.323 | 5.205.655.778.932 | Sub-total |
| Persediaan - hotel | 2.562.524.806 | 1.820.431.340 | Hotel supplies |
| Persediaan - olahraga | 1.303.036.314 | 1.210.101.341 | Sport supplies |
| Persediaan - tempat rekreasi dan restoran | 22.253.614 | 19.285.922 | Recreation and restaurant supplies |
| Persediaan - lain-lain | 1.323.115.442 | 1.345.311.296 | Others supplies |
| Sub-jumlah | 5.210.930.176 | 4.395.129.899 | Sub-total |
| Jumlah | 4.537.250.864.499 | 5.210.050.908.831 | Total |
| Disajikan dalam laporan posisi keuangan konsolidasian sebagai: | | | Presented in the consolidated statements of financial position under: |
| Aset lancar | 1.708.789.705.901 | 2.455.485.776.171 | Current assets |
| Aset tidak lancar | 2.828.461.158.598 | 2.754.565.132.660 | Noncurrent assets |
| Jumlah | 4.537.250.864.499 | 5.210.050.908.831 | Total |

Mutasi persediaan tanah yang sedang dikembangkan sebagai berikut:

Movements in land under development follows:

| | 2025 | 2024 | |
|---|---|---|---|
| Saldo awal | 3.087.878.562.070 | 3.394.848.267.432 | Beginning balance |
| Penambahan | 207.534.090.771 | 304.561.742.101 | Additions |
| Pengurangan | (490.953.960.065) | (614.718.490.527) | Deductions |
| Reklasifikasi | (28.904.604.746) | 3.187.043.064 | Reclassification |
| Saldo akhir | 2.775.554.088.030 | 3.087.878.562.070 | Ending balance |

Termasuk dalam tanah yang sedang dikembangkan pada tanggal 31 Desember 2025 adalah reklasifikasi dari bangunan dalam konstruksi, bangunan yang siap dijual, properti investasi, dan aset tetap masing-masing sebesar Rp 3.021.986.439, Rp 491.077.092, Rp 7.693.098.809, dan Rp 128.601.821 (Catatan 8, 15, dan 16). Sedangkan tanah yang sedang dikembangkan sebesar Rp 40.239.368.907 direklasifikasi ke tanah belum dikembangkan (Catatan 13).

Land under development as of December 31, 2025 includes land with carrying amount of Rp 3,021,986,439, Rp 491,077,092, Rp 7,693,098,809, and Rp 128,601,821, respectively which were reclassified from the buildings under construction, ready-for-sale buildings, investment property, and property and equipment, respectively (Notes 8, 15, and 16). Land under development amounting to Rp 40,239,368,907 was reclassified to land for development (Note 13).

Termasuk dalam tanah yang sedang dikembangkan pada tanggal 31 Desember 2024 adalah reklasifikasi dari tanah yang belum dikembangkan sebesar Rp 3.187.043.064 (Catatan 13).

Land under development as of December 31, 2024 includes land with carrying amount of Rp 3,187,043,064, respectively which were reclassified from the land for development (Note 13).

Pengurangan tanah yang sedang dikembangkan di tahun 2024 sebesar Rp 2.416.186.663 termasuk tanah PT Dinamika Kencana Mandiri, entitas anak yang dilepas kepada pihak ketiga di tahun 2024.

Deductions from land under development in 2024 amounting to Rp 2,416,186,663, represents land owned by PT Dinamika Kencana Mandiri, a subsidiary which has been sold to third party in 2024.

Tanah yang sedang dikembangkan dijadikan jaminan atas pinjaman bank jangka pendek dan jangka panjang tertentu Grup (Catatan 19).

Land under development are used as collateral for certain short-term and long-term bank loans of the Group (Note 19).

Mutasi bangunan dalam konstruksi adalah sebagai berikut:

Movement in buildings under construction is as follows:

| | 2025 | 2024 | |
|---|---|---|---|
| Saldo awal | 648.007.739.562 | 662.746.645.621 | Beginning balance |
| Penambahan | 153.733.380.200 | 196.910.673.271 | Additions |
| Pengurangan | (116.380.751.407) | (210.334.413.284) | Deductions |
| Reklasifikasi | (3.026.058.344) | (1.315.166.046) | Reclassifications |
| Saldo akhir | 682.334.310.011 | 648.007.739.562 | Ending balance |

Pada tahun 2025, bangunan dalam konstruksi dengan nilai tercatat masing-masing sebesar Rp 3.021.986.439 dan Rp 4.071.905 direklasifikasi ke tanah yang sedang dikembangkan dan persediaan bangunan yang siap dijual.

In 2025, buildings under construction with carrying amount of Rp 3,021,986,439 and Rp 4,071,905, respectively, were reclassified to land under development and ready-for-sale buildings.

Pada tahun 2024, bangunan dalam konstruksi dengan nilai tercatat sebesar Rp 1.315.166.046 direklasifikasi ke persediaan bangunan yang siap dijual.

In 2024, buildings under construction with carrying amount of Rp 1,315,166,046, respectively, were reclassified to ready-for-sale buildings.

Pengurangan bangunan dalam konstruksi di tahun 2024 sebesar Rp 1.874.438.170 termasuk bangunan PT Dinamika Kencana Mandiri, entitas anak yang dilepas kepada pihak ketiga di tahun 2024.

Deductions from building under construction in 2024 amounting to Rp 1,874,438,170, represents building owned by PT Dinamika Kencana Mandiri, a subsidiary which has been sold to third party in 2024.

Bangunan dalam konstruksi merupakan proyek Quantum Extension, Serenia Hills, Aeropolis, 1Park Homes, Regatta, SQ Res - Jakarta, Talaga Bestari, Magnolia Residence - Tangerang, dan Plasa Segi Delapan, Graha Natura - Surabaya.

Buildings under construction represent projects in Quantum Extension, Serenia Hills, Aeropolis, 1Park Homes, Regatta, SQ Res - Jakarta, Talaga Bestari, Magnolia Residence - Tangerang, and Plasa Segi Delapan, Graha Natura - Surabaya.

Persentase akumulasi nilai tercatat bangunan dalam konstruksi terhadap nilai kontrak masing-masing berkisar antara 2% - 99% pada tanggal 31 Desember 2025 dan 2024.

Percentages of accumulated costs of buildings under construction to the total contract value range from 2% - 99% as of December 31, 2025 and 2024, respectively.

Estimasi penyelesaian unit bangunan dalam konstruksi pada tanggal 31 Desember 2025 adalah pada tahun 2026 - 2027. Manajemen berpendapat bahwa tidak terdapat hambatan dalam kelanjutan penyelesaian proyek-proyek tersebut.

Building units under construction as of December 31, 2025 are expected to be completed in 2026 - 2027. Management believes that there will be no difficulties in completing the projects on expected dates of completion.

Mutasi persediaan bangunan yang siap dijual adalah sebagai berikut:

Movements in ready-for-sale buildings are as follows:

| | 2025 | 2024 | |
|---|---|---|---|
| Saldo awal | 1.469.769.477.300 | 1.831.578.808.961 | Beginning balance |
| Penambahan | 30.008.044.031 | 4.168.534.245 | Additions |
| Pengurangan | (162.463.235.591) | (312.375.810.848) | Deductions |
| Reklasifikasi | (263.162.749.458) | (53.602.055.058) | Reclassification |
| Saldo akhir | 1.074.151.536.282 | 1.469.769.477.300 | Ending balance |

Pada tahun 2025, bangunan siap dijual dengan nilai tercatat masing-masing sebesar Rp 491.077.092, Rp 17.656.796.262, dan Rp 245.018.948.009 direklasifikasi ke tanah yang sedang dikembangkan, properti investasi, dan aset tetap (Catatan 8, 15, dan 16). Sedangkan bangunan siap dijual dengan nilai tercatat sebesar Rp 4.071.905 direklasifikasi dari bangunan dalam konstruksi.

In 2025, ready-for-sale buildings amounting to Rp 491,077,092, Rp 17,656,796,262, and Rp 245,018,948,009 were reclassified to land under development, investment properties, and property and equipment, respectively (Notes 8, 15, and 16). Ready-for-sale buildings amounting to Rp 4,071,905 was reclassified from buildings under construction.

Pada tahun 2024, bangunan dan apartemen siap dijual dengan nilai tercatat sebesar Rp 1.315.166.046 direklasifikasi dari bangunan dalam konstruksi. Sedangkan bangunan siap dijual dengan nilai tercatat sebesar Rp 54.917.221.104 direklasifikasi ke properti investasi (Catatan 15).

In 2024, ready-for-sale buildings and apartments amounting to Rp 1,315,166,046 were reclassified from buildings under construction. Ready-for-sale buildings amounting to Rp 54,917,221,104 was reclassified to investment properties (Note 15).

Jumlah persediaan yang pengikatan jual belinya telah berlaku namun penjualannya belum diakui untuk tahun-tahun yang berakhir 31 Desember 2025 dan 2024 masing-masing adalah sebesar Rp 421.933.576.783 atau 9,3% dan Rp 525.878.990.108 atau 10,1% dari jumlah nilai persediaan.

Inventories that already have effective sales and purchase agreements but have not been recognized as sales for the years ended December 31, 2025 and 2024 amounted to Rp 421,933,576,783 or 9.3% and Rp 525,878,990,108 or 10.1% of the total inventories, respectively.

Beban bunga yang dikapitalisasi ke tanah yang sedang dikembangkan masing-masing sebesar Rp 65.401.986.799 dan Rp 54.360.811.162 pada tahun 2025 dan 2024.

Interest expense capitalized to land under development amounted to Rp 65,401,986,799 and Rp 54,360,811,162 in 2025 and 2024, respectively.

Pada tanggal 31 Desember 2025 dan 2024, seluruh persediaan yang dimiliki adalah atas nama Grup.

As of December 31, 2025 and 2024, all inventories are under the name of the Group.

Pada tanggal 31 Desember 2025 dan 2024, sebagian persediaan Grup masing-masing sebesar Rp 1.045.048.740.704 dan Rp 1.651.012.058.190 telah diasuransikan kepada PT Asuransi Central Asia, PT Chubb General Insurance Indonesia, PT IBS Insurance Broking Service, PT Asuransi Bina Dana Artha Tbk, dan PT Asuransi Sompo Japan Nipponkoa Indonesia, pihak-pihak ketiga, terhadap risiko kebakaran dan risiko lainnya dengan jumlah pertanggungan masing-masing sebesar Rp 9.304.654.225.385 dan Rp 7.505.728.547.612. Manajemen berpendapat bahwa nilai pertanggungan tersebut adalah cukup untuk menutup kemungkinan kerugian aset yang dipertanggungkan.

As of December 31, 2025 and 2024, portion of inventories owned by Group amounting to Rp 1,045,048,740,704 and Rp 1,651,012,058,190, respectively, are insured with PT Asuransi Central Asia, PT Chubb General Insurance Indonesia, PT IBS Insurance Broking Service, PT Asuransi Bina Dana Artha Tbk, and PT Asuransi Sompo Japan Nipponkoa Indonesia, third parties, against fire and other possible risks for Rp 9,304,654,225,385 and Rp 7,505,728,547,612, respectively. Management believes that the insurance coverage is adequate to cover possible losses on the assets insured.

Grup melakukan peninjauan berkala atas jumlah tercatat persediaan, untuk memastikan bahwa jumlah tercatatnya tidak melebihi nilai realisasi bersih. Pada tanggal 31 Desember 2025 dan 2024, manajemen berkeyakinan bahwa nilai realisasi bersih persediaan melebihi biaya perolehannya, sehingga tidak terdapat cadangan penurunan nilai persediaan yang diakui.

The Group regularly reviews the carrying value of the real estate inventories to ensure that the recorded values do not exceed the net realizable values. As of December 31, 2025 and 2024 management believes that the net realizable value of inventories exceeds its costs, therefore, no allowance for decline in value of inventories were recognized.

## 9. Uang Muka / 9. Advances

| | 2025 | 2024 | |
|---|---|---|---|
| Proyek reklamasi (Catatan 45.b) | 548.533.606.930 | 548.533.606.930 | Reclamation project (Note 45.b) |
| Cadangan kerugian penurunan nilai | (286.048.586.561) | (286.048.586.561) | Allowance for impairment |
| Proyek reklamasi - Bersih | 262.485.020.369 | 262.485.020.369 | Reclamation project - Net |
| Pembelian tanah | 13.760.267.430 | 33.530.017.430 | Purchases of land |
| Investasi saham | 4.720.000.000 | 6.190.000.000 | Stock investment |
| Lain-lain | 28.431.021.242 | 31.768.396.800 | Others |
| Jumlah | 309.396.309.041 | 333.973.434.599 | Total |
| Disajikan dalam laporan posisi keuangan konsolidasian sebagai: | | | Presented in the consolidated statements of financial position under: |
| Aset lancar | 40.711.021.242 | 64.708.396.800 | Current assets |
| Aset tidak lancar | 268.685.287.799 | 269.265.037.799 | Noncurrent assets |
| Jumlah | 309.396.309.041 | 333.973.434.599 | Total |

Uang muka proyek reklamasi merupakan uang muka terkait dengan izin pelaksanaan reklamasi Pulau H dari Pemerintah kepada PT Taman Harapan Indah, entitas anak (Catatan 45.b).

Advance for reclamation project represents advance related to the permit for the reclamation of Pulau H from the Government to PT Taman Harapan Indah, a subsidiary (Note 45.b).

Pada tanggal 31 Desember 2025 dan 2024, uang muka pembelian tanah merupakan uang muka pembayaran kepada pihak ketiga atas pembelian tanah di daerah Gandaria, Maja, Tangerang, Batang, Serenia Hills, dan Talaga Bestari. Kepemilikan atas tanah-tanah tersebut adalah berupa girik ataupun SHM atas nama pihak ketiga.

As of December 31, 2025 and 2024, advances for purchase of land represent advanced payments made to third parties for the acquisition of land in Gandaria, Maja, Tangerang, Batang, Serenia Hills, and Talaga Bestari. The land titles of these land are in the form of girik or SHM and are still under the third parties' names.

Pada tanggal 31 Desember 2025, uang muka investasi saham merupakan uang muka untuk investasi saham di PT Mahkota Kemayoran Realty (Catatan 44).

Pada tanggal 31 Desember 2024, uang muka investasi saham merupakan uang muka untuk investasi saham di PT Inti Mitbana Development dan PT Mahkota Kemayoran Realty (Catatan 44).

As of December 31, 2025, advances for stock investments represent advanced payments for stock investments in PT Mahkota Kemayoran Realty (Note 44).

As of December 31, 2024, advances for stock investments represent advanced payments for stock investments in PT Inti Mitbana Development and PT Mahkota Kemayoran Realty (Note 44).

## 10. Pajak Dibayar Dimuka / 10. Prepaid Taxes

| | 2025 | 2024 | |
|---|---|---|---|
| Pajak penghasilan | | | Income tax |
| Pasal 21 | 606.523.864 | 976.636.887 | Article 21 |
| Pasal 22 | 138.663 | - | Article 22 |
| Pasal 23 | 1.595.470 | - | Article 23 |
| Pasal 28a | 1.768.204.676 | - | Article 28a |
| Pajak penghasilan final | 33.546.713.060 | 31.382.737.534 | Final income tax |
| Pajak pertambahan nilai | 80.431.383.513 | 86.213.530.375 | Value added tax |
| Jumlah | 116.354.559.246 | 118.572.904.796 | Total |

## 11. Biaya Dibayar Dimuka / 11. Prepaid Expenses

| | 2025 | 2024 | |
|---|---|---|---|
| Beban untuk memperoleh kontrak dengan pelanggan | 13.289.756.811 | 11.698.789.804 | Cost to obtain contract with customers |
| Asuransi | 2.285.079.792 | 1.680.706.656 | Insurance |
| Lain-lain | 88.264.030 | 33.721.116 | Others |
| Jumlah | 15.663.100.633 | 13.413.217.576 | Total |
| Disajikan dalam laporan posisi keuangan konsolidasian sebagai: | | | Presented in the consolidated statements of financial position under: |
| Aset lancar | 15.589.936.219 | 11.970.112.613 | Current assets |
| Aset tidak lancar | 73.164.414 | 1.443.104.963 | Noncurrent assets |
| Jumlah | 15.663.100.633 | 13.413.217.576 | Total |

Beban untuk memperoleh kontrak dengan pelanggan merupakan biaya komisi penjualan. Beban tersebut diakui pada laba rugi pada saat penyerahan unit real estat kepada pelanggan.

Biaya dibayar dimuka lainnya akan diamortisasi sesuai dengan periode kontrak dengan masa manfaat rata-rata selama 2026 sampai dengan 2027.

Cost to obtain contracts with customers represents sales commission. Such costs are recognized in profit or loss upon transfer of the real estate unit to the customer.

Other prepaid expenses are amortized over the period of its related contract with term between from 2026 to 2027.

## 12. Kas dan Deposito yang Dibatasi Penggunaannya / 12. Restricted Cash and Time Deposits

| | 2025 | 2024 | |
|---|---|---|---|
| Kas dan deposito yang dibatasi penggunaannya - lancar: | | | Restricted cash and time deposits - current: |
| Bank yang dibatasi penggunaannya - pihak ketiga | | | Restricted cash in banks - third parties |
| Rupiah | | | Rupiah |
| PT Bank Central Asia Tbk | 88.346.704.374 | 113.971.208.666 | PT Bank Central Asia Tbk |
| PT Bank Pan Indonesia Tbk | 16.572.578.546 | 17.785.818.516 | PT Bank Pan Indonesia Tbk |
| PT Bank Negara Indonesia (Persero) Tbk | 12.672.840.255 | 15.844.676.156 | PT Bank Negara Indonesia (Persero) Tbk |
| PT Bank Rakyat Indonesia (Persero) Tbk | 6.035.560.019 | 6.433.625.019 | PT Bank Rakyat Indonesia (Persero) Tbk |
| PT Bank Maybank Indonesia Tbk | 5.765.949.950 | 9.046.921 | PT Bank Maybank Indonesia Tbk |
| PT Bank Tabungan Negara (Persero) Tbk | 4.008.449.987 | 4.797.428.185 | PT Bank Tabungan Negara (Persero) Tbk |
| PT Bank BNI Syariah | 2.615.702.840 | 2.950.318.840 | PT Bank BNI Syariah |
| PT Bank UOB Indonesia | 1.060.663.338 | 1.037.411.740 | PT Bank UOB Indonesia |
| PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk | 481.394.538 | 577.887.038 | PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk |
| PT Bank KEB Hana Indonesia | 190.360.000 | 190.360.000 | PT Bank KEB Hana Indonesia |
| PT Bank China Construction Bank Indonesia Tbk | 142.352.907 | 214.410.749 | PT Bank China Construction Bank Indonesia Tbk |
| PT Bank CIMB Niaga Tbk | 124.287.792 | 124.847.792 | PT Bank CIMB Niaga Tbk |
| PT Bank Mandiri (Persero) Tbk | 50.000.000 | 50.000.000 | PT Bank Mandiri (Persero) Tbk |
| PT Bank DKI | 3.043.204 | 3.163.204 | PT Bank DKI |
| Jumlah - bank | 138.069.887.750 | 163.990.202.826 | Total - cash in banks |
| Deposito berjangka yang dibatasi penggunaannya - pihak ketiga | | | Restricted time deposits - third parties |
| Rupiah | | | Rupiah |
| PT Bank CIMB Niaga Tbk | 46.375.839.170 | 53.750.761.588 | PT Bank CIMB Niaga Tbk |
| PT Bank Maybank Indonesia Tbk | 13.594.304.590 | 16.500.714.948 | PT Bank Maybank Indonesia Tbk |
| PT Bank Permata Tbk | 13.063.607.982 | 16.265.883.162 | PT Bank Permata Tbk |
| PT Bank Pan Indonesia Tbk | 9.624.911.106 | 10.507.359.493 | PT Bank Pan Indonesia Tbk |
| PT Bank Mandiri (Persero) Tbk | 5.903.702.716 | 8.983.160.378 | PT Bank Mandiri (Persero) Tbk |
| PT Bank Central Asia Tbk | 3.186.489.546 | 3.988.739.284 | PT Bank Central Asia Tbk |
| PT Bank OCBC NISP Tbk | 3.026.448.719 | 6.948.026.451 | PT Bank OCBC NISP Tbk |
| PT Bank Danamon Indonesia Tbk | 2.388.334.853 | 3.721.417.364 | PT Bank Danamon Indonesia Tbk |
| PT Bank Syariah Mandiri | 1.830.010.601 | 2.369.708.430 | PT Bank Syariah Mandiri |
| PT Bank China Construction Bank Indonesia Tbk | 1.042.811.487 | 1.135.789.893 | PT Bank China Construction Bank Indonesia Tbk |
| PT Bank Negara Indonesia (Persero) Tbk | 1.032.267.416 | 1.032.267.416 | PT Bank Negara Indonesia (Persero) Tbk |
| PT Bank UOB Indonesia | 710.000.000 | 710.000.000 | PT Bank UOB Indonesia |
| PT Bank Rakyat Indonesia (Persero) Tbk | 579.670.182 | 579.670.182 | PT Bank Rakyat Indonesia (Persero) Tbk |
| PT Bank Tabungan Negara (Persero) Tbk | 419.184.060 | 296.096.560 | PT Bank Tabungan Negara (Persero) Tbk |
| Jumlah - deposito berjangka | 102.777.582.428 | 126.789.595.149 | Total - time deposits |
| Jumlah kas dan deposito yang dibatasi penggunaannya - lancar | 240.847.470.178 | 290.779.797.975 | Total restricted cash and time deposits - current |
| Kas dan deposito yang dibatasi penggunaannya - tidak lancar: | | | Restricted cash and time deposits - non-current: |
| Bank yang dibatasi penggunaannya - pihak ketiga | | | Restricted cash in banks - third parties |
| Rupiah | | | Rupiah |
| PT Bank Central Asia Tbk | 19.083.131.764 | 7.253.546.745 | PT Bank Central Asia Tbk |
| PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk | 4.677.952.107 | 4.648.231.867 | PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk |
| PT Bank Tabungan Negara (Persero) Tbk | 3.933.048.749 | 4.166.428.400 | PT Bank Tabungan Negara (Persero) Tbk |
| PT Bank Pan Indonesia Tbk | 1.890.549.470 | 1.650.062.447 | PT Bank Pan Indonesia Tbk |
| PT Bank DKI | 584.126.523 | 681.587.926 | PT Bank DKI |
| PT Bank Negara Indonesia (Persero) Tbk | 374.801.627 | 374.801.627 | PT Bank Negara Indonesia (Persero) Tbk |
| PT Bank Rakyat Indonesia (Persero) Tbk | 133.725.000 | 133.725.000 | PT Bank Rakyat Indonesia (Persero) Tbk |
| Jumlah - bank | 30.677.335.240 | 18.908.384.012 | Total - cash in banks |

| | 2025 | 2024 | |
|---|---|---|---|
| Kas dan deposito yang dibatasi | | | |
| penggunaannya - tidak lancar: | | | Restricted cash and time deposits - non-current: |
| Deposito berjangka yang dibatasi | | | |
| penggunaannya - pihak ketiga | | | Restricted time deposits - third parties |
| Rupiah | | | Rupiah |
| PT Bank Maybank Indonesia Tbk | 16.163.096.285 | 2.047.297.236 | PT Bank Maybank Indonesia Tbk |
| PT Bank Central Asia Tbk | 13.782.899.357 | 15.913.956.498 | PT Bank Central Asia Tbk |
| PT Bank CIMB Niaga Tbk | 8.649.115.999 | 12.830.330.054 | PT Bank CIMB Niaga Tbk |
| PT Bank Pan Indonesia Tbk | 5.060.457.008 | 5.018.479.591 | PT Bank Pan Indonesia Tbk |
| PT Bank OCBC NISP Tbk | 3.468.894.957 | 917.582.819 | PT Bank OCBC NISP Tbk |
| PT Bank Permata Tbk | 2.152.761.955 | - | PT Bank Permata Tbk |
| PT Bank Tabungan Negara (Persero) Tbk | 1.706.281.620 | 1.824.003.620 | PT Bank Tabungan Negara (Persero) Tbk |
| PT Bank Mandiri (Persero) Tbk | 1.293.639.900 | 664.850.000 | PT Bank Mandiri (Persero) Tbk |
| PT Bank UOB Indonesia | 814.415.022 | 1.065.994.228 | PT Bank UOB Indonesia |
| PT Bank Rakyat Indonesia (Persero) Tbk | 238.337.647 | 125.837.647 | PT Bank Rakyat Indonesia (Persero) Tbk |
| PT Bank Negara Indonesia (Persero) Tbk | 138.959.000 | 138.959.000 | PT Bank Negara Indonesia (Persero) Tbk |
| Jumlah - deposito berjangka | 53.468.858.750 | 40.547.290.693 | Total - time deposits |
| Jumlah kas dan deposito | | | |
| yang dibatasi penggunaannya - tidak lancar | 84.146.193.990 | 59.455.674.705 | Total restricted cash and time deposits - non-current |
| Suku bunga deposito berjangka per tahun | 1,90% - 6,25% | 2,00% - 6,25% | Interest rate per annum on time deposits |

Rekening bank yang dibatasi penggunaannya merupakan rekening penampungan yang digunakan sebagai jaminan sehubungan dengan fasilitas Kredit Kepemilikan Rumah dan Apartemen.

The restricted cash in banks represents escrow accounts, which are used as collateral relating to housing and apartment loans.

Deposito berjangka yang dibatasi penggunaannya merupakan deposito berjangka milik Grup yang digunakan sebagai jaminan atas fasilitas kredit Kepemilikan Rumah dan Apartemen.

The restricted time deposits represents time deposits of the Group which were pledged as collateral for housing and apartment loans.

## 13. Tanah yang Belum Dikembangkan

## 13. Land for Development

| Lokasi | 2025 Luas Tanah/ *Land Area* m2 | 2025 Jumlah/*Total* | 2024 Luas Tanah/ *Land Area* m2 | 2024 Jumlah/*Total* | Location |
|---|---|---|---|---|---|
| Tangerang, Banten | 2.813.410 | 510.038.296.759 | 2.813.410 | 754.268.545.119 | Tangerang, Banten |
| Graha Famili, Surabaya | 75.810 | 497.724.503.062 | 78.740 | 500.595.251.193 | Graha Famili, Surabaya |
| Maja,Banten | 10.686.770 | 496.728.215.112 | 10.686.770 | 556.125.072.004 | Maja,Banten |
| Dharmo Harapan, Surabaya | 38.075 | 354.720.578.592 | 47.495 | 442.479.526.924 | Dharmo Harapan, Surabaya |
| Kebon Melati, Jakarta | 25.582 | 310.944.545.498 | 25.582 | 311.116.955.754 | Kebon Melati, Jakarta |
| Serang | 868.614 | 267.573.438.996 | 868.614 | 267.573.438.996 | Serang |
| Lontar | 207.906 | 205.217.917.575 | 206.483 | 183.841.391.259 | Lontar |
| TB Simatupang | 13.329 | 201.054.572.795 | 13.329 | 201.054.572.795 | TB Simatupang |
| Ploso | 1.764.292 | 157.633.690.057 | 1.690.991 | 138.033.020.459 | Ploso |
| Jombang | 1.624.453 | 99.767.543.335 | 1.523.939 | 83.688.684.028 | Jombang |
| Pantai Mutiara | 10.603 | 83.289.296.558 | 10.603 | 83.188.840.558 | Pantai Mutiara |
| Talaga Bestari, Cikupa | 826.581 | 73.307.666.138 | 826.581 | 70.517.676.875 | Talaga Bestari, Cikupa |
| Gandaria, Jakarta | 36.222 | 72.558.590.688 | 36.222 | 72.558.590.688 | Gandaria, Jakarta |
| Pondok Pinang | 10.957 | 61.160.809.323 | 10.957 | 61.160.809.323 | Pondok Pinang |
| Pantai Timur, Surabaya | 473.811 | 55.160.915.626 | 473.811 | 55.160.915.626 | Pantai Timur, Surabaya |
| Serenia Hills | 4.613 | 34.757.750.078 | 6.207 | 43.468.563.432 | Serenia Hills |
| Bukit Sampe, Trawas | 316.409 | 31.927.552.270 | 316.409 | 31.885.552.270 | Bukit Sampe, Trawas |
| Jajar Tunggal | 48.704 | 23.041.202.103 | 48.704 | 23.041.202.103 | Jajar Tunggal |
| Wiyung | 9.965 | 6.245.898.145 | 9.965 | 6.230.218.145 | Wiyung |
| Embong Gayam | 741 | 5.737.658.877 | 741 | 5.737.658.877 | Embong Gayam |
| Bukit Pencu, Surabaya | 329.628 | 3.134.934.101 | 329.628 | 3.134.490.101 | Bukit Pencu, Surabaya |
| Tambang Sirtu Porong | 93.835 | 1.742.179.419 | 93.835 | 1.742.179.419 | Tambang Sirtu Porong |
| Jumlah | 20.280.310 | 3.553.467.755.107 | 20.119.016 | 3.896.603.155.948 | Total |

Mutasi tanah yang belum dikembangkan adalah sebagai berikut:

Movements in land for development:

| | 2025 | 2024 | |
|---|---|---|---|
| Saldo awal | 3.896.603.155.948 | 3.659.395.961.185 | Beginning balance |
| Penambahan | 78.045.837.971 | 189.489.342.613 | Additions |
| Pengurangan | - | (8.400.541.315) | Deductions |
| Penurunan nilai | (462.247.452.217) | - | Impairment |
| Reklasifikasi | 41.066.213.405 | 56.118.393.465 | Reclassification |
| Saldo akhir | 3.553.467.755.107 | 3.896.603.155.948 | Ending balance |

Pada tahun 2025, tanah yang belum dikembangkan dengan nilai tercatat sebesar Rp 40.239.368.907 direklasifikasi dari persediaan tanah yang sedang dikembangkan (Catatan 8).

In 2025, land for development amounting to Rp 40,239,368,907 was reclassified from land under development (Note 8).

Pada tahun 2024, tanah yang belum dikembangkan dengan nilai tercatat sebesar Rp 3.187.043.064 direklasifikasi ke persediaan tanah yang sedang dikembangkan (Catatan 8).

In 2024, land for development amounting to Rp 3,187,043,064 was reclassified to land under development (Note 8).

Pada tahun 2025 dan 2024, tanah yang belum dikembangkan dengan nilai tercatat masing-masing sebesar Rp 826.844.498 dan Rp 59.305.436.529 direklasifikasi dari properti investasi (Catatan 15).

In 2025 and 2024, land for development amounting to Rp 826,844,498 and Rp 59,305,436,529 was reclassified from investment property (Note 15).

Tanah yang belum dikembangkan seluas 566.411 m2 dan 650.426 m2 dijadikan jaminan atas pinjaman bank jangka pendek dan jangka panjang tertentu, utang sukuk ijarah, dan pinjaman dari pihak ketiga masing-masing pada tanggal 31 Desember 2025 dan 2024 (Catatan 19, 20 dan 22).

Land for development measuring 566,411 square meters and 650,426 square meters as of December 31, 2025 and 2024, respectively, are used as collateral for certain short-term and long-term bank loans, sukuk ijarah payable, and loan from third parties (Notes 19, 20 and 22).

Pada tanggal 31 Desember 2025 dan 2024, luas tanah yang belum dikembangkan masing-masing sebesar 10,19% dan 10,35% tercatat atas nama Grup, sedangkan masing-masing sebesar 89,81% dan 89,65% tercatat atas nama pihak ketiga dalam sertifikat tanah. Perusahaan berkeyakinan bahwa tidak terdapat masalah dengan hak kepemilikan atas tanah tersebut.

As of December 31, 2025 and 2024, the land titles of these land for development representing 10.19% and 10.35%, respectively, are under the Group's name, while, 89.81% and 89.65%, respectively, are still under the third parties' names. The management believes that there will be no problem on the transfers of ownership rights to the Group of these land for development.

Manajemen telah membentuk cadangan kerugian penurunan nilai atas tanah yang belum dikembangkan sebesar Rp 462.247.452.217 atas pertimbangan bahwa nilai tercatat aset tersebut tidak dapat direalisasikan sepenuhnya pada tanggal 31 Desember 2025. Manajemen berkeyakinan bahwa cadangan tersebut telah memadai untuk menutup potensi kerugian yang akan timbul.

Management has established an allowance for impairment loss on land for development amounting to Rp 462,247,452,217, based on the consideration that the carrying amount of these assets may not be fully recoverable as of December 31, 2025. Management believes that the allowance is adequate to cover potential losses that may arise.

Manajemen berpendapat bahwa tidak terdapat penurunan nilai atas aset tersebut pada tanggal 31 Desember 2024.

Management believes that there is no impairment in value of the aforementioned assets as of December 31, 2024.

## 14. Investasi pada Entitas Asosiasi dan Ventura Bersama

Nilai tercatat investasi pada entitas asosiasi dan ventura bersama diuraikan sebagai berikut:

## 14. Investments in Associates and Joint Ventures

Details of the Group's investment in associates and joint ventures follows:

| | 2025 | 2024 | |
|---|---|---|---|
| Investasi pada entitas asosiasi | 211.448.964.097 | 212.413.673.166 | Investments in associates |
| Investasi pada ventura bersama | 149.339.299.295 | 140.140.141.730 | Investments in joint ventures |
| Jumlah | 360.788.263.392 | 352.553.814.896 | Total |

### a. Entitas Asosiasi

Investasi pada entitas asosiasi adalah sebagai berikut:

### a. Associates

Details of investments in associates are as follows:

| | Domisili/ *Domicile* | Jenis usaha/ *Nature of business* | Status operasi/ *Operation status* | Persentase Kepemilikan/ *Percentage of Ownership* 2025 % | Persentase Kepemilikan/ *Percentage of Ownership* 2024 % | 31 Desember/*December 31* 2025 | 31 Desember/*December 31* 2024 | |
|---|---|---|---|---|---|---|---|---|
| Investasi Saham Metode Ekuitas | | | | | | | | Investments in shares of stock details of Equity method |
| Biaya perolehan | | | | | | | | Cost |
| PT Mahkota Kemayoran Realty | Jakarta | Real estat/*Real estate* | Belum beroperasi/ *Non operating* | 40,00 | 40,00 | 103.200.000.000 | 103.200.000.000 | PT Mahkota Kemayoran Realty |
| PT Inti Mitbana Development | Jakarta | Real estat/*Real estate* | Sudah beroperasi/ *Operating* | 30,00 | 30,00 | 89.040.000.000 | 81.300.000.000 | PT Inti Mitbana Development |
| PT Hotel Taman Harapan Indah | Jakarta | Hotel/*Hotel* | Belum beroperasi/ *Non operating* | 50,00 | 50,00 | 40.000.000.000 | 40.000.000.000 | PT Hotel Taman Harapan Indah |
| PT Puri Pariwara | Surabaya | Penyewaan ruang kantor/ *Office space rental* | Sudah beroperasi/ *Operating* | 39,69 | 39,69 | 20.285.925.612 | 20.285.925.612 | PT Puri Pariwara |
| PT Inti Arunika Persada | Jakarta | Infrastruktur hosting/ *Hosting infrastructure* | Belum beroperasi/ *Non operating* | 50,00 | - | 2.500.000.000 | - | PT Inti Arunika Persada |
| PT Adiwarna Harapan Nusantara | Jakarta | Real estat/*Real estate* | Belum beroperasi/ *Non operating* | 50,00 | 50,00 | 150.000.000 | 150.000.000 | PT Adiwarna Harapan Nusantara |
| Jumlah | | | | | | 255.175.925.612 | 244.935.925.612 | Total |
| Akumulasi bagian laba (rugi) entitas asosiasi | | | | | | | | Accumulated share in net income (loss) of associates |
| Saldo awal | | | | | | 4.174.656.323 | 17.524.501.645 | Beginning balance |
| Dilusi investasi atas entitas asosiasi | | | | | | - | 45.596.219.074 | Dilution of investment in associates |
| Penjualan investasi atas entitas asosiasi | | | | | | - | 2.057.686.596 | Sale of investment in associates |
| Dividen/bagi hasil yang diterima | | | | | | (3.448.890.716) | (58.622.631.502) | Dividends received/profit sharing |
| Bagian laba (rugi) tahun berjalan | | | | | | (7.704.940.544) | (2.428.199.494) | Share in profit (loss) for the year |
| Bagian penghasilan komprehensif lain tahun berjalan | | | | | | (50.877.809) | 47.080.004 | Share in other comprehensive income for the year |
| Saldo akhir | | | | | | (7.030.052.746) | 4.174.656.323 | Ending balance |
| Keuntungan yang belum direalisasi dari transaksi dengan entitas asosiasi | | | | | | (36.696.908.769) | (36.696.908.769) | Unrealized gains on transactions with the associates |
| Bersih | | | | | | 211.448.964.097 | 212.413.673.166 | Net |

**PT Inti Arunika Persada**

Pada tanggal 24 Juli 2025, PT Intiland Alfa Rendita (IAR), entitas anak, dan PT Solusi Data Cepat mendirikan PT Inti Arunika Persada (IAPersada) dengan modal disetor sebesar Rp 5.000.000.000 atau mencerminkan 5.000 saham dengan nilai nominal Rp 1.000.000 per saham. Bagian kepemilikan IAR pada IAPersada adalah sebesar 50%.

**PT Inti Arunika Persada**

On July 24, 2025, PT Intiland Alfa Rendita (IAR), a subsidiary, and PT Solusi Data Cepat established PT Inti Arunika Persada (IAPersada) with paid-up capital of Rp 5,000,000,000 or representing 5,000 shares, with a nominal value of Rp 1,000,000 per share. The IAR ownership interest in IAPersada is 50%.

**PT Inti Mitbana Development (IMD)**

Pada 2025, para pemegang saham IMD menyetujui peningkatan modal ditempatkan dan disetor sebesar Rp 25.800.000.000. Bagian PT Sinar Puspapersada (SPP) atas peningkatan ini sebesar Rp 7.740.000.000. Peningkatan ini dilakukan secara proporsional sehingga komposisi kepemilikan saham IMD tidak berubah.

Berdasarkan Pernyataan Keputusan Pemegang Saham IMD yang didokumentasikan dalam Akta No. 17 tanggal 17 September 2024 dari Laurens Gunawan, S.H., M.Kn., notaris publik di Jakarta, para pemegang saham menyetujui untuk meningkatkan modal ditempatkan dan disetor dari Rp 248.000.000.000 terdiri dari 248.000 saham menjadi Rp 271.000.000.000 terdiri dari 271.000 saham. Bagian SPP atas peningkatan modal ini adalah sebesar Rp 6.900.000.000 dalam bentuk setoran tunai. Kenaikan tersebut dilakukan secara proporsional sehingga komposisi persentase kepemilikan saham sebelum dan sesudah kenaikan modal tidak berubah.

Pada tahun 2024, SPP mengakui penjualan tanah kepada IMD. Bagian keuntungan yang belum direalisasi dari transaksi tersebut sebesar Rp 1.229.098.583 atau mencerminkan persentase kepemilikan SPP pada IMD sebesar 30%.

**PT Puri Pariwara (PP)**

Berdasarkan Akta Notaris No. 10 tanggal 12 Maret 2025 dari Miryany Usman, S.H., notaris di Jakarta, para pemegang saham menyetujui untuk melakukan pembagian dividen sebesar Rp 8.688.962.291 kepada para pemegang saham secara proporsional sesuai dengan kepemilikan saham. Bagian Grup atas pembagian dividen adalah sebesar Rp 3.448.890.716.

Berdasarkan Akta Notaris No. 4 tanggal 4 Maret 2024 dari Miryany Usman, S.H., notaris di Jakarta, para pemegang saham menyetujui untuk melakukan pembagian dividen sebesar Rp 7.898.000.000 kepada para pemegang saham secara proporsional sesuai dengan kepemilikan saham. Bagian Grup atas pembagian dividen adalah sebesar Rp 3.134.935.791.

**PT Inti Mitbana Development (IMD)**

In 2025, the stockholders agreed to increase IMD's issued and paid-up capital stock amounting to Rp 25,800,000,000. PT Sinar Puspapersada (SPP)'s share in this increase amounted to Rp 7,740,000,000. There was no change in the ownership interest of stockholders since the increase was done proportionately.

Based on Stockholders' Decision Statement of IMD which documented on Notarial Deed No. 17 dated September 17, 2024 of Laurens Gunawan, S.H., M.Kn., a public notary in Jakarta, the stockholders agreed to increase its issued and paid-up capital from Rp 248,000,000,000 consisting of 248,000 shares to Rp 271,000,000,000 consisting of 271,000 shares. The share of SPP in this increase amounted to Rp 6,900,000,000 in the form of cash deposits. The increase in paid-up capital was done proportionately, thus, no change in ownership interest of the stockholders.

In 2024, SPP recognized sale of land to IMD. Unrealized gain on this transaction amounted to Rp 1,229,098,583, representing ownership interest of SPP in IMD of 30%.

**PT Puri Pariwara (PP)**

Based on Notarial Deed No. 10 dated March 12, 2025 from Miryany Usman, S.H., notary in Jakarta, the shareholders agreed to distribute dividends amounting to Rp 8,688,962,291 to shareholders proportionally according to share ownership. The share of the Group on this dividend amounted to Rp 3,448,890,716.

Based on Notarial Deed No. 4 dated March 4, 2024 from Miryany Usman, S.H., notary in Jakarta, the shareholders agreed to distribute dividends amounting to Rp 7,898,000,000 to shareholders proportionally according to share ownership. The share of the Group on this dividend amounted to Rp 3,134,935,791.

**PT Adiwarna Harapan Nusantara (AHN)**

Berdasarkan Pernyataan Keputusan Pemegang Saham AHN yang didokumentasikan dalam Akta No. 11 tanggal 22 November 2024 dari Melanie Sidharta, S.H., M.Kn., notaris di Jakarta, para pemegang saham menyetujui untuk menurunkan modal ditempatkan dan disetor dari Rp 2 milyar terdiri dari 2.000 saham menjadi Rp 300 juta terdiri dari 150 saham. Bagian PSU atas penurunan modal ini adalah sebesar Rp 150 juta. Penurunan tersebut dilakukan secara proporsional sehingga komposisi persentase kepemilikan saham sebelum dan sesudah penurunan modal tidak berubah.

**PT Adiwarna Harapan Nusantara (AHN)**

Based on Stockholders' Decision Statement of AHN which documented on Notarial Deed No. 11 dated November 22, 2024 of Melanie Sidharta, S.H., M.Kn., a notary in Jakarta, the stockholders agreed to decrease its issued and paid-up capital from Rp 2 billion consisting of 2,000 shares to Rp 300 million consisting of 150 shares. The share of PSU in this decrease amounted to Rp 150 million. The decrease in paid-up capital was done proportionately, thus, no change in ownership interest of the stockholders.

**PT Inti Menara Jaya (IMJ)**

Berdasarkan Keputusan Sirkular Pemegang Saham IMJ tanggal 13 Desember 2024, para pemegang saham IMJ menyetujui pengurangan modal dasar dan modal ditempatkan dan disetor IMJ dan menyetujui pengalihan seluruh saham milik PT Intisarana Ekaraya, entitas anak, sejumlah 30.898 lembar kepada pihak-pihak ketiga dengan harga jual sebesar Rp 2.902.675.377. Atas transaksi ini, Grup mengakui kerugian sebesar Rp 2.056.465.678.

**PT Inti Menara Jaya (IMJ)**

Based on the Circular Decision of IMJ Shareholders dated December 13, 2024, IMJ shareholders approved a reduction in authorized capital and issued and paid-up capital of IMJ and approved the transfer of all shares owned by PT Intisarana Ekaraya, a subsidiary, amounting to 30,898 shares to third parties for selling price of Rp 2,902,675,377. In this transaction, the Group recognized loss amounting to Rp 2,056,465,678.

**PT Intiland Infinita (Infinita)**

Berdasarkan Akta No. 4 tanggal 16 Mei 2024 dari Melanie Sidharta, S.H., M.Kn., notaris publik di Jakarta, PT Intiland Infinita memperoleh persetujuan Keputusan Pemegang Saham untuk meningkatkan modal ditempatkan dan disetor dengan mengeluarkan 2.970.000.000 lembar saham yang seluruhnya diambil oleh PT Permata Tunggal Jaya, pihak ketiga. Dengan demikian, kepemilikan Perusahaan pada PT Intiland Infinita menurun dari 30,00% menjadi 10,07%.

**PT Intiland Infinita (Infinita)**

Based on Deed No. 4 dated May 16, 2024 from Melanie Sidharta, S.H., M.Kn., a public notary in Jakarta, PT Intiland Infinita obtained the approval from stockholders for the increase in issued and paid-up capital through issuance of 2,970,000,000 shares which the whole thing were issued to PT Permata Tunggal Jaya, a third party. Accordingly, the ownership interest of the Company in PT Intiland Infinita decreased from 30.00% to 10.07%.

**PT Adhibaladika Agung (AA)**

Pada tahun 2024, AA membagikan dividen tunai kepada pemegang saham sebesar Rp 277.438.478.558. Bagian Grup atas pembagian dividen tunai adalah sebesar Rp 55.487.695.711.

**PT Adhibaladika Agung (AA)**

In 2024, AA agreed to distribute cash dividends to stockholders amounting to Rp 277,438,478,558. The share of the Group on this cash dividend amounted to Rp 55,487,695,711.

Berdasarkan Perjanjian Jual Beli Saham tanggal 21 Agustus 2024, IG, entitas anak, menjual seluruh kepemilkan 2.400 lembar saham atau 20% saham kepemilikannya di AA kepada PT Adhibalaraja, pihak ketiga, dengan harga jual sebesar Rp 38 milyar. Atas transaksi ini, Grup mengakui kerugian sebesar Rp 10.126.993.548.

Based on the Sale and Purchase Agreement of Shares dated August 21, 2024, IG, a subsidiary, sold all of its 2,400 shares or 20% ownership interest in AA to PT Adhibalaraja, a third party, for a selling price of Rp 38 billion. In this transaction, the Group recognized loss amounting to Rp 10,126,993,548.

Ikhtisar informasi keuangan entitas asosiasi adalah sebagai berikut:

The condensed financial information of the associates follows:

| | 31 Desember 2025/December 31, 2025 | | | | | |
|---|---|---|---|---|---|---|
| | PT Mahkota Kemayoran Realty | PT Inti Mitbana Development | PT Hotel Taman Harapan Indah | PT Puri Pariwara | PT Adiwarna Harapan Nusantara | |
| **Aset** | | | | | | **Assets** |
| Lancar | 4.795.579.014 | 41.945.623.591 | 62.926.687.547 | 71.320.987.340 | 29.991.885 | Current |
| Tidak lancar | 220.367.373.395 | 245.578.002.317 | 32.383.665.287 | 66.852.621.742 | 479.440.400 | Noncurrent |
| **Jumlah** | 225.162.952.409 | 287.523.625.908 | 95.310.352.834 | 138.173.609.082 | 509.432.285 | **Total** |
| **Liabilitas** | | | | | | **Liabilities** |
| Jangka pendek | 45.057.134 | 29.115.632.053 | 15.272.250.627 | 20.326.674.929 | 9.000.000 | Current |
| Jangka panjang | 3.200.000.000 | 25.194.982.473 | 1.578.000.000 | 9.806.323.717 | 300.000.000 | Noncurrent |
| **Jumlah** | 3.245.057.134 | 54.310.614.526 | 16.850.250.627 | 30.132.998.646 | 309.000.000 | **Total** |
| Pendapatan | - | 1.928.583.530 | - | 49.740.803.456 | - | Revenues |
| Beban | (4.876.113.965) | (35.128.350.660) | (417.948.685) | (38.574.168.720) | (98.714.815) | Expenses |
| **Laba (rugi) tahun berjalan** | (4.876.113.965) | (33.199.767.130) | (417.948.685) | 11.166.634.736 | (98.714.815) | **Profit (loss) for the year** |
| **Rugi komprehensif lain** | - | - | - | (128.179.000) | - | **Other comprehensive loss** |
| **Jumlah penghasilan (rugi) komprehensif** | (4.876.113.965) | (33.199.767.130) | (417.948.685) | 11.038.455.736 | (98.714.815) | **Total comprehensive income (loss)** |

| | 31 Desember 2024/*December 31, 2024* | | | | | |
|---|---|---|---|---|---|---|
| | PT Mahkota Kemayoran Realty | PT Inti Mitbana Development | PT Hotel Taman Harapan Indah | PT Puri Pariwara | PT Adiwarna Harapan Nusantara | |
| **Aset** | | | | | | **Assets** |
| Lancar | 7.142.477.720 | 24.872.528.757 | 3.593.392 | 65.544.517.353 | 4.147.100 | Current |
| Tidak lancar | 220.480.087.734 | 241.031.101.405 | 79.867.952.500 | 66.550.406.449 | 369.868.455 | Noncurrent |
| **Jumlah** | 227.622.565.454 | 265.903.630.162 | 79.871.545.892 | 132.094.923.802 | 374.015.555 | **Total** |
| **Liabilitas** | | | | | | **Liabilities** |
| Jangka pendek | 28.556.214 | 2.988.822.282 | 993.495.000 | 19.775.750.311 | 74.868.455 | Current |
| Jangka panjang | 5.800.000.000 | 9.402.029.368 | - | 6.627.289.228 | - | Noncurrent |
| **Jumlah** | 5.828.556.214 | 12.390.851.650 | 993.495.000 | 26.403.039.539 | 74.868.455 | **Total** |
| Pendapatan | - | - | - | 48.406.976.694 | - | Revenues |
| Beban | (4.301.928.813) | (19.545.756.185) | (160.914.725) | (38.183.171.325) | (852.900) | Expenses |
| **Laba (rugi) tahun berjalan** | (4.301.928.813) | (19.545.756.185) | (160.914.725) | 10.223.805.369 | (852.900) | **Profit (loss) for the year** |
| **Penghasilan komprehensif lain** | - | - | - | 118.611.000 | - | **Other comprehensive income** |
| **Jumlah penghasilan (rugi) komprehensif** | (4.301.928.813) | (19.545.756.185) | (160.914.725) | 10.342.416.369 | (852.900) | **Total comprehensive income (loss)** |

## b. Ventura Bersama

Rincian dari ventura bersama pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

## b. Joint Ventures

Details of the Group's joint venture as of December 31, 2025 and 2024 follows:

| Nama Ventura Bersama/ *Name of Joint Venture* | Lokasi Usaha/ *Place of Business* | Kepemilikan/ *Ownership* % | Hak Suara/ *Voting Rights* % | Aktivitas Utama/ *Principal Activity* |
|---|---|---|---|---|
| Badan Kerjasama Graha Pratama | Jakarta | 30,00 | 30,00 | Persewaan kantor/*Rental office space* |
| PT Graha Abdael Sukses | Surabaya | 55,00 | 50,00 | Real Estat/*Real estate* |

Perubahan dalam kepentingan pada ventura bersama adalah sebagai berikut:

Movement of interests in the joint ventures can be summarized as follows:

| | Domisili/ *Domicile* | Jenis usaha/ *Nature of business* | Persentase Kepemilikan/ *Percentage of Ownership* 2025 % | 2024 % | 31 Desember/*December 31* 2025 | 2024 | |
|---|---|---|---|---|---|---|---|
| Investasi Saham Metode ekuitas | | | | | | | Investments in shares of stock details of Equity method |
| Biaya perolehan | | | | | | | Cost |
| Badan Kerjasama Graha Pratama | Jakarta | Penyewaan ruang kantor/ *Office space rental* | 30,00 | 30,00 | 32.100.000.000 | 32.100.000.000 | Badan Kerjasama Graha Pratama |
| PT Graha Abdael Sukses | Surabaya | Real estat/*Real estate* | 55,00 | 55,00 | 63.921.000.000 | 63.921.000.000 | PT Graha Abdael Sukses |
| Jumlah | | | | | 96.021.000.000 | 96.021.000.000 | Total |
| Akumulasi bagian laba (rugi) ventura bersama | | | | | | | Accumulated share in net income (loss) of joint ventures |
| Saldo awal | | | | | 44.119.141.730 | (27.464.300.835) | Beginning balance |
| Dividen/bagi hasil yang diterima | | | | | (6.300.000.000) | (4.200.000.000) | Dividends received/profit sharing |
| Bagian laba tahun berjalan | | | | | 15.478.444.679 | 75.768.616.683 | Share in profit for the year |
| Bagian penghasilan komprehensif lain tahun berjalan | | | | | 20.712.886 | 14.825.882 | Share in other comprehensive income for the year |
| Saldo akhir | | | | | 53.318.299.295 | 44.119.141.730 | Ending balance |
| Bersih | | | | | 149.339.299.295 | 140.140.141.730 | Net |

Pada tanggal 31 Desember 2025 dan 2024, Badan Kerjasama Graha Pratama (BKGP) membagikan keuntungan kepada pemegang saham masing-masing sebesar Rp 21.000.000.000 dan Rp 14.000.000.000. Bagian Perusahaan atas pembagian keuntungan ini adalah masing-masing sebesar Rp 6.300.000.000 dan Rp 4.200.000.000 pada tahun 2025 dan 2024.

Badan Kerjasama Graha Pratama (BKGP) distributed dividends amounting to Rp 21,000,000,000 and Rp 14,000,000,000 in 2025 and 2024, respectively. The portion of dividends distributed by BKGP to the Company amounted to Rp 6,300,000,000 and Rp 4,200,000,000 in 2025 and 2024, respectively.

**Badan Kerjasama Graha Pratama**

Perusahaan mengadakan perjanjian kerjasama dengan PT Famharindo untuk mengelola bersama Gedung Graha Pratama yang terletak di Jl. M.T. Haryono, Jakarta yang mencakup penyewaan dan usaha-usaha lainnya yang berkaitan dengan pengelolaan, sesuai dengan proporsi kepemilikan modal dan pembayaran. Dalam perjanjian ini, PT Famharindo menyediakan modal Rp 74.900.000.000 dan Perusahaan Rp 32.100.000.000 sehingga para pihak bersama-sama memiliki bagian partisipasi 70% dan 30%. Segala keuntungan dan atau kerugian yang akan didapat/diterima selama berlangsungnya perjanjian ini akan diatur dengan syarat: PT Famharindo akan menerima 70% dan Perusahaan akan menerima 30%. Perjanjian ini telah diperpanjang beberapa kali, terakhir sampai dengan 8 Juli 2026.

Untuk mengurus segala sesuatu yang berkaitan dengan pengelolaan tersebut maka dibentuk badan pengurus yang diberi nama Badan Kerjasama Graha Pratama (BKGP).

**Badan Kerjasama Graha Pratama**

The Company entered into a joint venture agreement with PT Famharindo for the joint management of the Graha Pratama Building which is located at Jl. M.T. Haryono, Jakarta including rental and other businesses related to the administration, based on proportionate ownership and payments. Pursuant to this agreement, PT Famharindo and the Company provided capital of Rp 74,900,000,000 and Rp 32,100,000,000, respectively, therefore, their share ownership is 70% and 30%, respectively. All of the gains and/or losses that will be derived in relation to this agreement will be shared as follows: 70% for PT Famharindo and 30% for the Company. These agreements have been extended several times, and the latest is valid until July 8, 2026.

To manage the joint venture, an organization called Badan Kerjasama Graha Pratama (BKGP) was formed.

Berdasarkan perjanjian kerjasama antara Perusahaan dengan PT Famharindo untuk mengelola bersama Gedung Graha Pratama, maka jika salah satu pihak ternyata terlibat masalah utang piutang dengan pihak ketiga, maka maksimal yang dapat dibayarkan adalah sebesar kompensasi modal yang telah dimasukkan yaitu PT Famharindo 70% dan Perusahaan 30%.

**PT Graha Abdael Sukses (GAS)**

Pada tanggal 13 Juli 2020, PT Intiland Grande (IG), entitas anak, mengadakan perjanjian kerjasama dengan PT Abdael Nusa (AN), pihak ketiga, untuk mengembangkan lahan di bidang pengelolaan dan penjualan tanah-tanah dan/atau tanah dan bangunan seluas 125.465 m2 milik IG yang berlokasi di Kelurahan Gununganyar Tambak. Untuk mengembangkan lahan tersebut maka IG masuk sebagai pemegang saham GAS dimana IG, menyediakan modal sebesar Rp 33.000.000.000 dan AN sebesar Rp 27.000.000.000 sehingga para pihak bersama-sama memiliki bagian partisipasi masing-masing sebesar 55% dan 45%.

Perjanjian kerjasama ini dibuat tanpa jangka waktu kecuali diakhiri atas kesepakatan bersama atau sampai dengan terjadinya hal-hal yang menyebabkan berakhirnya/bubarnya suatu perseroan terbatas sebagaimana diatur dalam UU No. 40 tahun 2007 tentang Perseroan Terbatas dan Anggaran Dasar GAS.

Berdasarkan Pernyataan Keputusan Pemegang Saham GAS yang didokumentasikan dalam Akta No. 24 tanggal 15 November 2022 dari Julia Seloadji, S.H., para pemegang saham menyetujui untuk meningkatkan modal dasar, ditempatkan dan disetor dari Rp 60.000.000.000 terdiri dari 60.000 saham menjadi Rp 116.220.000.000 terdiri dari 116.220 saham. Bagian IG atas peningkatan modal ini adalah sebesar Rp 30.921.000.000. Kenaikan tersebut dilakukan secara proporsional sehingga komposisi persentase kepemilikan saham sebelum dan sesudah kenaikan modal tidak berubah.

Based on the joint venture agreement between the Company and PT Famharindo, in the operation of Graha Pratama building, if one of the parties encounters problems on its receivable and payable from and to third parties, the maximum payment shall be equal to the capital contribution of 70% for PT Famharindo and 30% for the Company.

**PT Graha Abdael Sukses (GAS)**

On July 13, 2020, PT Intiland Grande (IG), a subsidiary, entered into a cooperation agreement with PT Abdael Nusa (AN), a third party, to develop land in the field of management and sale of land and/or land and buildings covering an area of 125.465 square meters owned by IG which is located in Gununganyar Tambak Village. To develop the land, IG is joint as a shareholder of GAS where IG, provides capital amounting of Rp 33,000,000,000 and AN amounting of Rp 27,000,000,000, so the parties all together have 55% and 45% participation, respectively.

This cooperation agreement is made without a period of time unless terminated by mutual agreement or until things occur that cause the termination/dissolution of a limited liability company as regulated in Law No. 40 of 2007 concerning Limited Liability Companies and the GAS Articles of Association.

Based on Stockholders' Decision Statement of GAS which documented on Notarial Deed No. 24 dated November 15, 2022 of Julia Seloadji, S.H., the stockholders agreed to increase its issued and paid-up capital from Rp 60,000,000,000 consisting of 60,000 shares to Rp 116,220,000,000 consisting of 116,220 shares. The share of IG in this increase amounted to Rp 30,921,000,000. The increase in paid-up capital was done proportionately, thus, no change in ownership interest of the stockholders.

Ikhtisar informasi keuangan ventura bersama, tanpa disesuaikan dengan proporsi kepemilikan Grup, adalah sebagai berikut:

The following summarizes the financial information relating to the joint venture, not adjusted for proportion of ownership:

| | 31 Desember 2025 | | 31 Desember 2024 | | |
|---|---|---|---|---|---|
| | Badan Kerjasama Graha Pratama | PT Graha Abdael Sukses | Badan Kerjasama Graha Pratama | PT Graha Abdael Sukses | |
| Aset | | | | | Assets |
| Lancar - kas dan setara kas | 314.420.665 | 9.536.991.631 | 164.487.376 | 12.994.575.089 | Current - cash and cash equivalents |
| Lancar - (tidak termasuk kas dan setara kas) | 13.546.783.741 | 351.794.257.562 | 6.980.907.300 | 356.958.318.070 | Current (excluding cash and cash equivalents) |
| Tidak lancar | 32.146.583.898 | 14.227.253.966 | 35.990.252.158 | 22.189.536.672 | Noncurrent |
| Jumlah | 46.007.788.304 | 375.558.503.159 | 43.135.646.834 | 392.142.429.831 | Total |
| Liabilitas | | | | | Liabilities |
| Jangka pendek | 22.565.791.669 | 96.292.610.173 | 11.584.860.318 | 130.827.624.588 | Current |
| Jangka panjang | 20.941.385.314 | 9.068.026.803 | 19.973.675.082 | 12.793.498.332 | Noncurrent |
| Jumlah | 43.507.176.983 | 105.360.636.976 | 31.558.535.400 | 143.621.122.920 | Total |
| Jumlah ekuitas | 2.500.611.321 | 270.197.866.183 | 11.577.111.434 | 248.521.306.911 | Total Equity |
| Pendapatan | 35.127.572.052 | 112.672.994.739 | 28.641.496.065 | 399.170.304.338 | Revenues |
| Beban usaha | (20.068.147.153) | (84.092.343.583) | (16.176.213.114) | (259.253.716.931) | Operating expenses |
| Pendapatan bunga | 1.792.262 | 321.442.285 | 2.699.551 | 1.963.373.288 | Interest income |
| Lain-lain - bersih | 69.666.785 | (4.614.947.016) | (66.695.167) | (176.125.093) | Others - net |
| Laba sebelum pajak | 15.130.883.946 | 24.287.146.425 | 12.401.287.335 | 141.703.835.602 | Profit before tax |
| Beban pajak | (3.207.384.059) | (2.648.246.946) | (2.563.648.088) | (9.308.699.404) | Tax expense |
| Laba tahun berjalan | 11.923.499.887 | 21.638.899.479 | 9.837.639.247 | 132.395.136.198 | Profit for the year |
| Penghasilan komprehensif lain | - | 37.659.793 | - | 26.956.149 | Other comprehensive income |
| Jumlah penghasilan komprehensif | 11.923.499.887 | 21.676.559.272 | 9.837.639.247 | 132.422.092.347 | Total comprehensive income |

Grup tidak memiliki liabilitas kontinjensi atau komitmen permodalan pada entitas asosiasi dan ventura bersama pada tanggal 31 Desember 2025 dan 2024.

The Group has no share of any contingent liabilities or capital commitments of its associates and joint venture as of December 31, 2025 and 2024.

Manajemen berpendapat bahwa tidak terdapat penurunan nilai atas investasi tersebut.

Management believes that there is no impairment in value of these investments.

## 15. Properti Investasi

Pada tanggal 31 Desember 2025 dan 2024, properti investasi Grup adalah tanah dan bangunan yang disewakan kepada pihak ketiga.

## 15. Investment Properties

As of December 31, 2025 and 2024, the Group's investment properties consist of land and buildings which are being leased to third parties.

Rekonsiliasi jumlah tercatat properti investasi selama tahun 2025 dan 2024 adalah sebagai berikut:

Reconciliation of the net carrying amount in this account during 2025 and 2024 follows:

| | 1 Januari/ *January 1, 2025* | Perubahan selama tahun 2025/ *Changes during 2025* Penambahan/ *Additions* | Pengurangan/ *Deductions* | Reklasifikasi/ *Reclassification* | 31 Desember/ *December 31, 2025* | |
|---|---|---|---|---|---|---|
| Biaya perolehan: | | | | | | Cost: |
| Pemilikan langsung | | | | | | Direct ownership |
| Tanah | 370.036.557.792 | - | - | 2.230.997.850 | 372.267.555.642 | Land |
| Bangunan dan prasarana | 2.187.516.211.235 | 944.854.897 | - | 1.317.127.134 | 2.189.778.193.266 | Buildings and land improvements |
| Perbaikan ruangan | 1.917.433.411 | 699.002.946 | - | - | 2.616.436.357 | Leasehold improvements |
| Bangunan dalam konstruksi | 520.012.882 | 85.922.579 | - | - | 605.935.461 | Building under construction |
| Jumlah | 2.559.990.215.320 | 1.729.780.422 | - | 3.548.124.984 | 2.565.268.120.726 | Total |
| Akumulasi penyusutan: | | | | | | Accumulated depreciation: |
| Pemilikan langsung | | | | | | Direct ownership |
| Bangunan dan prasarana | 921.305.222.046 | 94.053.903.373 | - | (5.588.727.971) | 1.009.770.397.448 | Buildings and land improvements |
| Perbaikan ruangan | 193.879.769 | 226.075.756 | - | - | 419.955.525 | Leasehold improvements |
| Jumlah | 921.499.101.815 | 94.279.979.129 | - | (5.588.727.971) | 1.010.190.352.973 | Total |
| Nilai Tercatat | 1.638.491.113.505 | | | | 1.555.077.767.753 | Net Carrying Value |

| | 1 Januari/ *January 1, 2024* | Perubahan selama tahun 2024/ *Changes during 2024* Penambahan/ *Additions* | Pengurangan/ *Deductions* | Reklasifikasi/ *Reclassification* | 31 Desember/ *December 31, 2024* | |
|---|---|---|---|---|---|---|
| Biaya perolehan: | | | | | | Cost: |
| Pemilikan langsung | | | | | | Direct ownership |
| Tanah | 411.621.843.713 | - | - | (41.585.285.921) | 370.036.557.792 | Land |
| Bangunan dan prasarana | 2.168.232.080.572 | 966.194.202 | (17.085.468.668) | 35.403.405.129 | 2.187.516.211.235 | Buildings and land improvements |
| Perbaikan ruangan | 1.174.643.962 | 297.774.021 | - | 445.015.428 | 1.917.433.411 | Leasehold improvements |
| Bangunan dalam konstruksi | 265.182.560 | 960.855.001 | - | (706.024.679) | 520.012.882 | Building under construction |
| Jumlah | 2.581.293.750.807 | 2.224.823.224 | (17.085.468.668) | (6.442.890.043) | 2.559.990.215.320 | Total |
| Akumulasi penyusutan: | | | | | | Accumulated depreciation: |
| Pemilikan langsung | | | | | | Direct ownership |
| Bangunan dan prasarana | 831.613.837.301 | 93.050.040.407 | (7.413.869.193) | 4.055.213.531 | 921.305.222.046 | Buildings and land improvements |
| Perbaikan ruangan | 43.553.047 | 150.326.722 | - | - | 193.879.769 | Leasehold improvements |
| Jumlah | 831.657.390.348 | 93.200.367.129 | (7.413.869.193) | 4.055.213.531 | 921.499.101.815 | Total |
| Nilai Tercatat | 1.749.636.360.459 | | | | 1.638.491.113.505 | Net Carrying Value |

Penambahan properti investasi merupakan biaya renovasi atas properti investasi bersangkutan dan biaya penyelesaian konstruksi bangunan.

The additions in investment properties represent cost of renovation of the respective investment properties and the cost of completion of the building construction.

Pada tahun 2025, properti investasi dengan nilai tercatat masing-masing sebesar Rp 7.693.098.809 dan Rp 826.844.498 direklasifikasi ke tanah yang sedang dikembangkan dan tanah belum dikembangkan (Catatan 8 dan 13), sedangkan properti investasi dengan nilai tercatat sebesar Rp 17.656.796.262 direklasifikasi dari bangunan siap dijual (Catatan 8) karena adanya perubahan penggunaan oleh manajemen.

In 2025, investment properties amounting to Rp 7,693,098,809 and Rp 826,844,498 were reclassification to land under development and land for development, respectively (Notes 8 and 13) while investment properties amounting to Rp 17,656,796,262 was reclassified from ready-for-sale buildings (Note 8) because there is a change in the purpose and use of these assets.

Pada tahun 2024, properti investasi dengan nilai tercatat sebesar Rp 54.917.221.104 direklasifikasi dari bangunan siap dijual (Catatan 8), sedangkan properti investasi dengan nilai tercatat masing-masing sebesar Rp 59.305.436.529 dan Rp 6.109.888.149 direklasifikasi ke tanah yang belum dikembangkan dan aset tetap (Catatan 13 dan 16) karena adanya perubahan penggunaan oleh manajemen.

In 2024, investment properties amounting to Rp 54,917,221,104 were reclassification from ready-for-sale buildings (Note 8), while investment properties amounting to Rp 59,305,436,529 and Rp 6,109,888,149, respectively, were reclassified to land for development and property and equipment (Notes 13 and 16) because there is a change in the purpose and use of these assets.

Pendapatan sewa properti investasi yang diakui dalam laba rugi selama tahun 2025 dan 2024 masing-masing adalah sebesar Rp 259.291.444.227 dan Rp 249.411.421.375, yang disajikan sebagai bagian dari "Pendapatan Usaha" pada laba rugi (Catatan 35). Beban langsung berupa beban penyusutan properti investasi selama tahun 2025 dan 2024 masing-masing adalah sebesar Rp 94.279.979.129 dan Rp 93.200.367.129 disajikan sebagai bagian dari "Beban Pokok Penjualan dan Beban Langsung" pada laba rugi (Catatan 36).

Rental income from these investment properties in 2025 and 2024 amounted to Rp 259,291,444,227 and Rp 249,411,421,375, respectively, and are recorded as part of "Revenues" in profit or loss (Note 35). The direct expense representing depreciation of these investment properties, excluding land, in 2025 and 2024 amounting to Rp 94,279,979,129 and Rp 93,200,367,129, respectively, are recorded as part of "Cost of Sales and Direct Expenses" in profit or loss (Note 36).

Kepemilikan Grup atas properti investasi adalah berupa Hak Guna Bangunan atas nama PT Intiland Development Tbk, PT Starlight Nusa Property, PT Putra Sinar Permaja, PT Perkasalestari Permai, PT Intiland Sejahtera, PT Prima Sentosa Ganda, dan PT Grande Family View yang jatuh tempo antara 2029 sampai 2044. Manajemen berpendapat bahwa tidak terdapat masalah dengan perpanjangan Hak Guna Bangunan tersebut, karena properti investasi tersebut diperoleh secara sah dan didukung dengan bukti kepemilikan yang memadai.

The investment properties owned by Group are in the form of Building Use Rights in the names of PT Intiland Development Tbk, PT Starlight Nusa Property, PT Putra Sinar Permaja, PT Perkasalestari Permai, PT Intiland Sejahtera, PT Prima Sentosa Ganda, and PT Grande Family View which will expire between 2029 to 2044. Management believes that there will be no difficulty in extending the Building Use Rights, since all the buildings were acquired legally and are supported by sufficient evidence of ownerships.

Grup mengasuransikan properti investasi kepada PT Asuransi Bina Dana Arta Tbk, PT Asuransi Central Asia, PT IBS Insurance Broking Service, PT Chubb General Insurance Indonesia, pihak-pihak ketiga, terhadap risiko kebakaran, kerusakan dan risiko lainnya dengan jumlah pertanggungan masing-masing sebesar USD 12.000.000 dan Rp 7.304.667.860.241 pada tahun 2025 dan USD 6.965.991 dan Rp 5.409.175.829.793 pada tahun 2024. Manajemen berpendapat bahwa nilai pertanggungan asuransi tersebut adalah cukup untuk menutup kemungkinan kerugian atas properti investasi yang dipertanggungkan.

The Group has insured its investment properties with PT Asuransi Bina Dana Arta Tbk, PT Asuransi Central Asia, PT IBS Insurance Broking Service, PT Chubb General Insurance Indonesia, third parties, against risks of fire, damages, and other possible risks with a total insurance coverage of US$ 12,000,000 and Rp 7,304,667,860,241 in 2025 and US$ 6,965,991 and Rp 5,409,175,829,793 in 2024. Management believes that the insurance coverages are adequate to cover possible losses on the assets insured.

Plaza Graha Famili dan Gudang di kawasan Ngoro Industrial digunakan sebagai jaminan atas pinjaman utang bank jangka pendek dan jangka panjang (Catatan 19).

Plaza Graha Famili and warehouse located in Ngoro Industrial Park are used as collateral for short-term and long-term bank loans (Note 19).

Jumlah nilai wajar properti investasi pada tanggal 31 Desember 2025 adalah sebesar Rp 5.273.768.546.084 berdasarkan laporan hasil penilaian dari KJPP Rengganis, Hamid & Rekan, penilai independen, tertanggal 7 Maret 2025 dan 5 Juli 2024.

The total fair values of investment properties as of December 31, 2025 amounted to Rp 5,273,768,546,084, based on appraisal report from KJPP Rengganis, Hamid & Rekan, independent appraiser, dated March 7, 2025 and July 5, 2024.

Jumlah nilai wajar properti investasi pada tanggal 31 Desember 2024 adalah sebesar Rp 4.439.026.375.000 berdasarkan laporan hasil penilaian dari KJPP Toto Suharto & Rekan, KJPP Wiseso Saladin dan Rekan, dan KJPP Wilson & Rekan, penilai independen, masing-masing tertanggal 1 Maret 2022, 7 September 2022, 18 September 2018, dan 10 Oktober 2018.

The total fair values of investment properties as of December 31, 2024 amounted to Rp 4,439,026,375,000, based on appraisal report from KJPP Toto Suharto & Rekan, KJPP Wiseso Saladin dan Rekan, and KJPP Wilson & Rekan, independent appraisers, dated March 1, 2022, September 7, 2022, September 18, 2018, and October 10, 2018 respectively.

Manajemen berpendapat bahwa tidak terdapat penurunan nilai atas properti investasi pada tanggal 31 Desember 2025 dan 2024.

Management believes that there is no impairment in values of the afore mentioned investment properties as of December 31, 2025 and 2024.

## 16. Aset Tetap / 16. Property and Equipment

| | 1 Januari/ *January 1, 2025* | Perubahan selama tahun 2025/ *Changes during 2025* Penambahan/ *Additions* | Pengurangan/ *Deductions* | Reklasifikasi/ *Reclassification* | 31 Desember/ *December 31, 2025* | |
|---|---|---|---|---|---|---|
| Biaya perolehan: | | | | | | Cost: |
| Pemilikan langsung | | | | | | Direct ownership |
| Tanah | 107.380.313.326 | - | - | 46.144.482.804 | 153.524.796.130 | Land |
| Bangunan dan prasarana | 342.376.976.375 | 12.065.766.703 | (72.500.000) | 198.745.863.384 | 553.116.106.462 | Buildings and land improvements |
| Perbaikan ruangan | 24.615.840.886 | 695.253.591 | - | 3.550.000 | 25.314.644.477 | Leasehold improvements |
| Sarana gedung | 6.552.512.105 | 960.202.932 | - | - | 7.512.715.037 | Building improvements |
| Mesin dan peralatan | 116.046.226.247 | 6.937.777.941 | (14.350.000) | 249.500.000 | 123.219.154.188 | Machinery and equipment |
| Prasarana golf | 8.981.934.372 | 1.048.577.703 | - | - | 10.030.512.075 | Golf equipment |
| Perlengkapan pusat kebugaran jasmani | 10.039.426.711 | 146.874.251 | - | - | 10.186.300.962 | Fitness center equipment |
| Kendaraan | 35.167.736.268 | 2.806.258.857 | (2.926.232.607) | - | 35.047.762.518 | Vehicles |
| Peralatan kantor | 104.229.248.302 | 5.126.122.543 | (273.695.114) | 7.343.500 | 109.089.019.231 | Office equipment |
| Perabot kantor | 46.238.640.449 | 4.938.006.547 | (1.049.144.153) | 4.350.000 | 50.131.852.843 | Office furniture and fixtures |
| Peralatan kantin | 4.284.969.724 | 44.703.226 | - | - | 4.329.672.950 | Canteen equipment |
| Aset tetap dalam pembangunan | 4.672.408.868 | 14.597.691.472 | - | (264.743.500) | 19.005.356.840 | Construction in progress |
| Jumlah | 810.586.233.633 | 49.367.235.766 | (4.335.921.874) | 244.890.346.188 | 1.100.507.893.713 | Total |
| Akumulasi penyusutan: | | | | | | Accumulated depreciation: |
| Pemilikan langsung | | | | | | Direct ownership |
| Bangunan dan prasarana | 134.922.226.052 | 18.754.070.920 | (30.950.000) | - | 153.645.346.972 | Buildings and land improvements |
| Perbaikan ruangan | 17.023.835.778 | 1.625.414.503 | - | - | 18.649.250.281 | Leasehold improvements |
| Sarana gedung | 1.471.722.837 | 562.147.916 | - | - | 2.033.870.753 | Building improvements |
| Mesin dan peralatan | 85.522.605.145 | 8.235.483.894 | (8.862.083) | - | 93.749.226.956 | Machinery and equipment |
| Prasarana golf | 7.165.426.416 | 201.496.760 | - | - | 7.366.923.176 | Golf equipment |
| Perlengkapan pusat kebugaran jasmani | 8.781.481.075 | 233.515.332 | - | - | 9.014.996.407 | Fitness center equipment |
| Kendaraan | 33.023.496.522 | 757.781.753 | (2.873.905.279) | - | 30.907.372.996 | Vehicles |
| Peralatan kantor | 91.279.100.240 | 5.777.007.045 | (233.225.126) | - | 96.822.882.159 | Office equipment |
| Perabot kantor | 42.716.787.115 | 2.927.784.717 | (968.969.584) | - | 44.675.602.248 | Office furniture and fixtures |
| Peralatan kantin | 4.216.107.268 | 24.794.006 | - | - | 4.240.901.274 | Canteen equipment |
| Jumlah | 426.122.788.448 | 39.099.496.846 | (4.115.912.072) | - | 461.106.373.222 | Total |
| Nilai Tercatat | 384.463.445.185 | | | | 639.401.520.491 | Net Carrying Value |

| | 1 Januari/ *January 1, 2024* | Perubahan selama tahun 2024/ *Changes during 2024* Penambahan/ *Additions* | Pengurangan/ *Deductions* | Reklasifikasi/ *Reclassification* | 31 Desember/ *December 31, 2024* | |
|---|---|---|---|---|---|---|
| Biaya perolehan: | | | | | | Cost: |
| Pemilikan langsung | | | | | | Direct ownership |
| Tanah | 105.164.201.725 | - | - | 2.216.111.601 | 107.380.313.326 | Land |
| Bangunan dan prasarana | 315.442.643.093 | 18.690.664.801 | (566.336.543) | 8.810.005.024 | 342.376.976.375 | Buildings and land improvements |
| Perbaikan ruangan | 28.792.552.578 | 2.797.755.608 | (159.239.999) | (6.815.227.301) | 24.615.840.886 | Leasehold improvements |
| Sarana gedung | 2.057.562.314 | 4.494.949.791 | - | - | 6.552.512.105 | Building improvements |
| Mesin dan peralatan | 109.364.294.661 | 6.900.874.323 | (218.942.737) | - | 116.046.226.247 | Machinery and equipment |
| Prasarana golf | 8.642.063.460 | 339.870.912 | - | - | 8.981.934.372 | Golf equipment |
| Perlengkapan pusat kebugaran jasmani | 13.043.373.687 | 438.170.724 | (3.442.117.700) | - | 10.039.426.711 | Fitness center equipment |
| Kendaraan | 34.840.356.599 | 841.070.578 | (513.690.909) | - | 35.167.736.268 | Vehicles |
| Peralatan kantor | 95.253.530.358 | 9.176.946.362 | (201.228.418) | - | 104.229.248.302 | Office equipment |
| Perabot kantor | 44.209.249.065 | 2.112.046.303 | (307.904.919) | 225.250.000 | 46.238.640.449 | Office furniture and fixtures |
| Peralatan kantin | 4.225.723.625 | 59.246.099 | - | - | 4.284.969.724 | Canteen equipment |
| Aset tetap dalam pembangunan | 1.550.451.339 | 5.503.422.235 | - | (2.381.464.706) | 4.672.408.868 | Construction in progress |
| Jumlah | 762.586.002.504 | 51.355.017.736 | (5.409.461.225) | 2.054.674.618 | 810.586.233.633 | Total |
| Akumulasi penyusutan: | | | | | | Accumulated depreciation: |
| Pemilikan langsung | | | | | | Direct ownership |
| Bangunan dan prasarana | 117.276.040.236 | 17.144.568.762 | (565.319.816) | 1.066.936.870 | 134.922.226.052 | Buildings and land improvements |
| Perbaikan ruangan | 19.719.297.719 | 2.540.702.213 | (114.013.753) | (5.122.150.401) | 17.023.835.778 | Leasehold improvements |
| Sarana gedung | 1.105.926.053 | 365.796.784 | - | - | 1.471.722.837 | Building improvements |
| Mesin dan peralatan | 78.529.596.141 | 7.197.519.122 | (204.510.118) | - | 85.522.605.145 | Machinery and equipment |
| Prasarana golf | 7.103.819.220 | 61.607.196 | - | - | 7.165.426.416 | Golf equipment |
| Perlengkapan pusat kebugaran jasmani | 11.342.263.282 | 447.013.532 | (3.007.795.739) | - | 8.781.481.075 | Fitness center equipment |
| Kendaraan | 32.460.798.819 | 753.610.835 | (190.913.132) | - | 33.023.496.522 | Vehicles |
| Peralatan kantor | 86.112.240.447 | 5.339.555.285 | (172.695.492) | - | 91.279.100.240 | Office equipment |
| Perabot kantor | 40.953.698.486 | 2.067.876.476 | (304.787.847) | - | 42.716.787.115 | Office furniture and fixtures |
| Peralatan kantin | 4.203.872.844 | 12.234.424 | - | - | 4.216.107.268 | Canteen equipment |
| Jumlah | 398.807.553.247 | 35.930.484.629 | (4.560.035.897) | (4.055.213.531) | 426.122.788.448 | Total |
| Nilai Tercatat | 363.778.449.257 | | | | 384.463.445.185 | Net Carrying Value |

Jumlah beban penyusutan dialokasikan sebagai berikut:

Depreciation expense was allocated as follows:

| | 2025 | 2024 | |
|---|---|---|---|
| Beban pokok penjualan dan beban langsung | 35.490.907.646 | 31.328.767.116 | Cost of sales and direct expenses |
| Beban umum dan administrasi (Catatan 38) | 3.608.589.200 | 4.601.717.513 | General and administrative expenses (Note 38) |
| Jumlah | 39.099.496.846 | 35.930.484.629 | Total |

Pengurangan selama tahun 2025 dan 2024 merupakan penjualan dan penghapusan aset tetap. Nilai tercatat aset tetap yang dihapus masing-masing pada tahun 2025 dan 2024 sebesar Rp 38.730.487 dan Rp 86.398.543 yang dicatat sebagai beban lain-lain. Adapun perincian penjualan aset tetap sebagai berikut:

Deductions in 2025 and 2024 represent sales and write off of property and equipment. Property and equipment with net carrying value of Rp 38,730,487 and Rp 86,398,543 in 2025 and 2024, respectively, have been disposed and charged to other expenses. The details of sale of property and equipment follows:

| | 2025 | 2024 | |
|---|---|---|---|
| Harga jual | 1.100.017.078 | 1.145.411.365 | Selling price |
| Nilai tercatat | (181.279.315) | (760.988.804) | Net carrying value |
| Keuntungan atas penjualan | 918.737.763 | 384.422.561 | Gain on sale |

Pengurangan aset tetap di tahun 2024 termasuk aset tetap entitas anak yang dilepas yaitu PT Dinamika Kencana Mandiri dengan biaya perolehan sebesar Rp 33.965.000 dan akumulasi penyusutan sebesar Rp 31.927.019 pada tanggal pelepasan.

The deduction in property and equipment in 2024 include the carrying amount of the disposed subsidiary, PT Dinamika Kencana Mandiri, with cost amounting to Rp 33,965,000 and accumulated depreciation amounting to Rp 31,927,019 at the date of disposal.

Pada tahun 2025, aset tetap dengan nilai tercatat sebesar Rp 128.601.821 direklasifikasi ke tanah yang sedang dikembangkan sedangkan aset tetap dengan nilai tercatat sebesar Rp 245.018.948.009 direklasifikasi dari bangunan yang siap dijual (Catatan 8) karena adanya perubahan penggunaan oleh manajemen.

In 2025, property and equipment with total carrying value of Rp 128,601,821 was reclassified to land under development, while property and equipment with total carrying value of Rp 245,018,948,009 was reclassified from ready for sale buildings (Note 8) because there is a change in the purpose and use of these assets.

Pada tahun 2024, aset tetap dengan nilai tercatat sebesar Rp 6.109.888.149 direklasifikasi dari properti investasi (Catatan 15) karena adanya perubahan penggunaan oleh manajemen.

In 2024, property and equipment with total carrying value of Rp 6,109,888,149 was reclassified from investment properties (Note 15) because there is a change in the purpose and use of these assets.

Aset tetap dalam pembangunan merupakan bangunan dan prasarana yang sedang dibangun oleh Grup sebesar Rp 19.005.356.840 atau sebesar 95% dari nilai kontrak, yang diperkirakan akan selesai tahun 2026. Berdasarkan evaluasi manajemen, Grup berpendapat bahwa tidak terdapat hambatan kelanjutan penyelesaian aset tetap dalam pembangunan.

Construction in progress pertains to buildings and improvements being constructed by the Group amounting to Rp 19,005,356,840 or 95% of contract value, which are estimated to be completed in 2026. Based on management's evaluation, the Group believes that there will be no obstacle in completing the construction in progress.

Grup memiliki beberapa bidang tanah antara lain terletak di Jakarta, Tangerang, dan Surabaya dengan hak legal berupa Hak Guna Bangunan (HGB) yang berjangka waktu antara 20 dan 30 tahun yang jatuh tempo antara tahun 2029 dan 2044. Manajemen berpendapat tidak terdapat masalah dengan perpanjangan hak atas tanah karena seluruh tanah diperoleh secara sah dan didukung dengan bukti pemilikan yang memadai.

The Group owns several parcels of land located in Jakarta, Tangerang and Surabaya with Building Use Rights (Hak Guna Bangunan or HGB) ranging from 20 to 30 years and will expire between 2029 to 2044. Management believes that there will be no difficulty in the extension of the terms of land rights since all the land were acquired legally and supported by sufficient evidence of ownership.

Aset tetap, kecuali tanah, telah diasuransikan kepada PT Asuransi Bina Dana Arta, PT Asuransi Astra Buana, PT Asuransi Central Asia, PT Insurance Broking Services, PT Asuransi Multi Artha Guna Tbk, PT Chubb General Insurance Indonesia, PT Sampo Insurance Indonesia, pihak-pihak ketiga, terhadap risiko kebakaran, pencurian dan risiko lainnya dengan jumlah pertanggungan sebesar Rp 618.640.141.409 dan USD 6.485.100 pada tanggal 31 Desember 2025 dan Rp 706.107.094.135 dan USD 6.164.108 pada tanggal 31 Desember 2024. Manajemen berpendapat bahwa nilai pertanggungan tersebut cukup untuk menutup kemungkinan kerugian atas aset yang dipertanggungkan.

Property and equipment, except land, are insured with PT Asuransi Bina Dana Arta, PT Asuransi Astra Buana, PT Asuransi Central Asia, PT Insurance Broking Services, PT Asuransi Multi Artha Guna Tbk, PT Chubb General Insurance Indonesia, PT Sampo Insurance Indonesia, third parties, against fire, theft and other possible risks for Rp 618,640,141,409 and US$ 6,485,100 as of December 31, 2025 and Rp 706,107,094,135 and US$ 6,164,108 as of December 31, 2024, respectively. Management believes that the insurance coverages are adequate to cover possible losses on the assets insured.

Tanah, bangunan dan kendaraan sebesar Rp 66.191.358.837 dan Rp 67.735.198.963 masing-masing pada tanggal 31 Desember 2025 dan 2024 digunakan sebagai jaminan atas utang bank yang diperoleh dari beberapa bank (Catatan 19) dan utang pembiayaan konsumen (Catatan 28).

Manajemen berpendapat bahwa tidak terdapat penurunan nilai atas aset tetap pada tanggal 31 Desember 2025 dan 2024.

Certain land, buildings and vehicles amounting to Rp 66,191,358,837 and Rp 67,735,198,963 as of December 31, 2025 and 2024, respectively, are used as collateral for the bank loans from several banks (Note 19) and consumer finance payables (Note 28).

As of December 31, 2025 and 2024, management believes that there is no impairment in values of the aforementioned property and equipment.

## 17. Goodwill - Bersih

Akun ini merupakan selisih lebih biaya perolehan atas bagian nilai wajar aset bersih entitas anak, yang timbul dari akuisisi THI dan IG dengan jumlah Rp 6.184.505.653 pada tanggal 31 Desember 2025 and 2024.

***Uji Penurunan Nilai Goodwill***

*Goodwill* yang diperoleh melalui kombinasi bisnis dialokasikan ke Unit Penghasil Kas (UPK) individu, yang juga merupakan segmen dilaporkan, untuk tujuan uji penurunan nilai, yaitu UPK Real Estat.

Nilai terpulihkan dari UPK-UPK di atas ditentukan berdasarkan perhitungan nilai pakai. Nilai pakai ditentukan dengan mendiskontokan arus kas masa depan yang diharapkan akan dihasilkan dari pemakaian berkelanjutan atas UPK-UPK tersebut. Perhitungan nilai pakai berdasarkan pada asumsi-asumsi berikut:

- Arus kas di masa depan ditentukan berdasarkan proyeksi penjualan persediaan real estat dan tanah untuk dikembangkan, estimasi biaya perolehan aset yang akan diakusisi. Beban operasional lainnya diestimasi berdasarkan data historis.

- Tingkat diskonto sebelum pajak yang digunakan untuk menghitung jumlah terpulihkan adalah sebesar 7,81% dan 8,08% untuk tahun 2025 dan 2024. Tingkat diskonto ini diestimasi berdasarkan rata-rata tertimbang biaya modal yang dialokasikan oleh Grup kepada UPK-UPK tersebut.

Asumsi utama sebagaimana dijelaskan di atas dapat berubah sejalan dengan perubahan kondisi ekonomi dan pasar. Grup memperkirakan bahwa kemungkinan perubahan asumsi ini tidak akan mengakibatkan nilai tercatat dari masing-masing UPK tersebut melebihi nilai terpulihkannya secara material. Oleh karena itu, manajemen berkeyakinan bahwa tidak terdapat penurunan nilai atas *goodwill* tersebut pada tanggal 31 Desember 2025 dan 2024.

## 17. Goodwill - Net

This account represents the excess of the acquisition cost over interest in the fair value of the net assets of acquired subsidiary, THI and IG, at the amount of Rp 6,184,505,653 as of December 31, 2025 and 2024.

***Impairment Test for Goodwill***

Goodwill acquired through business combination has been allocated to Real Estate Cash Genarating Unit (CGU), which is also a reportable segment, for impairment testing.

The recoverable amount of the above CGU has been determined based on value-in-use calculations. Value in use was determined by discounting the future cash flows expected to be generated from the continuing use of the unit. The calculation of the value in use was based on the following key assumptions:

- Future cash flows were based on the projected sales of real estate inventories and land for development. Other operational expenses were estimated based on historical rate and expectations on market development.

- Pre-tax discount rate of 7.81% and 8.08% in 2025 and 2024 was applied in determining the recoverable amounts. This discount rate was determined based on the weighted average cost of capital allocated by the Group to this unit.

The key assumptions described above may change as economic and market conditions change. The Group estimates that reasonably possible changes in these assumptions would not cause the carrying value of each CGU to materially exceed its recoverable amount. Thus, as of December 31, 2025 and 2024, management believes that there is no impairment in the carrying value of goodwill.

## 18. Aset Lain-lain / 18. Other Assets

| | 2025 | 2024 | |
|---|---|---|---|
| Jaminan | 1.437.872.762 | 1.446.523.511 | Deposits |
| Lain-lain | 303.650 | 177.263 | Others |
| Jumlah | 1.438.176.412 | 1.446.700.774 | Total |

## 19. Utang Bank / 19. Bank Loans

| | 2025 | 2024 | |
|---|---|---|---|
| Utang bank jangka pendek | | | Short-term bank loans |
| PT Bank Mayapada International Tbk | 434.000.000.009 | 703.771.733.363 | PT Bank Mayapada International Tbk |
| PT Bank Pan Indonesia Tbk | 228.781.298.454 | 230.092.699.607 | PT Bank Pan Indonesia Tbk |
| PT Bank China Construction Bank Indonesia Tbk | 34.500.515.114 | 40.064.116.223 | PT Bank China Construction Bank Indonesia Tbk |
| PT Bank IBK Indonesia Tbk | 29.203.475.961 | 10.963.258.552 | PT Bank IBK Indonesia Tbk |
| PT Bank JTrust Indonesia | 16.555.249.915 | 14.770.998.887 | PT Bank JTrust Indonesia |
| PT Bank Permata Tbk | 12.500.000.000 | 16.000.000.000 | PT Bank Permata Tbk |
| PT Bank Central Asia Tbk | 9.992.230.914 | 13.079.333.913 | PT Bank Central Asia Tbk |
| PT Bank MNC Internasional Tbk | 1.000.000.000 | 1.000.000.000 | PT Bank MNC Internasional Tbk |
| PT Bank Victoria International Tbk | - | 16.131.771.978 | PT Bank Victoria International Tbk |
| Jumlah | 766.532.770.367 | 1.045.873.912.523 | Total |
| Biaya transaksi yang belum diamortisasi | - | (317.864.447) | Unamortized transaction costs |
| Jumlah Utang Bank Jangka Pendek - Bersih | 766.532.770.367 | 1.045.556.048.076 | Total Short-term Bank Loans - Net |
| Utang bank jangka panjang | | | Long-term bank loans |
| Jatuh tempo lebih dari satu tahun | | | Long-term portion |
| Sindikasi | | | Syndicated |
| PT Bank Negara Indonesia (Persero) Tbk | 1.170.982.351.766 | 1.359.417.932.843 | PT Bank Negara Indonesia (Persero) Tbk |
| PT Bank Central Asia Tbk | 836.253.248.178 | 971.145.984.264 | PT Bank Central Asia Tbk |
| PT Bank JTrust Indonesia | 203.812.499.999 | 222.916.666.665 | PT Bank JTrust Indonesia |
| PT Bank KB Indonesia Tbk | 152.590.751.405 | - | PT Bank KB Indonesia Tbk |
| PT Bank MNC Internasional Tbk | 140.074.340.870 | 149.500.000.000 | PT Bank MNC Internasional Tbk |
| PT Bank China Construction Bank Indonesia Tbk | 56.399.999.999 | 83.399.999.999 | PT Bank China Construction Bank Indonesia Tbk |
| PT Bank Woori Saudara Indonesia 1906 Tbk | 55.895.763.500 | 83.970.763.500 | PT Bank Woori Saudara Indonesia 1906 Tbk |
| PT Bank Pan Indonesia Tbk | 14.800.000.000 | 40.154.121.002 | PT Bank Pan Indonesia Tbk |
| PT Bank Victoria International Tbk | 9.720.000.000 | 8.000.000.000 | PT Bank Victoria International Tbk |
| PT Bank UOB Indonesia | 4.582.594.117 | 5.348.382.805 | PT Bank UOB Indonesia |
| Jumlah | 2.645.111.549.834 | 2.923.853.851.078 | Subtotal |
| Biaya transaksi yang belum diamortisasi | (715.724.255.423) | (358.966.408.841) | Unamortized transaction costs |
| Bersih | 1.929.387.294.411 | 2.564.887.442.237 | Net |
| Jatuh tempo dalam satu tahun | | | Current portion |
| Sindikasi | | | Syndicated |
| PT Bank Negara Indonesia (Persero) Tbk | 191.680.919.972 | 12.619.069.419 | PT Bank Negara Indonesia (Persero) Tbk |
| PT Bank Central Asia Tbk | 136.933.720.817 | 9.014.857.231 | PT Bank Central Asia Tbk |
| PT Bank Woori Saudara Indonesia 1906 Tbk | 75.625.000.000 | 60.500.000.000 | PT Bank Woori Saudara Indonesia 1906 Tbk |
| PT Bank JTrust Indonesia | 31.604.166.664 | 20.123.781.117 | PT Bank JTrust Indonesia |
| PT Bank China Construction Bank Indonesia Tbk | 27.000.000.000 | 17.200.000.000 | PT Bank China Construction Bank Indonesia Tbk |
| PT Bank KB Indonesia Tbk | 16.954.527.936 | - | PT Bank KB Indonesia Tbk |
| PT Bank MNC Internasional Tbk | 2.750.000.000 | - | PT Bank MNC Internasional Tbk |
| PT Bank Victoria International Tbk | 1.160.000.000 | 52.012.000.000 | PT Bank Victoria International Tbk |
| PT Bank UOB Indonesia | 765.788.691 | 699.245.393 | PT Bank UOB Indonesia |
| Jumlah | 484.474.124.080 | 172.168.953.160 | Subtotal |
| Biaya transaksi yang belum diamortisasi | (99.652.744.904) | (46.425.706.945) | Unamortized transaction costs |
| Bersih | 384.821.379.176 | 125.743.246.215 | Net |
| Suku bunga per tahun | | | Interest rates per annum |
| Utang bank jangka pendek | 9,00% - 12,00% | 9,00% - 12,00% | Short-term bank loans |
| Utang bank jangka panjang | 5,00% - 12,00% | 7,50% - 12,00% | Long-term bank loans |

Penjelasan pokok perjanjian pinjaman sebagai berikut:

A summary of the respective loan agreements follows:

**PT Bank Mayapada International Tbk (Mayapada)**

**PT Bank Mayapada International Tbk (Mayapada)**

| | 2025 | 2024 | |
|---|---|---|---|
| PT Taman Harapan Indah (THI) | | | PT Taman Harapan Indah (THI) |
| Pinjaman tetap | 214.000.000.000 | 214.000.000.000 | Fixed loan |
| *On demand* | 200.000.000.000 | 200.000.000.000 | On demand |
| Pinjaman rekening koran | 20.000.000.009 | 19.657.108.271 | Bank overdraft |
| PT Intiland Grande (IG) | | | PT Intiland Grande (IG) |
| Pinjaman tetap | - | 120.500.000.000 | Fixed loan |
| Pinjaman rekening koran | - | 24.614.625.092 | Bank overdraft |
| Perusahaan | | | Company |
| Pinjaman tetap | - | 125.000.000.000 | Fixed loan |
| Jumlah | 434.000.000.009 | 703.771.733.363 | Total |

THI

Pada tanggal 5 Agustus 2016, THI memperoleh fasilitas pinjaman berupa pinjaman tetap dan rekening koran dengan jumlah maksimum masing-masing sebesar Rp 210 miliar dan Rp 20 miliar. Pada tanggal 24 Oktober 2017, THI memperoleh fasilitas pinjaman baru berupa *demand loan* dengan jumlah maksimum sebesar Rp 200 miliar. Fasilitas-fasilitas ini telah diperpanjang beberapa kali, terakhir sampai dengan tanggal 16 Februari 2026.

Berdasarkan Akta Persesuaian No. 20 dari Sunarni, SH., notaris di Jakarta, tanggal 16 Desember 2022, THI memperoleh tambahan fasilitas pinjaman tetap sebesar Rp 4 milyar. Fasilitas ini telah diperpanjang beberapa kali, terakhir sampai dengan tanggal 16 Februari 2026.

Tanggal 9 Juli 2025, 19 November 2025, 20 November 2025, 10 Desember 2025, 22 Desember 2025, 29 Januari 2026, 12 Februari 2026 dan 9 Maret 2026, THI sudah mengajukan perpanjangan dan penyelesaian pinjaman melalui mekanisme penyerahan aset (*asset settlement*) kepada Mayapada. THI telah menerima tanggapan melalui surat no. 475/EXT/CB-BMI/X/25 tanggal 16 Oktober 2025 yang antara lain menyampaikan bahwa konsultan yang ditunjuk oleh Mayapada sedang melakukan pengecekan di lapangan dan jumlah luasan lahan yang dapat diperhitungkan untuk pembayaran utang akan ditentukan nilainya setelah selesainya pemeriksaan dan diperolehnya data yang valid untuk bidang-bidang lahan tersebut.

Sampai dengan tanggal penyelesaian laporan keuangan konsolidasian ini, THI masih menunggu keputusan Mayapada atas pengajuan perpanjangan dan penyelesaian pinjaman melalui mekanisme penyerahan aset tersebut.

THI

On August 5, 2016, THI obtained loan facilities which consist of fixed loan and bank overdraft with maximum amounts of Rp 210 billion and Rp 20 billion, respectively. On October 24, 2017, THI obtained a new loan facility in the form of demand loan with maximum amount of Rp 200 billion. These facilities have been extended several times, and the latest is valid until February 16, 2026.

Based on the Conformity Deed No. 20 from Sunarni, SH., a notary in Jakarta, dated December 16, 2022, THI obtained an additional fixed loan facility amounting to Rp 4 billion. This facility has been extended several times, and the latest is valid until February 16, 2026.

On July 9, 2025, November 19, 2025, November 20, 2025, December 10, 2025, December 22, 2025, January 29, 2026, February 12, 2026, and March 9, 2026, THI submitted requests for loan extension and settlement through an asset settlement mechanism to Mayapada. THI subsequently received a response through letter No. 475/EXT/CB-BMI/X/25 dated October 16, 2025, which stated, among other matters, that the consultant appointed by Mayapada was in the process of conducting on-site inspections and that the land area to be recognized for loan settlement purposes would be determined upon completion of the inspection and upon the availability of valid data for the respective land parcels.

As of the completion date of these consolidated financial statements, THI is still awaiting Mayapada's decision regarding the application for loan extension and settlement through the asset settlement mechanism.

Seluruh pinjaman ini dijamin dengan beberapa bidang tanah milik THI yang berlokasi di Serang, Banten (Catatan 13).

THI diwajibkan untuk memenuhi beberapa syarat perjanjian pinjaman, diantaranya pembatasan THI untuk mengubah anggaran dasar, susunan Direksi dan Komisaris serta para pemegang saham; dan menambah penyertaan atau investasi pada perusahaan lain. Pada tanggal 31 Desember 2025 dan 2024, THI telah memenuhi syarat-syarat perjanjian yang ada.

IG

Pada tanggal 12 Juli 2012, PT Intiland Grande (IG), entitas anak, memperoleh fasilitas pinjaman rekening koran dan pinjaman tetap dari Mayapada dengan jumlah maksimal masing-masing sebesar Rp 25 milyar dan Rp 50 milyar. Pada tanggal 29 Juni 2015, jumlah maksimum fasilitas ditingkatkan menjadi sebesar Rp 300 milyar untuk pinjaman tetap. Pada tanggal 13 Juli 2023, jumlah maksimum fasilitas pinjaman tetap diturunkan menjadi sebesar Rp 174 milyar. Fasilitas ini telah diperpanjang beberapa kali, terakhir sampai dengan tanggal 16 Juli 2024.

Pinjaman ini dijamin dengan beberapa bidang tanah yang dimiliki oleh PT Taman Harapan Indah, entitas anak.

Fasilitas ini telah dilunasi pada tanggal 28 Februari 2025.

IG diwajibkan untuk memenuhi beberapa syarat perjanjian pinjaman, diantaranya pembatasan IG untuk mengubah anggaran dasar, susunan Direksi dan Komisaris serta para pemegang saham; dan menambah penyertaan atau investasi pada perusahaan lain. Pada tanggal 31 Desember 2024, IG telah memenuhi syarat-syarat perjanjian yang ada.

Perusahaan

Pada tanggal 4 Juni 2018, Perusahaan memperoleh fasilitas pinjaman tetap dengan jumlah maksimum sebesar Rp 150 milyar. Pada tanggal 15 Juni 2022, jumlah maksimum fasilitas diturunkan menjadi sebesar Rp 125 milyar. Fasilitas ini telah diperpanjang beberapa kali, terakhir sampai dengan tanggal 7 Januari 2025.

All of these loans are secured by several parcels of land owned by THI located in Serang, Banten (Note 13).

In relation to these credit facilities, THI is required to fulfill certain covenants, among others, restrictions to change the articles of association, the Board of Directors and Commissioners and shareholders; and investments in other companies. As of December 31, 2025 and 2024, THI has complied with the covenants.

IG

On July 12, 2012, PT Intiland Grande (IG), a subsidiary, obtained loan facilities in the form of bank overdraft and fixed loan from Mayapada with maximum amounts of Rp 25 billion and Rp 50 billion respectively. On June 29, 2015, the facility's maximum amount of fixed loan has been increased to Rp 300 billion. On July 13, 2023, the facility's maximum amount of fixed loan has been decreased to Rp 174 billion. These facilities have been extended several times, and the latest is valid until July 16, 2024.

The loans are secured by several parcels of land owned by PT Taman Harapan Indah, a subsidiary.

This facility was fully paid on February 28, 2025.

In relation to these credit facilities, IG is required to fulfill certain covenants, among others, restrictions to change the articles of association, the Board of Directors and Commissioners and shareholders; and investments in other companies. As of December 31, 2024, IG has complied with the covenants.

The Company

On June 4, 2018, The Company obtained a fixed loan facility with maximum amount of Rp 150 billion. On June 15, 2022, the facility's maximum amount of fixed loan has been decreased to Rp 125 billion. This facility has been extended several times, and the latest is valid until January 7, 2025.

Pinjaman ini dijamin dengan dua bidang tanah masing-masing seluas 14.992 m2 dan 15.670 m2 yang terletak di Serang, Banten milik THI, entitas anak (Catatan 13) dan jaminan pribadi dari Hendro Santoso Gondokusumo, pihak berelasi (Catatan 44). Tidak terdapat kewajiban yang harus dipenuhi sehubungan dengan adanya jaminan pribadi tersebut.

This loan is secured by two parcels of land with an area of 14,992 sqm and 15,670 sqm, respectively, which is located in Serang, Banten owned by THI, a subsidiary (Note 13) and personal guarantee from Hendro Santoso Gondokusumo (Note 44). There are no obligations that must be fulfilled in connection with the personal guarantee.

Fasilitas ini telah dilunasi pada tanggal 20 Februari 2025.

This facility was fully paid on February 20, 2025.

Perusahaan diwajibkan untuk memenuhi beberapa syarat perjanjian pinjaman, diantaranya pembatasan Perusahaan untuk mengubah anggaran dasar, susunan Direksi dan Komisaris serta para pemegang saham; dan menambah penyertaan atau investasi pada perusahaan lain. Pada tanggal 31 Desember 2024, Perusahaan telah memenuhi syarat-syarat perjanjian yang ada.

In relation to these credit facilities, the Company is required to fulfill certain covenants, among others, restrictions to change the articles of association, the Board of Directors and Commissioners and shareholders; and investments in other companies. As of December 31, 2024, the Company has complied with the covenants.

**PT Bank Pan Indonesia Tbk**

**PT Bank Pan Indonesia Tbk**

| | 2025 | 2024 | |
|---|---|---|---|
| Utang bank jangka pendek | | | Short-term bank loans |
| PT Sinar Puspapersada (SPP) | | | PT Sinar Puspapersada (SPP) |
| Pinjaman berulang | 120.000.000.000 | 120.000.000.000 | Time revolving |
| Pinjaman rekening koran | 9.949.293.562 | 8.694.917.577 | Overdraft |
| PT Taman Harapan Indah (THI) | | | PT Taman Harapan Indah (THI) |
| Pinjaman berulang | 44.800.000.000 | 47.400.000.000 | Time revolving |
| Pinjaman rekening koran | 9.994.389.363 | 9.449.899.913 | Overdraft |
| PT Perkasalestari Permai (PLP) | | | PT Perkasalestari Permai (PLP) |
| Pinjaman berulang | 35.000.000.000 | 35.000.000.000 | Time revolving |
| Pinjaman rekening koran | 9.037.615.529 | 9.547.882.117 | Overdraft |
| Jumlah | 228.781.298.454 | 230.092.699.607 | Total |
| Biaya transaksi yang belum diamortisasi | - | (317.864.447) | Unamortized transaction costs |
| Bersih | 228.781.298.454 | 229.774.835.160 | Net |
| Utang bank jangka panjang | | | Long-term bank loans |
| THI | 14.800.000.000 | 40.154.121.002 | THI |
| Jatuh tempo jangka pendek | - | - | Current portion |
| Jatuh tempo lebih dari satu tahun | 14.800.000.000 | 40.154.121.002 | Long-term portion |
| Biaya transaksi yang belum diamortisasi | (1.000.000) | (51.213.482) | Unamortized transaction costs |
| Bersih | 14.799.000.000 | 40.102.907.520 | Net |

SPP

Pada tanggal 19 September 2014, SPP, entitas anak, memperoleh fasilitas kredit berupa pinjaman berulang dan pinjaman rekening koran dengan maksimum pinjaman masing-masing sebesar Rp 50 milyar dan Rp 10 milyar. Pada tanggal 6 April 2017, SPP memperoleh fasilitas kredit berupa pinjaman berulang dengan maksimum pinjaman sebesar Rp 70 milyar. Fasilitas-fasilitas ini telah diperpanjang beberapa kali, terakhir sampai dengan 19 Juni 2026.

Pinjaman ini dijamin dengan beberapa tanah milik PT Inti Gria Perwira, PT Intiland Grande, dan PT Intiland Sejahtera, entitas-entitas anak, yang terletak di Jakarta dan Surabaya (Catatan 8, 13, dan 16).

SPP diwajibkan untuk memenuhi beberapa syarat perjanjian pinjaman, diantaranya pembatasan SPP untuk meminjam dari atau meminjamkan uang kepada pihak ketiga siapapun, selain yang bertalian dengan usaha sehari-hari dari SPP; bertindak sebagai penjamin atas utang pihak ketiga; dan menyewakan atau menjual atau menjaminkan tanah dan bangunan yang diberikan sebagai jaminan dalam bentuk apapun juga kepada pihak ketiga. Pada tanggal 31 Desember 2025 dan 2024, SPP telah memenuhi syarat-syarat perjanjian yang ada.

THI

THI, entitas anak, memiliki Fasilitas Kredit berupa pinjaman rekening koran, pinjaman berulang 1, 2, dan 3 dengan maksimum pinjaman masing-masing sebesar Rp 10 milyar, Rp 35 milyar, Rp 30 milyar, dan Rp 17,3 milyar. Pada tahun 2024, pinjaman berulang 1 dan 3 mengalami penurunan jumlah maksimum pinjaman masing-masing menjadi sebesar Rp 17,4 milyar dan Rp 16 milyar. Kemudian, pada tanggal 14 Februari 2025, fasilitas pinjaman berulang 1 dan 3 mengalami penurunan jumlah maksimum pinjaman menjadi sebesar Rp 14,8 milyar. Seluruh fasilitas pinjaman telah diperpanjang beberapa kali, terakhir sampai dengan 5 April 2026. Seluruh pinjaman dijamin dengan kavling tanah di Cilegon dan di Perumahan Semanan (Catatan 8 dan 13) atas nama THI dan 12 unit rumah toko atas nama PT Selasih Safar, entitas anak (Catatan 8).

Pada tanggal 26 Oktober 2017, THI mendapat tambahan fasilitas pinjaman berupa Rp 120 milyar pinjaman tetap dan Rp 9 milyar pinjaman jangka menengah. Fasilitas ini telah diperpanjang beberapa kali terakhir sampai dengan 26 Oktober 2026. Pinjaman ini dijamin dengan tanah seluas 16.753 m2 yang terletak di Pantai Mutiara, Jakarta milik THI (Catatan 8). Pinjaman jangka menengah Rp 9 milyar telah dilunasi pada tanggal 6 Maret 2023.

SPP

On September 19, 2014, SPP, a subsidiary, obtained credit facilities in the form of revolving loan and an overdraft facility with maximum loanable amounts of Rp 50 billion and Rp 10 billion, respectively. On April 6, 2017, SPP obtained credit facilities in the form of revolving loan with maximum loanable amounts of Rp 70 billion. These facilities have been extended several times, and the latest is valid until June 19, 2026.

These loans are secured with parcels of land owned by PT Inti Gria Perwira, PT Intiland Grande, and PT Intiland Sejahtera, subsidiaries, located in Jakarta and Surabaya (Notes 8, 13, and 16).

In relation to these credit facilities, SPP is required to fulfill certain covenants, among others, restrictions for borrowing from or lending money to any third party, other than those related to SPP's day-to-day business; act as guarantor for third party debts; and renting or selling the land and buildings which are given as collateral in any form to third parties. As of December 31, 2025 and 2024, SPP has complied with these covenants.

THI

THI, a subsidiary, obtained credit facilities in the form of an overdraft, revolving loan 1, 2, and 3 with maximum loan amounting to Rp 10 billion, Rp 35 billion, Rp 30 billion, and Rp 17.3 billion, respectively. In 2024, revolving loan 1 and 3 had decreased its maximum loan facilities to Rp 17.4 billion and Rp 16 billion, respectively. Then, on February 14, 2025, revolving loan facilities 1 and 3 had decreased its maximum loan facilities to Rp 14.8 billion. These facilities have been extended several times, and the latest is valid until April 5, 2026. These facilities are secured with land in Cilegon and land in Semanan Residences (Notes 8 and 13) owned by THI and 12 shophouses owned by PT Selasih Safar, a subsidiary (Note 8).

On October 26, 2017, THI obtained an additional credit facilities in the form of Rp 120 billion fixed loan and Rp 9 billion middle term loan. These facilities have been extended several times, the latest is valid until October 26, 2026. These facilities are secured with 16,753 square meters of land owned by THI and located in Pantai Mutiara, Jakarta (Note 8). The middle term loan amounting Rp 9 billion was fully paid on March 6, 2023.

Pada tanggal 26 April 2022, THI mendapatkan restrukturisasi pembayaran bunga atas fasilitas pinjaman rekening koran dan pinjaman berulang 1, 2, dan 3. Selama 12 bulan dari Mei 2022 sampai dengan April 2023 tingkat suku bunga yang dibayarkan adalah sebesar 7% per tahun dan bunga ditangguhkan sebesar 3% per tahun dicicil selama 24 bulan dari Mei 2023 sampai April 2025.

On April 26, 2022, THI obtained restructured interest payment of overdraft and revolving loan 1, 2, and 3 facilities. For 12 months since May 2022 until April 2023 the interest payment rate is 7% per annum and deferred interest of 3% per annum will be paid in 24 months installment from May 2023 until April 2025.

THI diwajibkan untuk memenuhi beberapa syarat perjanjian pinjaman, diantaranya pembatasan THI untuk mengubah anggaran dasar dan susunan para pemegang saham; dan menyewakan atau menjual atau menjaminkan tanah dan bangunan yang diberikan sebagai jaminan dalam bentuk apapun juga kepada pihak ketiga. Pada tanggal 31 Desember 2025 dan 2024, THI telah memenuhi syarat-syarat perjanjian yang ada.

In relation to these credit facilities, THI is required to fulfill certain covenants, among others, restrictions to change the articles of association and composition of the shareholders; and renting or selling the land and buildings which are given as collateral in any form to third parties. As of December 31, 2025 and 2024, THI has complied with these covenants.

PLP

PLP

Pada tanggal 27 April 2016, PLP, entitas anak, mendapat Fasilitas Kredit berupa Rp 10 milyar pinjaman rekening koran dan Rp 35 milyar pinjaman berulang. Fasilitas ini telah diperpanjang beberapa kali, terakhir sampai dengan 27 April 2026.

On April 27, 2016, PLP, a subsidiary, obtained a Credit Facility in the form of Rp 10 billion overdraft facility and Rp 35 billion revolving loan. These facilities have been extended several times, and the latest is valid until April 27, 2026.

Pinjaman ini dijamin dengan tanah dan bangunan atas nama THI yang terletak di perumahan Taman Semanan Indah, Jakarta (Catatan 8).

These facilities are secured with land and building owned by THI, located in Taman Semanan Indah residence, Jakarta (Note 8).

Pada tanggal 25 April 2022, PLP mendapatkan restrukturisasi pembayaran bunga seluruh fasilitas pinjaman. Selama 12 bulan dari Mei 2022 sampai dengan April 2023 tingkat suku bunga yang dibayarkan adalah sebesar 7% per tahun dan bunga ditangguhkan sebesar 3% per tahun dicicil selama 24 bulan dari April 2023 sampai Maret 2025.

On April 25, 2022, PLP obtained restructured interest payment of all credit facilities. For 12 months since May 2022 until April 2023 the interest payment rate is 7% per annum and deferred interest of 3% per annum will be paid in 24 months installment from April 2023 until March 2025.

PLP diwajibkan untuk memenuhi beberapa syarat perjanjian pinjaman, diantaranya pembatasan PLP untuk meminjam dari atau meminjamkan uang kepada pihak ketiga siapapun, selain yang bertalian dengan usaha sehari-hari dari PLP; bertindak sebagai penjamin atas utang pihak ketiga; dan menyewakan atau menjual atau menjaminkan tanah dan bangunan yang diberikan sebagai jaminan dalam bentuk apapun juga kepada pihak ketiga. Pada tanggal 31 Desember 2025 dan 2024, PLP telah memenuhi syarat-syarat perjanjian yang ada.

In relation to these credit facilities, PLP is required to fulfill certain covenants, among others, restrictions for borrowing from or lending money to any third party, other than those related to PLP's day-to-day business; act as guarantor for third party debts; and renting or selling the land and buildings which are given as collateral in any form to third parties. As of December 31, 2025 and 2024, PLP has complied with these covenants.

**PT Bank China Construction Bank Indonesia Tbk**

**PT Bank China Construction Bank Indonesia Tbk**

| | 2025 | 2024 | |
|---|---|---|---|
| Utang bank jangka pendek | | | Short-term bank loans |
| Perusahaan | | | The Company |
| On *demand* | 20.000.000.000 | 20.000.000.000 | On demand |
| Rekening koran | 4.700.876.101 | 4.922.568.863 | Overdraft |
| PT Intiland Grande (IG) | | | PT Intiland Grande (IG) |
| On *demand* | - | 15.000.000.000 | On demand |
| Rekening koran | 9.799.639.013 | 141.547.360 | Overdraft |
| Jumlah | 34.500.515.114 | 40.064.116.223 | Total |
| Utang bank jangka panjang | | | Long-term bank loans |
| THI | 83.399.999.999 | 100.599.999.999 | THI |
| Jatuh tempo jangka pendek | (27.000.000.000) | (17.200.000.000) | Current portion |
| Jatuh tempo lebih dari satu tahun | 56.399.999.999 | 83.399.999.999 | Long-term portion |
| Biaya transaksi yang belum diamortisasi | (187.785.794) | (369.490.747) | Unamortized transaction costs |
| Bersih | 56.212.214.205 | 83.030.509.252 | Net |

Perusahaan

Pada tanggal 13 November 2009, Perusahaan memperoleh pinjaman modal kerja *demand loan* dan rekening koran dengan jumlah maksimum masing-masing sebesar Rp 20 milyar dan Rp 5 milyar. Fasilitas ini telah diperpanjang beberapa kali, terakhir sampai dengan tanggal 16 November 2026. Fasilitas ini dijamin dengan tanah dan bangunan yang terletak di Sport Club, Pantai Mutiara, Jakarta milik THI, entitas anak (Catatan 8).

Perusahaan diwajibkan untuk memenuhi beberapa syarat perjanjian pinjaman, diantaranya mewajibkan untuk menjaga beberapa rasio keuangan tertentu. Pada tanggal 31 Desember 2025 dan 2024, Perusahaan telah memenuhi kewajiban rasio keuangan dan syarat-syarat perjanjian yang ada.

IG

Pada Desember 2011, IG memperoleh fasilitas *demand loan* dan rekening koran dengan jumlah maksimum sebesar Rp 15 milyar dan Rp 10 milyar. Fasilitas ini telah diperpanjang beberapa kali, terakhir sampai dengan tanggal 24 Juli 2026. Pinjaman ini dijamin dengan tanah dan bangunan yang terletak di Pantai Mutiara, Jakarta (Catatan 8) milik THI, entitas anak.

The Company

On November 13, 2009, the Company obtained credit facilities in the form of demand loan facility and overdraft facility with maximum amount of Rp 20 billion and Rp 5 billion, respectively. These facilities have been extended several times, and the latest is valid until November 16, 2026. These loans are secured with parcels of land and building located in Sport Club, Pantai Mutiara, Jakarta owned by THI, a subsidiary (Note 8).

In relation to these credit facilities, the Company is required to fulfill certain covenants, among others, required to maintain certain financial ratios. As of December 31, 2025 and 2024, the Company has complied with the required financial ratios and covenants.

IG

In December 2011, IG obtained demand loan and overdraft facilities with maximum amount of Rp 15 billion and Rp 10 billion, respectively. These facilities have been extended several times, and the latest is valid until July 24, 2026. This loan is secured by land and building located in Pantai Mutiara, Jakarta (Note 8) owned by THI, a subsidiary.

IG diwajibkan untuk memenuhi beberapa syarat perjanjian pinjaman, diantaranya pembatasan IG untuk bertindak sebagai penjamin atas utang pihak ketiga dan menyewakan atau menjual atau menjaminkan tanah dan bangunan yang telah dijaminkan kepada Bank kepada pihak ketiga manapun juga. Pada tanggal 31 Desember 2025 dan 2024, IG telah memenuhi syarat-syarat perjanjian yang ada.

In relation to these credit facilities, IG is required to fulfill certain covenants, among others, restrictions to act as guarantor for the debts of third parties and renting or selling or mortaging the land and buildings that have been pledged to the Bank to any third parties. As of December 31, 2025 and 2024, IG has complied with the required covenants.

THI

Pada tahun 2008, THI, entitas anak, memperoleh fasilitas *demand loan* dan pinjaman rekening koran dengan jumlah maksimum masing-masing sebesar Rp 5 milyar dan Rp 3 milyar. Fasilitas ini telah diperpanjang beberapa kali, terakhir sampai dengan tanggal 2 September 2024. Sejak tanggal 2 September 2011, jaminan atas pinjaman ini menjadi sebidang tanah yang terletak di Pantai Mutiara, Jakarta milik THI (Catatan 8). Fasilitas ini telah dilunasi pada tanggal 27 Mei 2024.

Pada tanggal 27 Mei 2024, THI memperoleh fasilitas kredit investasi dengan jumlah maksimum sebesar Rp 108 milyar yang akan jatuh tempo pada tanggal 25 Desember 2027. Fasilitas ini dijamin dengan beberapa tanah dan bangunan yang terletak di Jakarta dan Surabaya milik THI dan IG, entitas anak (Catatan 16).

THI diwajibkan untuk memenuhi beberapa syarat perjanjian pinjaman, diantaranya pembatasan THI untuk melakukan perubahan anggaran dasar, susunan Direksi dan Komisaris serta para pemegang saham; dan penyertaan atau investasi pada perusahaan lain. Pada tanggal 31 Desember 2025 dan 2024, THI telah memenuhi syarat-syarat perjanjian yang ada.

THI

In 2008, THI, a subsidiary, obtained an on demand loan and overdraft loan facilities with maximum amounts of Rp 5 billion and Rp 3 billion, respectively. These facilities have been extended several times, and the latest is valid until September 2, 2024. Since September 2, 2011, the collaterals on these loans have been changed to land located in Pantai Mutiara, Jakarta owned by THI (Note 8). These facilities were fully paid on May 27, 2024.

On May 27, 2024, THI obtained an investment credit facility with maximum amount of Rp 108 billion which will mature on December 25, 2027. These loan are secured with several land and building located in Jakarta and Surabaya owned by THI and IG, a subsidiary (Note 16).

In relation to these credit facilities, THI is required to fulfill certain covenants, among others, restrictions to change the articles of association and composition of the shareholders, directors and commissioners; and investments in other companies. As of December 31, 2025 and 2024, THI has complied with the required covenants.

**PT Bank IBK Indonesia Tbk**

**PT Bank IBK Indonesia Tbk**

| | 2025 | 2024 | |
|---|---|---|---|
| Utang bank jangka pendek | | | Short-term bank loans |
| PT Intiland Grande (IG) | | | PT Intiland Grande (IG) |
| Pinjaman rekening koran | 4.203.475.961 | 4.963.258.552 | Overdraft |
| *On demand* | 25.000.000.000 | 6.000.000.000 | On demand |
| Jumlah | 29.203.475.961 | 10.963.258.552 | Total |

Pada tanggal 26 Oktober 2011, IG, entitas anak, memperoleh fasilitas modal kerja berupa pinjaman rekening koran dengan maksimum pinjaman sebesar Rp 5 milyar dan *demand loan* dengan maksimum pinjaman sebesar Rp 10 milyar. Pada tanggal 30 Oktober 2014, nilai maksimum pinjaman *demand loan* meningkat menjadi Rp 25 milyar. Fasilitas ini telah diperpanjang beberapa kali, terakhir sampai dengan tanggal 3 September 2026.

Pinjaman ini dijamin dengan tanah dan bangunan milik IG yang terletak di Surabaya dan IS yang terletak di Mojokerto (Catatan 8 dan 15).

IG diwajibkan untuk memenuhi syarat perjanjian pinjaman, yaitu pembatasan untuk bertindak sebagai penjamin terhadap utang pihak lain; menyewakan, menjual atau menjaminkan lagi barang-barang jaminan kepada pihak lain; memberi dan atau menerima pinjaman dari pihak lain; mengubah susunan dan jumlah kepemilikan; dan melakukan pembubaran atau merger. Pada tanggal 31 Desember 2025 dan 2024, IG telah memenuhi syarat perjanjian yang ada.

On October 26, 2011, IG, a subsidiary, obtained a working capital facility in the form of an overdraft loan with a maximum amount of Rp 5 billion and a demand loan with a maximum amount of Rp 10 billion. On October 30, 2014, the maximum amount of demand loan has increased to Rp 25 billion. These facilities have been extended several times, and the latest is valid until September 3, 2026.

These loans are secured with land and building owned by IG located in Surabaya and IS located in Mojokerto (Notes 8 and 15).

In relation to these credit facilities, IG is required to fulfill covenants, which are restrictions on acting as a guarantor for the debts of other parties; renting, selling or re-collateralizing goods to other parties; give and or receive loans from other parties; change the composition and ownership interest; and conduct liquidation or merger. As of December 31, 2025 and 2024, IG has complied with the required covenants.

**PT Bank JTrust Indonesia Tbk**

**PT Bank JTrust Indonesia Tbk**

| | 2025 | 2024 | |
|---|---|---|---|
| Utang bank jangka pendek | | | Short-term bank loans |
| PT Perkasalestari Permai (PLP) | | | PT Perkasalestari Permai (PLP) |
| Pinjaman rekening koran | 16.555.249.915 | 14.770.998.887 | Overdraft |
| Utang bank jangka panjang | | | Long-term bank loans |
| PT Perkasalestari Permai (PLP) | 235.416.666.663 | 242.708.333.331 | PT Perkasalestari Permai (PLP) |
| PT Perkebunan dan Industri Segajung (Segajung) | - | 332.114.451 | PT Perkebunan dan Industri Segajung (Segajung) |
| Jumlah | 235.416.666.663 | 243.040.447.782 | Subtotal |
| Jatuh tempo jangka pendek | (31.604.166.664) | (20.123.781.117) | Current portion |
| Jatuh tempo lebih dari satu tahun | 203.812.499.999 | 222.916.666.665 | Long-term portion |
| Biaya transaksi yang belum diamortisasi | (6.292.506.946) | (8.262.906.551) | Unamortized transaction costs |
| Bersih | 197.519.993.053 | 214.653.760.114 | Net |

PLP

Pada tanggal 14 Mei 2024, PLP, entitas anak, memperoleh fasilitas pinjaman rekening koran dengan maksimum pinjaman sebesar Rp 20 miliar dan kredit angsuran dengan maksimum pinjaman sebesar Rp 55 miliar dan Rp 195 miliar. Pinjaman rekening koran jatuh tempo tanggal 14 Mei 2025 dan diperpanjang sampai dengan 16 Mei 2026. Pinjaman kredit angsuran jatuh tempo tanggal 16 Mei 2031.

Pinjaman ini dijamin dengan tanah milik PLP yang terletak di Tangerang (Catatan 13) dan jaminan perusahaan dari PLU.

PLP

On May 14, 2024, PLP, a subsidiary, obtained an overdraft loan with a maximum amount of Rp 20 billion and installment loan with a maximum amount of Rp 55 billion and Rp 195 billion. Overdraft loan is valid until May 14, 2025 and extended until May 16, 2026. Installment loan is valid until May 16, 2031.

These loans are secured with land owned by PLP located in Tangerang (Note 13) and corporate guarantee from PLU.

Segajung

Pada tanggal 26 Agustus 2022, Segajung, entitas anak, memperoleh fasilitas modal kerja berupa pinjaman rekening koran dengan maksimum pinjaman sebesar Rp 20 miliar dan kredit angsuran dengan maksimum pinjaman sebesar Rp 100 miliar. Pinjaman rekening koran jatuh tempo sampai dengan tanggal 29 Agustus 2024 dan telah diperpanjang sampai dengan 29 Agustus 2025. Kredit angsuran jatuh tempo tanggal 26 Agustus 2027. Pinjaman kredit angsuran telah dilunasi pada tanggal 10 Januari 2025.

Pinjaman ini dijamin dengan tanah dan bangunan milik Segajung yang terletak di Batang (Catatan 13).

IS

Pada tanggal 25 Februari 2025, IS, entitas anak, memperoleh fasilitas kredit angsuran berjangka di PT Bank JTrust Indonesia Tbk dengan maksimum pinjaman sebesar Rp 125 miliar. Pinjaman jatuh tempo tanggal 25 Februari 2031. Pinjaman ini telah dilunasi pada tanggal 12 Desember 2025.

Pinjaman ini dijamin dengan tanah kosong milik SCG, entitas anak, yang terletak di Surabaya dan jaminan perusahaan dari IG, entitas anak.

**PT Bank Permata Tbk**

Pada tanggal 10 Agustus 2018, Perusahaan memperoleh fasilitas pinjaman berulang dengan jumlah maksimum sebesar Rp 50 milyar. Pada tanggal 25 November 2019 berdasarkan Akta No. 32, pinjaman ini meningkat menjadi Rp 60 milyar. Pada bulan September 2024, jumlah maksimum pinjaman ini menurun menjadi Rp 16 milyar. Pada tahun 2025, jumlah maksimum pinjaman ini menurun menjadi Rp 13,5 milyar. Fasilitas ini telah diperpanjang beberapa kali, terakhir sampai dengan tanggal 10 Agustus 2026.

Pinjaman ini dijamin beberapa bidang tanah milik PT Inti Gria Perdana, entitas anak, yang berlokasi di Lebak Bulus, Jakarta dan 2 bidang tanah milik PT Sinar Puspapersada, entitas anak, yang berlokasi di Talaga Bestari (Catatan 8 dan 13).

Perusahaan diwajibkan untuk memenuhi beberapa syarat perjanjian pinjaman, diantaranya untuk menjaga beberapa rasio keuangan tertentu. Pada tanggal 31 Desember 2025 dan 2024, Perusahaan telah memenuhi syarat-syarat perjanjian yang ada.

Segajung

On August 26, 2022, Segajung, a subsidiary, obtained a working capital facility in the form of an overdraft loan with a maximum amount of Rp 20 billion and an installment loan with a maximum amount of Rp 100 billion. Overdraft loan is valid until August 29, 2024 and has been extended until August 29, 2025. Installment loan is valid until August 26, 2027. The installment credit loan was fully paid on January 10, 2025.

These loans are secured with land and building owned by Segajung located in Batang (Note 13).

IS

On February 25, 2025, IS, a subsidiary, obtained a term installment credit facility at PT Bank JTrust Indonesia Tbk with a maximum amount of Rp 125 billion. The loan is valid until February 25, 2031. This facility was fully paid on December 12, 2025.

This loan is secured with vacant land owned by SCG, a subsidiary, located in Surabaya and a corporate guarantee from IG, a subsidiary.

**PT Bank Permata Tbk**

On August 10, 2018, the Company obtained revolving loan with maximum amount of Rp 50 billion. On November 25, 2019, based on Deed No. 32 the maximum amount of revolving loan has increased to Rp 60 billion. In September 2024, the maximum amount of this facility has decreased to Rp 16 billion. In 2025, the maximum amount of this facility has decreased to Rp 13.5 billion. This facility has been extended several times, and the latest is valid until August 10, 2026.

This facility is secured with several parcels of land owned by PT Inti Gria Perdana, a subsidiary, located in Lebak Bulus, Jakarta and 2 parcels of land owned by PT Sinar Puspapersada, a subsidiary, located in Talaga Bestari (Notes 8 and 13).

In relation to this credit facility, the Company is required to fulfill certain covenants, among others, to maintain certain financial ratios. As of December 31, 2025 and 2024, the Company has complied with the required covenants.

**PT Bank Central Asia Tbk (BCA)**

**PT Bank Central Asia Tbk (BCA)**

| | 2025 | 2024 | |
|---|---|---|---|
| Utang bank jangka pendek | | | Short-term bank loans |
| PT Intiland Sejahtera (IS) | | | PT Intiland Sejahtera (IS) |
| Pinjaman rekening koran | 9.992.230.914 | 3.079.333.913 | Overdraft |
| PT Grande Family View (GFV) | | | PT Grande Family View (GFV) |
| *Time loan revolving* | - | 10.000.000.000 | Time loan revolving |
| Jumlah | 9.992.230.914 | 13.079.333.913 | Subtotal |

IS

Pada tanggal 7 Mei 2015, IS, entitas anak, memperoleh fasilitas pinjaman rekening koran dari PT Bank Central Asia Tbk dengan jumlah maksimum sebesar Rp 10 milyar yang telah diperpanjang beberapa kali, terakhir sampai 7 Mei 2026. Pinjaman ini dijamin dengan tanah seluas 18.240 m2 milik IS yang terletak di Ngoro, Surabaya (Catatan 8).

IS diwajibkan untuk memenuhi syarat perjanjian pinjaman, yaitu pembatasan untuk meminjamkan uang termasuk ke pihak berelasi, kecuali digunakan untuk operasional; dan melakukan merger, akuisisi, dan likuidasi. Pada tanggal 31 Desember 2025 dan 2024, IS telah memenuhi syarat perjanjian yang ada.

GFV

GFV memperoleh fasilitas pinjaman rekening koran sebesar Rp 7 milyar dan tambahan fasilitas pinjaman berupa *time loan revolving* dengan maksimum pinjaman sebesar Rp 3 milyar. Pada tanggal 6 April 2023, jumlah maksimum pinjaman masing-masing meningkat menjadi Rp 10 milyar. Fasilitas pinjaman telah diperpanjang beberapa kali, terakhir sampai dengan 13 Maret 2026.

Fasilitas-fasilitas pinjaman di atas dijamin dengan tanah seluas 2.751 m2 di Graha Famili, Surabaya milik GFV (Catatan 13).

Pinjaman ini telah dilunasi pada tanggal 21 Juli 2025.

GFV diwajibkan untuk memenuhi syarat perjanjian pinjaman, yaitu tanpa persetujuan terlebih dahulu dari BCA, GFV tidak diperkenankan untuk memperoleh pinjaman dari pihak lain; meminjamkan uang termasuk ke pihak berelasi, kecuali digunakan untuk operasional; dan melakukan merger, akuisisi, dan likuidasi. Pada tanggal 31 Desember 2024, GFV telah memenuhi syarat perjanjian yang ada.

IS

On May 7, 2015, IS, a subsidiary, obtained an overdraft loan from PT Bank Central Asia Tbk with a maximum amount of Rp 10 billion and has been extended several times, the latest valid until May 7, 2026. This loan is secured with 18,240 square meters land owned by IS located in Ngoro, Surabaya (Note 8).

In relation to this credit facility, IS is required to fulfill covenants, which are restrictions on lending money, including to related parties, unless it is used for operations; and conduct mergers, acquisitions and liquidations. As of December 31, 2025 and 2024, IS has complied with the required covenants.

GFV

GFV, a subsidiary, obtained an overdraft facility amounting to Rp 7 billion and obtained an additional credit facility in the form of time loan revolving with maximum amount of Rp 3 billion. On April 6, 2023, the maximum amount increases to Rp 10 billion each. These loan facilities have been extended several times, and the latest is valid until March 13, 2026.

All of these loan facilities are secured with 2,751 square meters land in Graha Famili, Surabaya owned by GFV (Note 13).

The loan was fully paid on July 21, 2025.

In relation to these credit facilities, GFV is required to fulfill covenants, which are without prior approval from BCA, GFV is not allowed to obtaining loans from other parties; lending money, including to related parties, unless it is used for operations; and conduct mergers, acquisitions, and liquidations. As of December 31, 2025 and 2024, GFV has complied with the required covenants.

**PT Bank MNC Internasional Tbk** | **PT Bank MNC Internasional Tbk**

| | 2025 | 2024 | |
|---|---|---|---|
| Utang bank jangka pendek | | | Short-term bank loans |
| PT Intiland Grande (IG) | | | PT Intiland Grande (IG) |
| Pinjaman tetap | 1.000.000.000 | 1.000.000.000 | Fixed loan |
| Jumlah | 1.000.000.000 | 1.000.000.000 | Total |
| Utang bank jangka panjang | | | Long-term bank loans |
| Perusahaan | 142.824.340.870 | 149.500.000.000 | The Company |
| Jatuh tempo jangka pendek | (2.750.000.000) | - | Current portion |
| Jatuh tempo lebih dari satu tahun | 140.074.340.870 | 149.500.000.000 | Long-term portion |
| Biaya transaksi yang belum diamortisasi | (2.090.474.914) | (2.532.311.290) | Unamortized transaction costs |
| Jumlah | 137.983.865.956 | 146.967.688.710 | Total |

IG

IG, entitas anak, memperoleh fasilitas pinjaman tetap dengan jumlah maksimum sebesar Rp 75 milyar. Pada Desember 2022, jumlah maksimum pinjaman berubah menjadi sebesar Rp 64.966.437.355. Berdasarkan Perjanjian Perubahan No. 016/MB-IG/PT/Add/2/2023 tanggal 24 Februari 2023, jumlah maksimum pinjaman tetap yang diberikan kepada IG berubah menjadi sebesar Rp 1 milyar. Fasilitas ini telah diperpanjang beberapa kali, terakhir sampai dengan 26 Juli 2026.

Pinjaman ini dijamin dengan beberapa tanah di Surabaya milik IG (Catatan 8).

IG diwajibkan untuk memenuhi beberapa syarat perjanjian pinjaman, diantaranya pembatasan IG untuk melakukan perubahan susunan pengurus dan pemegang saham dan menjaga rasio keuangan tertentu. Pada tanggal 31 Desember 2025 dan 2024, IG telah memenuhi kewajiban rasio keuangan dan syarat-syarat perjanjian yang ada.

Perusahaan

Perusahaan memperoleh fasilitas modal kerja berupa Pinjaman Tetap 1, 2, dan 3 dengan maksimum pinjaman masing-masing sebesar Rp 109 milyar, Rp 40 milyar, dan Rp 15 milyar. Fasilitas ini telah diperpanjang beberapa kali, terakhir sampai dengan 20 Februari 2024.

IG

IG, a subsidiary, obtained fixed loan facility with maximum amount of Rp 75 billion. In December 2022, the maximum amount of loan facility changed to Rp 64,966,437,355. Based on Amendment Agreement No. 016/MB-IG/PT/Add/2/2023 dated February 24 2023, the maximum amount of fixed loan facility granted to IG has changed to Rp 1 billion. This facility has been extended several times, and the latest is valid until July 26, 2026.

This loan is secured by several land located in Surabaya owned by IG (Note 8).

In relation to this credit facility, IG is required to fulfill certain covenants, among others, restrictions to changes the composition of the board and shareholders and maintain certain financial ratios. As of December 31, 2025 and 2024, IG has complied with the required financial ratios and covenants.

The Company

The Company obtained a working capital facility in the form of Fixed Loan 1, 2, and 3 with a maximum amount of Rp 109 billion, Rp 40 billion, and Rp 15 billion, respectively. These facilities have been extended several times, and the latest is valid until February 20, 2024.

Pada bulan Januari 2024, Perusahaan dan PT Bank MNC Internasional Tbk telah sepakat untuk menggabungkan seluruh pokok fasilitas Pinjaman Tetap 1, 2, dan 3 serta mengalokasikan seluruh jumlah pokok fasilitas tersebut menjadi fasilitas Pinjaman Transaksi Khusus (PTK) sebesar Rp 164.000.000.000. Pada Januari 2024, Perusahaan melakukan pelunasan sebagian pokok fasilitas PTK tersebut sebesar Rp 14.500.000.000 sehingga pokok fasilitas PTK menjadi sebesar Rp 149.500.000.000. Fasilitas pinjaman ini akan jatuh tempo pada 30 Januari 2031.

In January 2024, the Company and PT Bank MNC Internasional Tbk have agreed to combine the entire principal amount of Fixed Loan facilities 1, 2, and 3 and allocate the entire principal amount of these facilities into a Special Transaction Loan (PTK) facility amounting to Rp 164,000,000,000. In January 2024, the Company repaid part of the principal amount of the PTK facility amounting to Rp 14,500,000,000 so that the principal amount of the PTK facility amounted to Rp 149,500,000,000. This loan facility will mature on January 30, 2031.

Pinjaman ini dijamin dengan beberapa bidang tanah yang terletak di Surabaya milik PT Intiland Grande, entitas anak (Catatan 8).

These loans are secured by several parcels of land owned by PT Intiland Grande, a subsidiary, located in Surabaya (Note 8).

Perusahaan diwajibkan untuk memenuhi beberapa syarat perjanjian pinjaman, diantaranya pembatasan Perusahaan untuk melakukan perubahan susunan pengurus dan pemegang saham mayoritas dan menjaga rasio keuangan tertentu. Pada tanggal 31 Desember 2025 dan 2024, Perusahaan telah memenuhi syarat-syarat perjanjian yang ada.

In relation to these credit facilities, the Company is required to fulfill certain covenants, among others, restrictions to changes in the composition of the board and majority shareholders and maintain certain financial ratios. As of December 31, 2025 and 2024, the Company has complied with these covenants.

**PT Bank Victoria International Tbk (Victoria)**

**PT Bank Victoria International Tbk (Victoria)**

| | 2025 | 2024 | |
|---|---|---|---|
| Utang bank jangka pendek | | | Short-term bank loans |
| PT Intiland Esperto (IE) | | | PT Intiland Esperto (IE) |
| *On demand* | - | 11.250.000.000 | On demand |
| PT Inti Gria Pramudya (IG Pramudya) | | | PT Inti Gria Pramudya (IG Pramudya) |
| Pinjaman rekening koran | - | 4.881.771.978 | Overdraft |
| Jumlah | - | 16.131.771.978 | Total |
| Utang bank jangka panjang | | | Long-term bank loans |
| PT Intiland Grande (IG) | | | PT Intiland Grande (IG) |
| *On demand* | - | 37.612.000.000 | On demand |
| PT Inti Gria Perdana (IG Perdana) | | | PT Inti Gria Perdana (IG Perdana) |
| Pinjaman tetap | 10.880.000.000 | 22.400.000.000 | Fixed loan |
| Jumlah | 10.880.000.000 | 60.012.000.000 | Subtotal |
| Jatuh tempo jangka pendek | (1.160.000.000) | (52.012.000.000) | Current portion |
| Jatuh tempo lebih dari satu tahun | 9.720.000.000 | 8.000.000.000 | Long-term portion |
| Biaya transaksi yang belum diamortisasi | (207.999.748) | (174.249.354) | Unamortized transaction costs |
| Bersih | 9.512.000.252 | 7.825.750.646 | Net |

IE

Pada tanggal 7 Maret 2018, IE, entitas anak, memperoleh fasilitas kredit berupa *demand loan* dengan jumlah maksimum sebesar Rp 15 milyar. Fasilitas ini telah diperpanjang beberapa kali, terakhir sampai dengan tanggal 14 Juni 2026 dengan perubahan fasilitas menjadi *fixed loan*. Pinjaman ini dijamin dengan sebidang tanah seluas 4.215 m2 di Lebak Bulus, Jakarta milik PT Inti Gria Perdana, entitas anak, (Catatan 8) dan *corporate guarantee* dari Perusahaan.

Pada tanggal 26 Mei 2025, IE memperoleh restrukturisasi fasilitas *fixed loan*. Fasilitas ini diperpanjang sampai dengan tanggal 14 Mei 2030.

Pinjaman ini telah dilunasi pada tanggal 31 Juli 2025.

IE diwajibkan untuk memenuhi beberapa syarat perjanjian pinjaman, diantaranya pembatasan IE untuk melakukan merger, bertindak sebagai penjamin terhadap pihak lain, dan melakukan pelunasan pinjaman pemegang saham. Pada tanggal 31 Desember 2024, IE telah memenuhi syarat-syarat perjanjian yang ada.

IG Pramudya

Pada tanggal 21 Juni 2017, IG Pramudya, entitas anak, memperoleh fasilitas kredit berupa pinjaman rekening koran dengan jumlah maksimum sebesar Rp 5 milyar yang telah diperpanjang beberapa kali, terakhir sampai dengan tanggal 21 Juni 2025 dan *demand loan* sebesar Rp 20 milyar yang telah diperpanjang beberapa kali, terakhir sampai dengan 21 Juni 2024. Fasilitas *demand loan* telah dilunasi pada tanggal 24 Juni 2024.

Pada tanggal 5 Juni 2025, IG Pramudya memperoleh restrukturisasi fasilitas pinjaman rekening koran dengan perubahan fasilitas menjadi *fixed loan*. Fasilitas ini diperpanjang sampai dengan tanggal 28 Mei 2030. Pinjaman ini telah dilunasi pada tanggal 31 Juli 2025.

Pinjaman ini dijamin dengan sebidang tanah seluas 4.974 m2 di Jakarta milik IG Pramudya (Catatan 8) dan *corporate guarantee* dari PT Intiland Esperto, entitas anak. Tidak terdapat kewajiban yang harus dipenuhi sehubungan dengan adanya *corporate guarantee* tersebut.

IE

On March 7, 2018, IE, a subsidiary, obtained a demand loan credit facility with maximum amount of Rp 15 billion. This facility has been extended several times, and the latest is valid until June 14, 2026 with a change in the facility to a fixed loan. This loan is secured with 4,215 square meters of land owned by PT Inti Gria Perdana, a subsidiary, and located in Lebak Bulus, Jakarta (Note 8) and corporate guarantee from the Company.

On May 26, 2025, IE obtained restructured fixed loan credit facility. This facility is valid until May 14, 2030.

This facility was fully paid on July 31, 2025.

In relation to these credit facilities, IE is required to fulfill certain covenants, among others, restrictions to conduct mergers, act as guarantor for other parties, and repay shareholder loans. As of December 31, 2024, IE has complied with the required covenants.

IG Pramudya

On June 21, 2017, IG Pramudya, a subsidiary, obtained credit facilities in the form of overdraft facility with maximum amount of Rp 5 billion which has been extended several times, the latest is until June 21, 2025 and demand loan with maximum amount of Rp 20 billion which has been extended several times, the latest is until June 21, 2024. Demand loan facility was fully paid on June 24, 2024.

On June 5, 2025, IG Pramudya obtained restructured overdraft credit facility with a change in the facility to a fixed loan. This facility is valid until May 28, 2030. This facility was fully paid on July 31, 2025.

These loans are secured with 4,974 square meters of land owned by IG Pramudya and located in Jakarta (Note 8) and corporate guarantee from PT Intiland Esperto, a subsidiary. There are no obligations that must be fulfilled in connection with the corporate guarantee.

IG Pramudya diwajibkan untuk memenuhi beberapa syarat perjanjian pinjaman, diantaranya pembatasan IG Pramudya untuk melakukan merger, bertindak sebagai penjamin terhadap pihak lain, dan melakukan pelunasan pinjaman pemegang saham. Pada tanggal 31 Desember 2024, IG Pramudya telah memenuhi syarat-syarat perjanjian yang ada.

In relation to these credit facilities, IG Pramudya is required to fulfill certain covenants, among others, restrictions to conduct mergers, act as guarantor for other parties, and repay shareholder loans. As of December 31, 2024, IG Pramudya has complied with the required covenants.

IG

Pada tanggal 14 Desember 2018, IG, entitas anak, memperoleh fasilitas kredit berupa pinjaman tetap dengan jumlah maksimum sebesar Rp 70 milyar yang akan jatuh tempo pada 14 Desember 2023 dan telah diperpanjang sampai dengan 14 Desember 2025. Pinjaman ini digunakan untuk *refinancing* Apartemen Sumatra 36.

Pinjaman ini dijamin dengan tanah dan bangunan (Catatan 8) milik GIM, entitas anak, dan *personal guarantee* dari Hendro Santoso Gondokusumo, pihak berelasi (Catatan 44). Tidak terdapat kewajiban yang harus dipenuhi sehubungan dengan adanya *personal guarantee* tersebut.

Pada tanggal 2 Agustus 2021, IG memperoleh restrukturisasi perpanjangan tanggal jatuh tempo dari 14 Desember 2024 menjadi 14 Desember 2025, penangguhan pembayaran angsuran, penangguhan pembayaran bunga selama 12 bulan dari Mei 2021 sampai dengan April 2022 dengan tingkat suku bunga yang dibayarkan adalah sebesar 8% per tahun dan bunga ditangguhkan sebesar 3% per tahun dicicil selama 12 bulan dari bulan Mei 2022 sampai April 2023, dan mengubah nilai maksimum pinjaman menjadi sebesar Rp 65.182.000.000.

Pinjaman ini telah dilunasi pada tanggal 11 Desember 2025.

IG diwajibkan untuk memenuhi syarat perjanjian pinjaman, yaitu pembatasan untuk melakukan merger dan akuisisi, melakukan perubahan struktur permodalan dan susunan pemegang saham, mengikatkan diri sebagai penjamin, dan memberikan pinjaman kepada pihak lain. Pada tanggal 31 Desember 2024, IG telah memenuhi syarat perjanjian yang ada.

IG Perdana

Pada tanggal 22 Mei 2023, IG Perdana, entitas anak, memperoleh fasilitas kredit berupa pinjaman tetap dengan jumlah maksimum sebesar Rp 32 milyar yang akan jatuh tempo pada 22 Mei 2026 dan telah diperpanjang sampai dengan 22 Mei 2030. Pinjaman ini dijamin dengan tanah seluas 7.440 m2 di Banten, milik IG Palamarta, entitas anak (Catatan 8).

IG

On December 14, 2018, IG, a subsidiary, obtained credit facilities in the form of fixed loan facility with maximum amount of Rp 70 billion which will mature on December 14, 2023 and have been extended until December 14, 2025. This loan was used to refinance Apartments Sumatra 36.

This loan is secured with land and building (Note 8) owned by GIM, a subsidiary, and personal guarantee from Hendro Santoso Gondokusumo, a related party (Note 44). There are no obligations that must be fulfilled in connection with the personal guarantee.

On August 2, 2021, IG obtained restructured maturity date extension from December 14, 2024 to December 14, 2025, deferred principal payment and interest payment for 12 months since May 2021 until April 2022 the interest payment rate is 8% per annum and deferred interest of 3% per annum will be paid in 12 months installment from May 2022 until April 2023, and changes the maximum facility amount to Rp 65,182,000,000.

This facility was fully paid on December 11, 2025.

In relation to this credit facility, IG is required to fulfill covenants, which are restrictions on mergers and acquisitions, changing the capital structure and shareholder composition, binding itself as a guarantor, and providing loans to other parties. As of December 31, 2024, IG has complied with the required covenants.

IG Perdana

On May 22, 2023, IG Perdana, a subsidiary, obtained credit facilities in the form of fixed loan facility with maximum amount of Rp 32 billion which will mature on May 22, 2026 which has been extended until May 22, 2030. This loan facility is secured with 7,440 square meters of land owned by IG Palamarta, a subsidiary, located in Banten (Note 8).

IG Perdana diwajibkan untuk memenuhi beberapa syarat perjanjian pinjaman, diantaranya pembatasan untuk melakukan merger dan akuisisi, bertindak sebagai penjamin terhadap pihak lain, dan melakukan pelunasan pinjaman pemegang saham. Pada tanggal 31 Desember 2025 dan 2024, IG Perdana telah memenuhi syarat-syarat perjanjian yang ada.

In relation to this credit facility, IG Perdana is required to fulfill certain covenants, among others, restrictions to conduct mergers and acquisitions, act as guarantor for other parties, and repay shareholder loans. As of December 31, 2025 and 2024, IG Perdana has complied with the required covenants.

**PT Bank KB Indonesia Tbk**

**PT Bank KB Indonesia Tbk**

| | 2025 | 2024 | |
|---|---|---|---|
| Utang bank jangka panjang | | | Long-term bank loan |
| PT Intiland Sejahtera (IS) | 169.545.279.341 | - | PT Intiland Sejahtera (IS) |
| Jatuh tempo jangka pendek | (16.954.527.936) | - | Current portion |
| Jatuh tempo lebih dari satu tahun | 152.590.751.405 | - | Long-term portion |
| Biaya transaksi yang belum diamortisasi | (2.466.703.431) | - | Unamortized transaction costs |
| Jumlah | 150.124.047.974 | - | Total |

Pada tanggal 12 Desember 2025, IS, entitas anak, memperoleh fasilitas pinjaman modal kerja dengan maksimum pinjaman sebesar Rp 250 miliar. Fasilitas pinjaman ini akan jatuh tempo tanggal 27 Februari 2031 dan dijaminkan dengan 3 bidang tanah yang terletak di Surabaya milik SCG dan Segajung, entitas anak.

On December 12, 2025, IS, a subsidiary, obtained a working capital loan with a maximum amount of Rp 250 billion. This loan is valid until February 27, 2031 and secured by 3 parcel of land which is located in Surabaya owned by SCG and Segajung, subsidiaries.

IS diwajibkan untuk memenuhi beberapa syarat perjanjian pinjaman dan menjaga rasio keuangan tertentu. Pada tanggal 31 Desember 2025, IS telah memenuhi kewajiban rasio keuangan dan syarat perjanjian yang ada.

In relation to this credit facility, IS is required to fulfill certain covenants and maintain certain financial ratios. As of December 31, 2025 and 2024, IS has complied with the required financial ratios and covenants.

**PT Bank Woori Saudara Indonesia 1906 Tbk**

**PT Bank Woori Saudara Indonesia 1906 Tbk**

| | 2025 | 2024 | |
|---|---|---|---|
| Utang bank jangka panjang | | | Long-term bank loans |
| PT Intiland Grande (IG) | 131.520.763.500 | 144.470.763.500 | PT Intiland Grande (IG) |
| Jatuh tempo jangka pendek | (75.625.000.000) | (60.500.000.000) | Current portion |
| Jatuh tempo lebih dari satu tahun | 55.895.763.500 | 83.970.763.500 | Long-term portion |
| Biaya transaksi yang belum diamortisasi | (925.498.981) | (1.403.432.807) | Unamortized transaction costs |
| Jumlah | 54.970.264.519 | 82.567.330.693 | Total |

Pada tanggal 22 Desember 2022, IG, entitas anak, memperoleh fasilitas pinjaman angsuran dengan maksimum pinjaman sebesar Rp 242 miliar. Fasilitas pinjaman ini akan jatuh tempo tanggal 23 Desember 2027 dan dijaminkan dengan sebidang tanah seluas 11.047 m2 yang terletak di Surabaya milik KLS, entitas anak.

On December 22, 2022, IG, a subsidiary, obtained an installment loan with a maximum amount of Rp 242 billion. This loan is valid until December 23, 2027 and secured by a parcel of land with an area of 11,047 sqm which is located in Surabaya owned by KLS, a subsidiary.

IG diwajibkan untuk memenuhi beberapa syarat perjanjian pinjaman dan menjaga rasio keuangan tertentu. Pada tanggal 31 Desember 2025 dan 2024, IG telah memenuhi kewajiban rasio keuangan dan syarat perjanjian yang ada.

In relation to this credit facility, IG is required to fulfill certain covenants and maintain certain financial ratios. As of December 31, 2025 and 2024, IG has complied with the required financial ratios and covenants.

**PT Bank UOB Indonesia** / **PT Bank UOB Indonesia**

| | 2025 | 2024 | |
|---|---|---|---|
| Utang bank jangka panjang | | | Long-term bank loans |
| PT Taman Harapan Indah (THI) | 5.348.382.808 | 6.047.628.198 | PT Taman Harapan Indah (THI) |
| Jatuh tempo jangka pendek | (765.788.691) | (699.245.393) | Current portion |
| Jatuh tempo lebih dari satu tahun | 4.582.594.117 | 5.348.382.805 | Long-term portion |
| Biaya transaksi yang belum diamortisasi | (33.740.769) | (47.184.225) | Unamortized transaction costs |
| Jumlah | 4.548.853.348 | 5.301.198.580 | Total |

Pada tanggal 26 Juli 2023, THI, entitas anak, memperoleh fasilitas kredit angsuran dengan jumlah maksimum sebesar Rp 6.700.000.000 yang akan jatuh tempo pada tanggal 26 Juli 2031. Fasilitas ini dijamin dengan tanah dan bangunan Plaza De Lumina atas nama THI, entitas anak (Catatan 8).

On July 26, 2023, THI, a subsidiary, obtained an installment credit facility with a maximum amount of Rp 6,700,000,000 which will mature on July 26, 2031. This facility is secured with land and building of Plaza De Lumina owned by THI, a subsidiary (Note 8).

THI diwajibkan untuk memenuhi beberapa syarat perjanjian pinjaman, diantaranya yaitu pembatasan untuk menjual barang jaminan, melakukan perubahan kegiatan usaha, menerima pinjaman atau memberikan pinjaman kepada pihak lain, dan mengikatkan diri sebagai penjamin. Pada tanggal 31 Desember 2025 dan 2024, THI telah memenuhi syarat perjanjian yang ada.

In relation to these credit facilities, THI is required to fulfill several terms, including restrictions on selling collateral, making changes to business activities, accepting loans or providing loans to other parties, and binding itself as a guarantor. As of December 31, 2025 and 2024, THI has complied with the required covenants.

**Utang Bank Sindikasi** / **Syndicated Bank Loan**

| | 2025 | 2024 | |
|---|---|---|---|
| Utang bank sindikasi | | | Syndicated bank loan |
| Perusahaan | | | The Company |
| PT Bank Negara Indonesia (Persero) Tbk | 1.362.663.271.738 | 1.372.037.002.262 | PT Bank Negara Indonesia (Persero) Tbk |
| PT Bank Central Asia Tbk | 973.186.968.995 | 980.160.841.495 | PT Bank Central Asia Tbk |
| Jumlah | 2.335.850.240.733 | 2.352.197.843.757 | Subtotal |
| Jatuh tempo jangka pendek | (328.614.640.789) | (21.633.926.650) | Current portion |
| Jatuh tempo lebih dari satu tahun | 2.007.235.599.944 | 2.330.563.917.107 | Long-term portion |
| Biaya transaksi yang belum diamortisasi | (803.171.289.744) | (392.551.327.330) | Unamortized transaction costs |
| Bersih | 1.204.064.310.200 | 1.938.012.589.777 | Net |

Berdasarkan Akta Perjanjian Kredit Sindikasi No. 31 tanggal 21 Desember 2018 yang dibuat di hadapan Notaris Endang Moeliani, S.H., Perusahaan memperoleh fasilitas kredit sindikasi berupa kredit investasi (KI) dari PT Bank Negara Indonesia (Persero) Tbk dan PT Bank Central Asia Tbk sebesar maksimum Rp 2.775.406.916.417. Pada tanggal 21 Maret 2019, berdasarkan Akta Perjanjian Kredit Sindikasi Addendum 1 No. 14, nilai maksimum fasilitas kredit sindikasi meningkat menjadi Rp 2.813.406.916.417 dengan perincian sebagai berikut:

Based on the Syndication Credit Agreement Deed No. 31 dated December 21, 2018 from Endang Moeliani, S.H., the Company has obtained syndication credit facilities in the form of investment credit (KI) from PT Bank Negara Indonesia (Persero) Tbk and PT Bank Central Asia Tbk with a maximum amount of Rp 2,775,406,916,417. On March 21, 2019, based on Addendum 1 Syndicated Credit Agreement Deed No. 14, the maximum amount of the syndicated credit facility has increased to Rp 2,813,406,916,417 with details as follows:

1. Fasilitas KI Tranche 1 maksimal sebesar Rp 877.849.000.000, yang terdiri dari:

1. KI Tranche 1 Facility with a maximum amount of Rp 877,849,000,000, which consists of:

i. Fasilitas KI Tranche 1 Sub-Tranche DILD maksimal sebesar Rp 446.664.000.000 yang digunakan untuk melunasi fasilitas kredit yang telah diberikan oleh Bank Bukopin kepada Perusahaan;
ii. Fasilitas KI Tranche 1 Sub-Tranche IG maksimal sebesar Rp 109.512.000.000 yang digunakan untuk melunasi fasilitas kredit yang telah diberikan oleh Bank Bukopin kepada IG, entitas anak;
iii. Fasilitas KI Tranche 1 Sub-Tranche THI maksimal sebesar Rp 100.000.000.000 yang digunakan untuk melunasi fasilitas kredit yang telah diberikan oleh Bank Bukopin kepada THI, entitas anak; dan
iv. Fasilitas KI Tranche I Sub-Tranche Term Loan maksimal sebesar Rp 221.673.000.000 yang digunakan untuk pembiayaan gedung Intiland Tower Jakarta dan Intiland Tower Surabaya milik Perusahaan dan tidak digunakan untuk pembelian tanah.

2. Fasilitas KI Tranche 2 maksimal sebesar Rp 988.094.000.000, yang terdiri dari:

i. Fasilitas KI Tranche 2 Sub-Tranche DILD-BTN maksimal sebesar Rp 110.000.000.000 yang digunakan untuk melunasi fasilitas kredit yang telah diberikan oleh BTN kepada Perusahaan;
ii. Fasilitas KI Tranche 2 Sub-Tranche IG-QNB maksimal sebesar Rp 148.000.000.000 yang digunakan untuk melunasi fasilitas kredit yang telah diberikan oleh QNB kepada IG, entitas anak;
iii. Fasilitas KI Tranche 2 Sub-Tranche THI-QNB maksimal sebesar Rp 111.094.000.000 yang digunakan untuk melunasi fasilitas kredit yang telah diberikan oleh QNB kepada THI, entitas anak;
iv. Fasilitas KI Tranche 2 Sub-Tranche DILD-Maybank maksimal sebesar Rp 150.000.000.000 yang digunakan untuk melunasi fasilitas kredit yang telah diberikan oleh Maybank kepada Perusahaan;
v. Fasilitas KI Tranche 2 Sub-Tranche GP-BNI maksimal sebesar Rp 350.000.000.000 yang digunakan untuk melunasi fasilitas kredit yang telah diberikan oleh BNI kepada GP, entitas anak;
vi. Fasilitas KI Tranche 2 Sub-Tranche THI-Victoria maksimal sebesar Rp 50.000.000.000 yang digunakan untuk melunasi fasilitas kredit yang telah diberikan oleh Victoria kepada THI, entitas anak;

i. KI Tranche 1 Sub-Tranche DILD Facilty with a maximum amount of Rp 446,664,000,000 which is used to repay the credit facilities provided by Bank Bukopin to the Company;
ii. KI Tranche 1 Sub-Tranche IG Facilty with a maximum amount of Rp 109,512,000,000 which is used to repay the credit facilities provided by Bank Bukopin to IG, a subsidiary;
iii. KI Tranche 1 Sub-Tranche THI Facilty with a maximum amount of Rp 100,000,000,000 which is used to repay the credit facilities provided by Bank Bukopin to THI, a subsidiary; and
iv. KI Tranche 1 Sub-Tranche Term Loan Facilty with a maximum amount of Rp 221,673,000,000 which is used to finance the Company's Intiland Tower Jakarta and Intiand Tower Surabaya buildings and not used for land purchases.

2. KI Tranche 2 Facility with a maximum amount of Rp 988,094,000,000, which consists of:

i. KI Tranche 2 Sub-Tranche DILD-BTN Facilty with a maximum amount of Rp 110,000,000,000 which is used to repay the credit facilities provided by BTN to the Company;
ii. KI Tranche 2 Sub-Tranche IG-QNB Facilty with a maximum amount of Rp 148,000,000,000 which is used to repay the credit facilities provided by QNB to IG, a subsidiary;
iii. KI Tranche 2 Sub-Tranche THI-QNB Facilty with a maximum amount of Rp 111,094,000,000 which is used to repay the credit facilities provided by QNB to THI, a subsidiary;
iv. KI Tranche 2 Sub-Tranche DILD-Maybank Facilty with a maximum amount of Rp 150,000,000,000 which is used to repay the credit facilities provided by Maybank to the Company;
v. KI Tranche 2 Sub-Tranche GP-BNI Facilty with a maximum amount of Rp 350,000,000,000 which is used to repay the credit facilities provided by BNI to GP, a subsidiary;
vi. KI Tranche 2 Sub-Tranche THI-Victoria Facilty with a maximum amount of Rp 50,000,000,000 which is used to repay the credit facilities provided by Victoria to THI, a subsidiary;

vii. Fasilitas KI Tranche 2 Sub-Tranche IAP-Victoria maksimal sebesar Rp 19.000.000.000 yang digunakan untuk melunasi fasilitas kredit yang telah diberikan oleh Victoria kepada IAP, entitas anak; dan
viii. Fasilitas KI Tranche 2 Sub-Tranche DILD-CIMB maksimal sebesar Rp 50.000.000.000 yang digunakan untuk melunasi fasilitas kredit yang telah diberikan oleh CIMB kepada Perusahaan.

3. Fasilitas KI Tranche 3 maksimal sebesar Rp 519.463.916.417, yang terdiri dari:

   i. Fasilitas KI Tranche 3 Sub-Tranche Praxis maksimal sebesar Rp 338.634.000.000 yang digunakan untuk melunasi fasilitas kredit yang telah diberikan oleh BNI dan menyelesaikan konstruksi proyek Praxis; dan

   ii. Fasilitas KI Tranche 3 Sub-Tranche Spazio maksimal sebesar Rp 180.829.916.417 yang digunakan untuk melunasi fasilitas kredit yang telah diberikan oleh BCA dan menyelesaikan konstruksi proyek Spazio Tower.

4. Fasilitas KI Tranche 4 maksimal sebesar Rp 428.000.000.000 yang digunakan untuk melunasi Obligasi II Intiland Development Seri A – 2016 yang jatuh tempo pada tanggal 29 Juni 2019.

Jangka waktu seluruh fasilitas kredit investasi tersebut adalah 8 tahun dengan suku bunga JIBOR ditambah marjin.

Pada tanggal 24 Juli 2020, Perusahaan mendapat restrukturisasi pinjaman sebagai berikut:

a. perpanjangan tanggal jatuh tempo dari 21 Desember 2026 menjadi 21 Desember 2027.
b. penundaan pembayaran angsuran dari Juni 2020 sampai Maret 2021.
c. suku bunga sejak tanggal 26 Maret 2020 sampai 30 Juni 2020 adalah 9,7% per tahun dimana bunga yang dibayarkan adalah 6% per tahun dan bunga yang ditangguhkan sebesar 3,7% per tahun dicicil 24 bulan dari bulan April 2021 sampai Maret 2023.
d. suku bunga sejak tanggal 24 Juli 2020 sampai 25 Maret 2021 adalah 9% per tahun dimana bunga yang dibayar oleh Perusahaan adalah 5,25% per tahun dan bunga yang ditangguhkan sebesar 3,75% per tahun dicicil 24 bulan dari bulan April 2021 sampai Maret 2023.

vii. KI Tranche 2 Sub-Tranche IAP-Victoria Facilty with a maximum amount of Rp 19,000,000,000 which is used to repay the credit facilities provided by Victoria to IAP, a subsidiary; and
viii. KI Tranche 2 Sub-Tranche DILD-CIMB Facilty with a maximum amount of Rp 50,000,000,000 which is used to repay the credit facilities provided by CIMB to the Company.

3. KI Tranche 3 Facility with a maximum amount of Rp 519,463,916,417, which consists of:

   i. KI Tranche 3 Sub-Tranche Praxis Facilty with a maximum amount of Rp 338,634,000,000 which is used to repay the credit facilities provided by BNI and to complete the construction of the Praxis project; and
   ii. KI Tranche 3 Sub-Tranche Spazio Facilty with a maximum amount of Rp 180,829,916,417 which is used to repay the credit facilities provided by BCA and to complete the construction of the Spazio Tower project.

4. KI Tranche 4 Facility with a maximum amount of Rp 428,000,000,000 which is used to repay the Series A – 2016 Intiland Development Bond II due on June 29, 2019.

The period of the entire investment credit facilty is 8 years with an interest rate of JIBOR plus a margin.

On July 24, 2020, the Company's loans have been restructured as follows:

a. maturity date extension from December 21, 2026 to December 21, 2027.
b. deferred principal payment from June 2020 until March 2021.
c. interest rate since March 26, 2020 until June 30, 2020 is 9.7% per annum where the interest payment rate is 6% per annum and deferred interest rate of 3.7% per annum will be paid in 24 months installment from April 2021 until March 2023.
d. interest rate since July 24, 2020 until March 25, 2021 is 9% per annum where the interest payment rate is 5.25% per annum and deferred interest rate of 3.75% per annum will be paid in 24 months installment from April 2021 until March 2023.

Pada 2021, Perusahaan telah menandatangani beberapa addendum perjanjian dengan beberapa poin sebagai berikut:

a. penundaan pembayaran angsuran dari Maret 2021 sampai September 2021.
b. suku bunga sejak tanggal 26 Maret 2021 sampai 27 Desember 2021 adalah 9% per tahun dimana bunga yang dibayar oleh Perusahaan adalah 5,25% per tahun dan bunga ditangguhkan sebesar 3,75% per tahun.
c. suku bunga sejak tanggal 28 Desember 2021 sampai 25 Maret 2022 adalah 9% per tahun dimana bunga yang dibayar oleh Perusahaan adalah 4% per tahun dan bunga ditangguhkan sebesar 5% per tahun.
d. Perusahaan diwajibkan untuk mempertahankan rasio keuangan sebagai berikut:
   - *current ratio* minimal 1 (satu) kali;
   - *debt equity ratio* maksimal 2,7 kali;
   - *net operating cashflow/principal* minimal 100%;
   - *loan to value* maksimal 70%; dan
   - *interest coverage ratio* minimal 1,5 kali.
e. jaminan menjadi sebagai berikut:
   1) Tanah dan bangunan Intiland Tower Surabaya seluas 4.745 $m^2$, milik Perusahaan yang terletak di Surabaya (Catatan 15);
   2) Tanah dan bangunan Intiland Tower Jakarta seluas 8.394 $m^2$, milik Perusahaan yang terletak di Jakarta (Catatan 15);
   3) Tanah seluas 43.196 $m^2$ milik IG, entitas anak, yang terletak di Surabaya (Catatan 8 dan 13);
   4) Tanah seluas 11.098 $m^2$ milik Gandaria Prima, entitas anak, yang terletak di Jakarta (Catatan 8);
   5) Tanah seluas 1.800 $m^2$ milik IG, entitas anak, yang terletak di Surabaya (Catatan 8);
   6) Tanah seluas 8.619 $m^2$ milik SCG, entitas anak, yang terletak di Surabaya (Catatan 13);
   7) Tanah seluas 26.036 $m^2$ milik GFV, entitas anak, yang terletak di Surabaya (Catatan 8);
   8) Tanah dan bangunan apartemen 1Park Avenue dan 1Park Hamilton dengan total luas 11.993 $m^2$ milik Gandaria Prima, entitas anak, yang terletak di Jakarta (Catatan 8);

In 2021, the Company has signed several addendum agreements with several points as follows:

a. deferred principal payment from March 2021 until September 2021.
b. interest rate since March 26, 2021 until December 27, 2021 is 9% per annum where the interest payment rate is 5.25% per annum and deferred interest rate of 3.75% per annum.
c. interest rate since December 28, 2021 until March 25, 2022 is 9% per annum where the interest payment rate is 4% per annum and deferred interest rate of 5% per annum.
d. The Company is required to maintain the following financial ratios:
   - current ratio of at least 1 (one) time;
   - debt equity ratio at a maximum of 2.7 times;
   - net operating cashflow/principal of at least 100%;
   - loan to value ratio at a maximum of 70%; and
   - interest coverage ratio of at least 1.5 times.
e. the collaterals as follows:
   1) Land and buildings of Intiland Tower Surabaya with an area of 4,745 square meters, owned by the Company located in Surabaya (Note 15);
   2) Land and buildings of Intiland Tower Jakarta with an area of 8,394 square meters, owned by the Company located in Jakarta (Note 15);
   3) Land with an area of 43,196 square meters owned by IG, a subsidiary, located in Surabaya (Notes 8 and 13);
   4) Land with an area of 11,098 square meters owned by Gandaria Prima, a subsidiary, located in Jakarta (Note 8);
   5) Land with an area of 1,800 square meters owned by IG, a subsidiary, located in Surabaya (Note 8);
   6) Land with an area of 8,619 square meters owned by SCG, a subsidiary, located in Surabaya (Note 13);
   7) Land with an area of 26,036 square meters owned by GFV, a subsidiary, located in Surabaya (Note 8);
   8) Land and apartment buildings 1Park Avenue and 1Park Hamilton with total area of 11,993 square meters owned by Gandaria Prima, a subsidiary, located in Jakarta (Note 8);

9) Tanah dan bangunan proyek Praxis dengan total luas 10.704 $m^2$ milik PSG, entitas anak, yang terletak di Surabaya (Catatan 8);
10) Tanah dan bangunan proyek Spazio Tower seluas 4.676 $m^2$ milik IG, entitas anak, yang terletak di Surabaya (Catatan 15);
11) Tanah seluas 17.422 $m^2$ milik Vida, entitas anak, yang terletak di Jakarta (Catatan 13);
12) Tanah seluas 2.275 $m^2$ milik THI, entitas anak, yang terletak di Jakarta (Catatan 13);
13) Jaminan perusahaan dari GP, IG, PSG, dan THI; dan
14) Seluruh pendapatan dari Perusahaan, GP, IG, PSG, THI, IS, KII, dan SPP.

Tidak terdapat kewajiban yang harus dipenuhi Perusahaan sehubungan dengan adanya jaminan perusahaan tersebut di atas.

Pada tanggal 25 Maret 2022, Perusahaan telah menandatangani beberapa addendum perjanjian dengan beberapa poin sebagai berikut:

a. suku bunga sejak tanggal 28 Desember 2021 sampai 27 Desember 2022 adalah 9% per tahun dimana bunga yang dibayar oleh Perusahaan adalah 4% per tahun dan bunga ditangguhkan sebesar 5% per tahun.

b. penundaan pembayaran angsuran dari September 2021 sampai April 2022.

Pada tanggal 24 Juli 2023, Perusahaan telah menandatangani beberapa addendum perjanjian dengan beberapa poin sebagai berikut:

a. perpanjangan tanggal jatuh tempo dari 21 Desember 2027 menjadi 21 Desember 2028.

b. suku bunga sejak tanggal 28 Desember 2022 sampai 27 Desember 2023 adalah 9% per tahun dimana bunga yang dibayar oleh Perusahaan adalah 4,5% per tahun dan bunga yang ditangguhkan sebesar 4,5% per tahun dicicil 12 bulan dari 25 Januari 2024 sampai 28 Desember 2025.

Pada tanggal 28 Juni 2024, Perusahaan telah menandatangani beberapa addendum perjanjian dengan beberapa poin sebagai berikut:

a. perpanjangan tanggal jatuh tempo dari 21 Desember 2028 menjadi 10 Desember 2031.

9) Land and buildings of Praxis project with total area of 10,704 square meters owned by PSG, a subsidiary, located in Surabaya (Note 8);
10) Land and buildings of Spazio Tower project with total area of 4,676 square meters owned by IG, a subsidiary, located in Surabaya (Note 15);
11) Land with an area of 17,422 square meters owned by Vida, a subsidiary, located in Jakarta (Note 13);
12) Land with an area of 2,275 square meters owned by THI, a subsidiary, located in Jakarta (Note 13);
13) Corporate guarantee from GP, IG, PSG, and THI; and
14) All revenues of the Company, GP, IG, PSG, THI, IS, KII, and SPP.

There are no obligations that must be fulfilled by the Company in connection with the corporate guarantees mentioned above.

On March 25, 2022, the Company has signed several addendum agreements with several points as follows:

a. interest rate since December 28, 2021 until December 27, 2022 is 9% per annum where the interest payment rate is 4% per annum and deferred interest rate of 5% per annum.

b. deferred principal payment from September 2021 until April 2022.

On July 24, 2023, the Company has signed several addendum agreements with several points as follows:

a. maturity date extension from December 21, 2027 to December 21, 2028.

b. interest rate since December 28, 2022 until December 27, 2023 is 9% per annum where the interest payment rate is 4.5% per annum and deferred interest rate of 4.5% per annum will be paid in 12 months installment from January 25, 2024 until December 28, 2025.

On June 28, 2024, the Company has signed several addendum agreements with several points as follows:

a. maturity date extension from December 21, 2028 to December 10, 2031.

b. suku bunga sejak tanggal 1 Januari 2024 sampai 31 Desember 2027 adalah 7,5% per tahun dimana bunga yang dibayar oleh Perusahaan adalah 4,0% per tahun dan bunga yang ditangguhkan sebesar 3,5% per tahun dicicil pro-rata dari 10 Januari 2028 sampai 10 Desember 2031.

b. interest rate since January 1, 2024 until December 31, 2027 is 7.5% per annum where the interest payment rate is 4.0% per annum and deferred interest rate of 3.5% per annum will be paid in pro-rate installment from January 10, 2028 until December 10, 2031.

Pada tanggal 8 Desember 2025, Perusahaan telah menandatangani beberapa addendum perjanjian dengan beberapa poin sebagai berikut:

On December 8, 2025, the Company has signed several addendum agreements with several points as follows:

a. perpanjangan tanggal jatuh tempo dari 10 Desember 2031 menjadi 30 Juni 2035.

a. maturity date extension from December 10, 2031 to June 30, 2035.

b. suku bunga efektif sejak tanggal 8 Desember 2025 sampai 31 Desember 2030 adalah 5,0% per tahun dimana bunga yang dibayar oleh Perusahaan adalah 2,0% per tahun dan bunga yang ditangguhkan sebesar 3,0% per tahun. Pembayaran bunga efektif dibebankan setiap 3 bulan.

b. The effective interest rate from December 8, 2025 to December 31, 2030 is 5.0% per year, in which the interest paid by the Company is 2.0% per year and the deferred interest is 3.0% per year. Effective interest payments are charged every 3 months.

c. suku bunga efektif sejak tanggal 1 Januari 2031 sampai 30 Juni 2035 adalah 5,0% per tahun dimana bunga yang dibayar oleh Perusahaan adalah 3,0% per tahun dan bunga yang ditangguhkan sebesar 2,0% per tahun. Pembayaran bunga efektif dibebankan setiap 3 bulan.

c. The effective interest rate from January 1, 2031 to June 30, 2035 is 5.0% per year, in which the interest paid by the Company is 3.0% per year and the deferred interest is 2.0% per year. Effective interest payments are charged every 3 months.

Perusahaan diwajibkan untuk menjaga rasio keuangan tertentu. Pada tanggal 31 Desember 2025 dan 2024, Perusahaan telah memenuhi kewajiban rasio keuangan yang ada.

In relation to this credit facility, the Company is required to maintain certain financial ratios. As of December 31, 2025 and 2024, the Company has complied with the required financial ratios.

Grup telah memenuhi pembatasan dari seluruh fasilitas pinjaman pada tanggal 31 Desember 2025 dan 2024.

The Group has complied with the covenants of all loan facilities as of December 31, 2025 and 2024.

Keuntungan yang timbul atas restrukturisasi utang bank sindikasi milik Perusahaan tahun 2025 dan 2024 masing-masing sebesar Rp 457.644.819.534 dan Rp 328.161.741.895 disajikan sebagai "Keuntungan atas penghapusan liabilitas keuangan" pada laba rugi.

The gain arising from the restructuring of the Company's syndicated bank loan in 2025 and 2024 amounting to Rp 457,644,819,534 and Rp 328,161,741,895 is presented as "Gain on extinguishment of financial liabilities" in profit or loss.

Jumlah pembayaran pokok pinjaman masing-masing sebesar Rp 564.323.551.821 dan Rp 589.582.777.211 untuk tahun 2025 dan 2024. Jumlah penerimaan pinjaman masing-masing sebesar Rp 318.545.279.341 dan Rp 392.462.220.733 untuk tahun 2025 dan 2024.

Total payments of loan principal amounted to Rp 564,323,551,821 and Rp 589,582,777,211 in 2025 and 2024, respectively. Total proceeds of loan amounted to Rp 318,545,279,341 and Rp 392,462,220,733 in 2025 and 2024, respectively.

Beban bunga utang bank jangka pendek (termasuk beban bunga yang dikapitalisasi) pada tahun 2025 dan 2024 masing-masing adalah sebesar Rp 100.863.009.856 dan Rp 130.676.894.757, sementara untuk utang bank jangka panjang masing-masing adalah sebesar Rp 292.489.636.212 dan Rp 221.779.456.106 pada tahun 2025 dan 2024.

The interest expense (including capitalized interest) on short-term bank loans amounted to Rp 100,863,009,856 and Rp 130,676,894,757 in 2025 and 2024, respectively, while long-term bank loans amounted to Rp 292,489,636,212 and Rp 221,779,456,106 in 2025 and 2024, respectively.

Pada tahun 2025 dan 2024, beban bunga masing-masing sebesar Rp 65.401.986.799 dan Rp 52.838.311.162 dikapitalisasi ke persediaan tanah yang sedang dikembangkan.

In 2025 and 2024, interest expense capitalized to land under development amounted to Rp 65,401,986,799 and Rp 52,838,311,162, respectively.

## 20. Utang Sukuk Ijarah / 20. Sukuk Ijarah Payable

Perincian utang sukuk ijarah adalah sebagai berikut:

The following are the details of sukuk ijarah payable:

| | 2025 | 2024 | |
|---|---|---|---|
| Jangka panjang | | | Long-term |
| Nilai nominal | | | Nominal value |
| Sukuk Ijarah Berkelanjutan I | | | Continuing Sukuk Ijarah I |
| Tahap II Tahun 2022 | - | 250.000.000.000 | Phase II Year 2022 |
| Tahap III Tahun 2022 Seri B | - | 125.000.000.000 | Phase III Year 2022 Series B |
| Biaya penerbitan sukuk | - | (2.443.792.547) | Sukuk issuance cost |
| Jumlah | - | 372.556.207.453 | Net |

**Sukuk Ijarah Berkelanjutan I Intiland Development Tahap III Tahun 2022**

Pada tanggal 2 Desember 2022, Perusahaan menerbitkan Sukuk Ijarah Berkelanjutan I Intiland Development Tahap III Tahun 2022 yang terdiri dari Sukuk Ijarah Seri A sebesar Rp 125.000.000.000 dengan cicilan imbalan ijarah sebesar Rp 12.875.000.000 per tahun atau ekuivalen sebesar 10,30% per tahun, dibayarkan setiap triwulan dan akan jatuh tempo pada tanggal 2 Desember 2024 dan Sukuk Ijarah Seri B sebesar Rp 125.000.000.000 dengan cicilan imbalan ijarah sebesar Rp 13.250.000.000 per tahun atau ekuivalen sebesar 10,60% per tahun, dibayarkan setiap triwulan dan akan jatuh tempo pada tanggal 2 Desember 2025. Sukuk ijarah ini dijamin dengan tiga bidang tanah milik PT Grande Family View, entitas anak (Catatan 13 dan 15) yang berlokasi di Surabaya. Sukuk ijarah dijual pada nilai nominal dan tercatat di Bursa Efek Indonesia, dengan PT Bank Mega Tbk sebagai wali amanat. Dana sukuk ijarah ini digunakan untuk pembayaran utang Perusahaan dan entitas anak dan modal kerja.

**Continuing Sukuk Ijarah I Intiland Development Phase III Year 2022**

On December 2, 2022, the Company issued the Continuing Sukuk Ijarah I Intiland Development Phase III Year 2022 consisting of Sukuk Ijarah Series A totaling to Rp 125,000,000,000 with an installment of ijarah fee of Rp 12,875,000,000 per year or the equivalent of 10.30% per annum, payable quarterly and will mature on December 2, 2024 and Sukuk Ijarah Series B totaling to Rp 125,000,000,000 with an installment of ijarah fee of Rp 13,250,000,000 per year or the equivalent of 10.60% per annum, payable quarterly and will mature on December 2, 2025. This sukuk ijarah is secured with three parcels of land owned by PT Grande Family View, a subsidiary (Notes 13 and 15) located in Surabaya. This Sukuk was sold at its nominal value and are listed at the Indonesia Stock Exchange, with PT Bank Mega Tbk as trustee. The proceeds were used for loan repayment of the Company and its subsidiaries and working capital.

Pada tanggal 2 Desember 2024, Perusahaan telah melunasi Sukuk Ijarah Berkelanjutan I Intiland Development Tahap III Tahun 2022 Seri A yang terbit di tahun 2022 sebesar Rp 125 milyar.

Pada tanggal 2 Desember 2025, Perusahaan telah melunasi Sukuk Ijarah Berkelanjutan I Intiland Development Tahap III Tahun 2022 Seri B sebesar Rp 125 miliar.

**Sukuk Ijarah Berkelanjutan I Intiland Development Tahap II Tahun 2022**

Pada tanggal 25 Agustus 2022, Perusahaan menerbitkan Sukuk Ijarah Berkelanjutan I Intiland Development Tahap II Tahun 2022 dengan sisa imbalan ijarah sebesar Rp 250.000.000.000 dengan cicilan imbalan ijarah sebesar Rp 26.250.000.000 per tahun atau ekuivalen sebesar 10,50% per tahun, dibayarkan setiap triwulan dan akan jatuh tempo pada tanggal 25 Agustus 2025. Sukuk ijarah ini dijamin dengan sebidang tanah milik PT Grande Family View, entitas anak (Catatan 15) yang berlokasi di Surabaya. Sukuk ijarah dijual pada nilai nominal dan tercatat di Bursa Efek Indonesia, dengan PT Bank Mega Tbk sebagai wali amanat. Dana sukuk ijarah ini digunakan untuk pembayaran kembali sisa Sukuk Ijarah Tahap I.

Pada tanggal 25 Agustus 2025, Perusahaan telah melunasi Sukuk Ijarah Berkelanjutan I Intiland Development Tahap II Tahun 2022 sebesar Rp 250 milyar.

Terkait Sukuk, Perusahaan diharuskan memenuhi rasio keuangan sebagai berikut:

- *Interest coverage ratio* atas dasar laporan keuangan tahunan konsolidasian tidak kurang dari 1,5 : 1;

- *Interest bearing debt to equity ratio* atas dasar laporan keuangan tahunan konsolidasian tidak lebih dari 2 : 1.

Pada tanggal 31 Desember 2024, Perusahaan telah memenuhi kewajiban rasio keuangan yang ada.

Berdasarkan peringkat yang dibuat oleh PT Kredit Rating Indonesia tanggal 17 April 2025, peringkat Sukuk ini adalah "$_{ir}$A" (*Single A*).

Beban bunga utang sukuk ijarah pada tahun 2025 dan 2024 masing-masing adalah sebesar Rp 29.645.833.333 dan Rp 51.302.083.333.

On December 2, 2024, the Company had redeemed the Continuing Sukuk Ijarah I Intiland Development Phase III Year 2022 Series A that were issued in 2022 amounting to Rp 125 billion.

On December 2, 2025, the Company had redeemed Continuous Sukuk Ijarah I Intiland Development Phase III Year 2022 Series B amounting to Rp 125 billion.

**Continuing Sukuk Ijarah I Intiland Development Phase II Year 2022**

On August 25, 2022, the Company issued the Continuing Sukuk Ijarah I Intiland Development Phase II Year 2022 with nominal value of Rp 250,000,000,000 with an installment of ijarah fee of Rp 26,250,000,000 per year or the equivalent of 10.50% per annum, payable quarterly and will mature on August 25, 2025. This sukuk ijarah is secured with a parcel of land owned by PT Grande Family View, a subsidiary (Note 15) located in Surabaya. This Sukuk was sold at its nominal value and are listed at the Indonesia Stock Exchange, with PT Bank Mega Tbk as trustee. The proceeds were used for loan repayment of the remaining Sukuk Ijarah Phase I .

On August 25, 2025, the Company had redeemed the Continuing Sukuk Ijarah I Intiland Development Phase II Year 2022 amounting to Rp 250 billion.

Related to Sukuk, the Company shall maintain financial ratios as follows:

- Interest coverage ratio from annual consolidated financial statement at the minimum of 1.5 : 1;

- Interest bearing debt to equity ratio from annual consolidated financial statement at the maximum of 2 : 1.

As of December 31, 2024, the Company has complied with the required financial ratios.

Based on the rating issued by PT Kredit Rating Indonesia on April 17, 2025, the Sukuk are rated "$_{ir}$A" (Single A).

The interest expense on sukuk ijarah payable amounted to Rp 29,645,833,333 and Rp 51,302,083,333 and in 2025 and 2024, respectively.

## 21. Utang Usaha kepada Pihak Ketiga / 21. Trade Accounts Payable to Third Parties

| | 2025 | 2024 | |
|---|---|---|---|
| Kontraktor | 40.406.951.314 | 43.545.922.015 | Contractors |
| Pemasok | 15.123.235.248 | 18.334.108.244 | Suppliers |
| Lain-lain | 26.139.848.248 | 22.471.103.133 | Others |
| Jumlah | 81.670.034.810 | 84.351.133.392 | Total |

Utang usaha kepada pihak ketiga timbul dari transaksi pembelian barang maupun jasa yang berhubungan dengan pengembangan real estat dan operasional Grup.

Trade accounts payable to third parties arise from transactions for the purchase of goods and services related to the Group's real estate development and operations.

Rincian umur utang usaha dihitung sejak tanggal faktur adalah sebagai berikut:

The aging analysis of trade accounts payable from the date of invoice follows:

| | 2025 | 2024 | |
|---|---|---|---|
| Belum jatuh tempo | 24.038.993.659 | 15.386.349.258 | Not yet due |
| Jatuh tempo: | | | Past due: |
| Kurang dari 30 hari | 11.511.758.671 | 14.150.629.789 | Under 30 days |
| 31 - 60 hari | 3.453.994.387 | 11.720.883.742 | 31 - 60 days |
| 61 - 90 hari | 3.884.844.885 | 3.607.601.888 | 61 - 90 days |
| 91 - 120 hari | 1.615.517.358 | 5.192.353.504 | 91 - 120 days |
| Lebih dari 120 hari | 37.164.925.850 | 34.293.315.211 | More than 120 days |
| Jumlah | 81.670.034.810 | 84.351.133.392 | Total |

## 22. Pinjaman dari Pihak Ketiga / 22. Loans from Third Parties

Rincian pinjaman dari pihak ketiga adalah sebagai berikut:

The details of loans from third parties follows:

| | 2025 | 2024 | |
|---|---|---|---|
| Jangka pendek | | | Short-term |
| PT Proline Finance Indonesia | 125.000.000.000 | - | PT Proline Finance Indonesia |
| PT Mustika Semesta | 25.087.905.474 | 25.150.405.474 | PT Mustika Semesta |
| PT Tejaalam Multisari | 1.459.550.794 | - | PT Tejaalam Multisari |
| Tjahjono Tjandra | - | 1.666.666.666 | Tjahjono Tjandra |
| Jumlah jangka pendek | 151.547.456.268 | 26.817.072.140 | Total Short-term |
| Jangka panjang | | | Long-term |
| PT Muji Karya Utama | 26.750.000.000 | 13.500.000.000 | PT Muji Karya Utama |
| Tjenharto Kohar | 23.380.000.000 | 23.380.000.000 | Tjenharto Kohar |
| PT Starlight Nusa Property | 6.066.344.780 | - | PT Starlight Nusa Property |
| PT Galang Gema Pradana | 7.705.683 | 7.705.683 | PT Galang Gema Pradana |
| PT Global Ekabuana | - | 25.500.000.000 | PT Global Ekabuana |
| Jumlah jangka panjang | 56.204.050.463 | 62.387.705.683 | Total Long-term |
| Jumlah | 207.751.506.731 | 89.204.777.823 | Total |

**PT Proline Finance Indonesia (PFI)**

Pada tanggal 15 Agustus 2025, IG, entitas anak, menerima pinjaman dari PFI, pihak ketiga, untuk pembiayaan modal kerja sebesar Rp 65 milyar dengan jangka waktu pinjaman 9 bulan dan bunga 13% per tahun.

Pada tanggal 15 Agustus 2025, Segajung, entitas anak, menerima pinjaman dari PFI, pihak ketiga, untuk pembiayaan modal kerja sebesar Rp 60 milyar dengan jangka waktu pinjaman 9 bulan dan bunga 13% per tahun.

**PT Mustika Semesta (MS)**

Utang kepada MS, pihak ketiga, merupakan utang PT Selasih Safar (SS), entitas anak, sehubungan dengan pembiayaan modal kerja entitas anak tersebut. Utang ini tidak dikenakan bunga serta tidak ditentukan jangka waktu pengembaliannya.

**PT Tejaalam Multisari (TM)**

Utang kepada TM, pihak ketiga, merupakan utang PT Melati Anugerah Semesta (MAS), entitas anak, sehubungan dengan pembiayaan operasional entitas anak tersebut. Utang ini tidak dikenakan bunga serta tidak ditentukan jangka waktu pengembaliannya.

**Tjahjono Tjandra**

Pada tanggal 17 Januari 2022, PLP, entitas anak, menerima pinjaman dari Tjahjono Tjandra, pihak ketiga, sehubungan dengan modal kerja pengembangan Pergudangan Aeropolis sebesar Rp 20.000.000.000 dengan bunga 13,5% per tahun. Pinjaman ini jatuh tempo pada tanggal 1 Maret 2025.

Pinjaman ini dijamin dengan tanah dan bangunan milik PLP yang terletak di Tangerang, Banten.

Pinjaman ini telah dilunasi seluruhnya pada tanggal 11 Maret 2025.

**PT Proline Finance Indonesia (PFI)**

On August 15, 2025, IG, a subsidiary, obtained a loan from PFI, third party, for working capital amounting to Rp 65 billion with 9 months loan term and interest 13% per year.

On August 15, 2025, Segajung, a subsidiary, obtained a loan from PFI, third party, for working capital amounting to Rp 60 billion with 9 months loan term and interest 13% per year.

**PT Mustika Semesta (MS)**

Payable to MS, a third party, represents PT Selasih Safar's (SS), a subsidiary, unpaid balance of loan from MS for working capital of SS. This payable is non-interest bearing and has no definite repayment schedule.

**PT Tejaalam Multisari (TM)**

Payable to TM, a third party, represents PT Melati Anugerah Semesta's (MAS), a subsidiary, unpaid balance which mainly advanced payments of expenses made by TM on behalf of MAS. This payable is non-interest bearing and has no definite repayment schedule.

**Tjahjono Tjandra**

On January 17, 2022, PLP, a subsidiary, obtained a loan from Tjahjono Tjandra, third party, representing working capital for the development of Warehouse Aeropolis amounting to Rp 20,000,000,000 with interest at 13.5% per annum. This payable mature on March 1, 2025.

This loan is secured with land and building owned by PLP located in Tangerang, Banten.

This loan was fully paid on March 11, 2025.

**PT Muji Karya Utama (MKU)**

Pada tanggal 19 Desember 2024, IG, entitas anak, menerima pinjaman dari MKU, pihak ketiga, sehubungan dengan modal persiapan dan pengoperasian Hotel Whiz Luxe Spazio sebesar Rp 13.500.000.000 dengan pembayaran bunga berupa *revenue share* 12,27% dari pendapatan Hotel Whiz Luxe Spazio per bulan. Pinjaman ini akan jatuh tempo pada tanggal 18 Desember 2034.

Pada tanggal 19 Desember 2024, PSG, entitas anak, menerima pinjaman dari MKU, pihak ketiga, sehubungan dengan modal persiapan dan pengoperasian Hotel Grand Whiz Praxis sebesar Rp 40.000.000.000 dengan pembayaran bunga berupa *revenue share* 35% dari pendapatan Hotel Grand Whiz Praxis per bulan. Pinjaman ini akan jatuh tempo pada tanggal 18 Desember 2034.

**Tjenharto Kohar**

Utang kepada Tjenharto Kohar, pihak ketiga, merupakan utang PT Inti Gria Persada, entitas anak, sehubungan dengan pembelian tanah yang berlokasi di Kebon Melati, Jakarta, dan akan jatuh tempo antara 2019 sampai 2021 namun telah diperpanjang beberapa kali, terakhir sampai dengan tanggal 14 September 2026.

Utang ini tidak dikenakan bunga dan dijamin dengan jaminan tanah di Kebon Melati dan atau bangunan yang berdiri di atasnya (Catatan 13).

**PT Starlight Nusa Property (SNP)**

Utang kepada SNP, pihak ketiga, merupakan utang sehubungan dengan kerjasama pada BKIS. Piutang ini tidak dikenakan bunga serta tidak ditentukan jangka waktu pengembaliannya.

**PT Galang Gema Pradana (GGP)**

Utang kepada GGP, pihak ketiga, merupakan utang PT Inti Gria Persada (Persada), entitas anak, sehubungan dengan pembiayaan operasional entitas anak tersebut. Utang ini tidak dikenakan bunga serta tidak ditentukan jangka waktu pengembaliannya.

**PT Muji Karya Utama (MKU)**

On December 19, 2024, IG, a subsidiary, obtained a loan from MKU, third party, representing working capital for the preparation and operational costs of Whiz Luxe Spazio Hotel amounting to Rp 13,500,000,000 with the interest payment by revenue share 12.27% of monthly income of Whiz Luxe Spazio Hotel. This payable will mature on December 18, 2034.

On December 19, 2024, PSG, a subsidiary, obtained a loan from MKU, third party, representing working capital for the preparation and operational costs of Grand Whiz Praxis Hotel amounting to Rp 40,000,000,000 with the interest payment by revenue share 35% of monthly income of Grand Whiz Praxis Hotel. This payable will mature on December 18, 2034.

**Tjenharto Kohar**

Payable to Tjenharto Kohar, a third party, represents payable of PT Inti Gria Persada, a subsidiary, in connection with the purchase of land located in Kebon Melati, Jakarta, and will be due between 2019 to 2021 but has been extended several times, and the latest extension is until September 14, 2026.

This payable is non-interest bearing and secured by land and building located in Kebon Melati (Note 13).

**PT Starlight Nusa Property (SNP)**

Payable to SNP, a third party, represents the payable in relation to the cooperation in BKIS. This payable is non-interest bearing and has no definite repayment schedule.

**PT Galang Gema Pradana (GGP)**

Payable to GGP, a third party, represents PT Inti Gria Persada's (Persada), a subsidiary, unpaid balance on advance payments of expenses made by GGP on behalf of Persada. This payable is non-interest bearing and has no definite repayment schedule.

**PT Global Ekabuana (GE)**

Berdasarkan Akta No. 18 tanggal 20 Maret 2023, utang kepada GE, pihak ketiga, merupakan utang Badan Kerjasama Mutiara Buana (BKMB), entitas anak, sehubungan dengan pembayaran kewajiban utang bank entitas anak tersebut kepada PT Bank Pan Indonesia Tbk. Utang ini dijamin dengan 550.000 lembar saham di PT Cipta Area Pesona milik PT Henutama Kokoh Abadi, pihak berelasi. Pinjaman ini dikenakan bunga sebesar suku bunga pinjaman bank dan akan jatuh tempo pada tanggal 20 Maret 2026.

Pinjaman ini telah dilunasi seluruhnya pada tanggal 31 Juli 2025.

Beban bunga pinjaman dari pihak ketiga (termasuk beban bunga yang dikapitalisasi ke tanah yang sedang dikembangkan) pada tahun 2025 dan 2024 masing-masing adalah sebesar Rp 13.915.270.467 dan Rp 9.995.028.421 (Catatan 8).

Pada tahun 2025 dan 2024, beban bunga masing-masing sebesar Rp 28.125.000 dan Rp 1.522.500.000 dikapitalisasi ke persediaan tanah yang sedang dikembangkan.

**PT Global Ekabuana (GE)**

Based on Deed No. 18 dated March 20, 2023, payable to GE, a third party, represents payable from Badan Kerjasama Mutiara Buana (BKMB), a subsidiary, in connection with the bank loan repayment to PT Bank Pan Indonesia Tbk. This payable is secured with 550,000 shares in PT Cipta Area Pesona which belongs to PT Henutama Kokoh Abadi, a related party. This payable bears interest at the bank loan rate and will mature on March 20, 2026.

This loan was fully paid on July 31, 2025.

The interest expense (including capitalized interest to land under development) on loans from third parties amounted to Rp 13,915,270,467 and Rp 9,995,028,421 in 2025 and 2024, respectively (Note 8).

In 2025 and 2024, interest expense capitalized to land under development amounted to Rp 28,125,000 and Rp 1,522,500,000, respectively.

## 23. Utang Lain-lain / 23. Other Accounts Payable

Rincian utang lain-lain kepada pihak ketiga adalah sebagai berikut:

The details of other accounts payable to third parties follows:

| | 2025 | 2024 | |
|---|---|---|---|
| Jangka pendek | | | Short-term |
| Dividen | 34.371.038.957 | 3.871.038.957 | Dividend |
| Lain-lain | 12.179.229.100 | 19.922.885.445 | Others |
| Jumlah jangka pendek | 46.550.268.057 | 23.793.924.402 | Total short-term |
| Jangka panjang | | | Long-term |
| Bunga utang bank (Catatan 19) | 490.061.367.956 | 325.749.268.023 | Interest on bank loans (Note 19) |
| Jumlah | 536.611.636.013 | 349.543.192.425 | Total |

## 24. Utang Pajak / 24. Taxes Payable

| | 2025 | 2024 | |
|---|---|---|---|
| Pajak penghasilan final | 5.885.437.506 | 5.652.963.813 | Final income tax |
| Pajak penghasilan: | | | Income taxes: |
| Pasal 21 | 4.159.672.962 | 1.561.204.906 | Article 21 |
| Pasal 22 | 187.500.000 | - | Article 22 |
| Pasal 23 | 535.404.861 | 804.433.172 | Article 23 |
| Pasal 25 | 348.649.270 | - | Article 25 |
| Pasal 26 | 1.169.000.000 | - | Article 26 |
| Pasal 4 (2) | 347.794.457 | 781.668.962 | Article 4 (2) |
| Pasal 29 (Catatan 41) | 1.113.249.928 | 4.190.182.153 | Article 29 (Note 41) |
| Pajak pertambahan nilai | 21.651.524.284 | 13.863.148.612 | Value added tax |
| Pajak pembangunan I | 1.196.021.702 | 1.003.296.021 | Development tax I |
| Jumlah | 36.594.254.970 | 27.856.897.639 | Total |

Besarnya pajak yang terutang ditetapkan berdasarkan perhitungan pajak yang dilakukan sendiri oleh wajib pajak (*self-assessment*).

The filed tax returns are based on the Group's own calculation of tax liabilities (self-assessment).

## 25. Beban Akrual / 25. Accrued Expenses

| | 2025 | 2024 | |
|---|---|---|---|
| Proyek | 352.974.242.901 | 350.452.190.056 | Project |
| Bunga | 129.164.874.316 | 48.062.095.197 | Interest |
| Air dan listrik | 30.423.293.593 | 34.362.005.503 | Water and electrical |
| Perijinan | 14.468.812.450 | 14.448.812.450 | Permit |
| Jasa profesional | 2.495.900.000 | 2.463.740.000 | Professional fee |
| Kantor | 2.219.621.721 | 25.043.299 | Office |
| Asuransi | 922.386.987 | 737.909.590 | Insurance |
| Pajak | 619.555.317 | 433.897.457 | Taxes |
| Lain-lain | 77.838.060.162 | 72.651.015.958 | Others |
| Jumlah | 611.126.747.447 | 523.636.709.510 | Total |

## 26. Pendapatan Diterima Dimuka / 26. Unearned Revenues

Akun ini terutama merupakan uang muka dari pelanggan atas sewa kantor.

This account mainly represents advances from customers for office rental.

| | 2025 | 2024 | |
|---|---|---|---|
| Disajikan dalam laporan posisi keuangan konsolidasian sebagai: | | | Presented in the consolidated statements of financial position under: |
| Liabilitas jangka pendek | 113.242.275.391 | 95.721.743.978 | Current liabilities |
| Liabilitas jangka panjang | 11.198.976.696 | 13.062.822.804 | Noncurrent liabilities |
| Jumlah | 124.441.252.087 | 108.784.566.782 | Total |

## 27. Liabilitas Kontrak

Liabilitas kontrak merupakan uang muka penjualan persediaan real estat yang diterima dari pelanggan yang kewajiban pelaksanaanya belum terpenuhi.

Mutasi dari liabilitas kontrak adalah sebagai berikut:

## 27. Contract Liabilities

Contract liabilities represent advances received from buyers for the sale of real estate inventories wherein the performance obligation have not been satisfied.

The movement of contract liabilities is as follows:

| | 2025 | 2024 | |
|---|---|---|---|
| Saldo awal | 1.257.911.412.018 | 1.587.257.329.265 | Beginning balance |
| Pendapatan yang diakui selama tahun berjalan | (1.514.710.463.354) | (1.669.531.653.307) | Revenue recognized during the year |
| Kenaikan yang disebabkan oleh penerimaan kas | 1.460.471.746.300 | 1.242.346.572.211 | Increase due to cash received |
| Beban bunga atas liabilitas kontrak | 76.820.455.476 | 97.839.163.849 | Interest expense on contract liabilities |
| Saldo akhir | 1.280.493.150.440 | 1.257.911.412.018 | Ending balance |

Kewajiban pelaksanaan belum dipenuhi yang tersisa akan dipenuhi antara tahun 2026 dan 2027.

Beban bunga atas liabilitas kontrak disajikan pada akun “Komponen pendanaan atas liabilitas kontrak” pada laba rugi.

Rincian liabilitas kontrak berdasarkan persentase terhadap harga jual adalah sebagai berikut:

The remaining unsatisfied performance obligation will be satisfied between 2026 and 2027.

Interest expense on contract liabilities was recorded as “Financing component of contract liabilities” in profit or loss.

Details of contract liabilities based on the percentage of sales price is as follows:

| | 2025 | 2024 | |
|---|---|---|---|
| 100% | 614.737.891.306 | 769.067.139.339 | 100% |
| 50% - 99% | 500.484.772.905 | 379.579.966.920 | 50% - 99% |
| 20% - 49% | 102.257.403.641 | 68.579.087.498 | 20% - 49% |
| <20% | 63.013.082.588 | 40.685.218.261 | <20% |
| Jumlah | 1.280.493.150.440 | 1.257.911.412.018 | Total |
| Disajikan dalam laporan posisi keuangan konsolidasian sebagai: | | | Presented in the consolidated statements of financial position under: |
| Liabilitas jangka pendek | 1.133.881.049.692 | 1.162.804.337.024 | Current liabilities |
| Liabilitas jangka panjang | 146.612.100.748 | 95.107.074.994 | Noncurrent liabilities |
| Jumlah | 1.280.493.150.440 | 1.257.911.412.018 | Total |

## 28. Utang Pembiayaan Konsumen

Grup memiliki perjanjian pembiayaan konsumen untuk pengadaan kendaraan (Catatan 16).

## 28. Consumer Finance Payables

The Group has entered into consumer finance agreements for the procurement of vehicles (Note 16).

Pada tanggal 31 Desember 2025 dan 2024, rincian pembayaran utang pembiayaan konsumen adalah sebagai berikut:

As of December 31, 2025 and 2024, the details of consumer finance payables follows:

| | 2025 | 2024 | |
|---|---|---|---|
| **a. Berdasarkan Jatuh Tempo** | | | **a. By Due Date** |
| Pembayaran yang jatuh tempo pada tahun: | | | Payments due in: |
| 2025 | - | 183.235.480 | 2025 |
| 2026 | 408.278.000 | 78.801.480 | 2026 |
| 2027 | 158.732.400 | 39.400.740 | 2027 |
| 2028 | 65.435.980 | - | 2028 |
| Jumlah pembayaran minimum sewa | 632.446.380 | 301.437.700 | Total minimum lease payments |
| Bunga | (26.851.732) | (20.009.231) | Interest |
| Nilai kini pembayaran minimum sewa | 605.594.648 | 281.428.469 | Present value of minimum lease payments |
| Bagian yang akan jatuh tempo dalam satu tahun | (389.350.391) | (168.242.894) | Current portion |
| Bagian utang pembiayaan konsumen yang akan jatuh tempo dalam waktu lebih dari satu tahun | 216.244.257 | 113.185.575 | Long-term portion of consumer finance payables - net of current portion |
| **b. Berdasarkan *Lessor*** | | | **b. By Lessor** |
| PT BCA Finance | 632.446.380 | 197.003.700 | PT BCA Finance |
| PT Mitsui Leasing Capital Indonesia | - | 104.434.000 | PT Mitsui Leasing Capital Indonesia |
| Jumlah | 632.446.380 | 301.437.700 | Total |

Utang ini berjangka waktu 3 - 4 tahun, dengan suku bunga efektif per tahun 5,09% - 12,68% pada tahun 2025 dan 2024. Semua utang adalah dalam mata uang Rupiah dan dibayar pada jumlah tetap setiap bulan. Utang ini dijamin dengan aset yang dibeli menggunakan dana dari pinjaman terkait (Catatan 16).

These obligations have terms of 3 - 4 years, with effective interest per annum 5.09% - 12.68% in 2025 and 2024. All consumer finance payables are denominated in Rupiah and payable at fixed amount on a monthly basis. These obligations are secured by the assets purchased using the proceeds from the related loan (Note 16).

Beban bunga utang pembiayaan konsumen adalah masing-masing sebesar Rp 23.288.472 dan Rp 24.501.839 pada tahun 2025 dan 2024 (Catatan 40).

Interest expense on consumer finance payables amounted to Rp 23,288,472 and Rp 24,501,839 in 2025 and 2024, respectively (Note 40).

## 29. Uang Jaminan

Akun ini merupakan jaminan sewa gedung kantor dan jaminan atas pembangunan rumah.

## 29. Guarantee Deposits

This account represents office rental deposits and deposits for house constructions.

| | 2025 | 2024 | |
|---|---|---|---|
| Disajikan dalam laporan posisi keuangan konsolidasian sebagai: | | | Presented in the consolidated statements of financial position under: |
| Liabilitas jangka pendek | 72.477.329.007 | 94.102.630.111 | Current liabilities |
| Liabilitas jangka panjang | 213.148.830.645 | 214.072.102.203 | Noncurrent liabilities |
| Jumlah | 285.626.159.652 | 308.174.732.314 | Total |

## 30. Pengukuran Nilai Wajar

Tabel berikut menyajikan pengukuran nilai wajar aset dan liabilitas tertentu Grup:

## 30. Fair Value Measurement

The following table provides the fair value measurement of the Group's certain assets and liabilities:

| | 31 Desember 2025/*December 31, 2025* | | | | |
|---|---|---|---|---|---|
| | | Pengukuran nilai wajar menggunakan:/ *Fair value measurement using:* | | | |
| | Nilai Tercatat/ *Carrying Values* | Harga kuotasian dalam pasar aktif/ (Level 1)/ *Quoted prices in active markets (Level 1)* | Input signifikan yang dapat di observasi (Level 2)/ *Significant observable inputs (Level 2)* | Input signifikan yang tidak dapat diobservasi (Level 3)/ *Significant unobservable inputs (Level 3)* | |
| ***Aset yang diukur pada nilai wajar:*** | | | | | ***Assets measured at fair value:*** |
| **Aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain** | | | | | **Financial assets at FVOCI** |
| Investasi dalam saham | 102.421.571.139 | - | - | 102.421.571.139 | Investments in shares |
| ***Aset yang nilai wajarnya disajikan:*** | | | | | ***Asset for which fair value are disclosed:*** |
| Properti investasi yang dicatat pada biaya perolehan | 1.555.077.767.753 | - | - | 5.273.768.546.084 | Investment properties carried at cost |
| ***Liabilitas yang nilai wajarnya disajikan*** | | | | | ***Liabilities for which fair values are disclosed:*** |
| Pinjaman dan utang dengan bunga | | | | | Interest-bearing loans and borrowings: |
| Utang bank (bagian jangka pendek dan bagian jangka panjang) | 2.314.208.673.587 | - | 2.314.208.673.587 | - | Bank loans (including current and noncurrent portion) |

| | 31 Desember 2024/*December 31, 2024* | | | | |
|---|---|---|---|---|---|
| | | Pengukuran nilai wajar menggunakan:/ *Fair value measurement using:* | | | |
| | Nilai Tercatat/ *Carrying Values* | Harga kuotasian dalam pasar aktif/ (Level 1)/ *Quoted prices in active markets (Level 1)* | Input signifikan yang dapat di observasi (Level 2)/ *Significant observable inputs (Level 2)* | Input signifikan yang tidak dapat diobservasi (Level 3)/ *Significant unobservable inputs (Level 3)* | |
| ***Aset yang diukur pada nilai wajar:*** | | | | | ***Assets measured at fair value:*** |
| **Aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain** | | | | | **Financial assets at FVOCI** |
| Investasi dalam saham | 102.421.571.139 | - | - | 102.421.571.139 | Investments in shares |
| ***Aset yang nilai wajarnya disajikan:*** | | | | | ***Asset for which fair value are disclosed:*** |
| Properti investasi yang dicatat pada biaya perolehan | 1.638.491.113.505 | - | - | 4.439.026.375.000 | Investment properties carried at cost |
| ***Liabilitas yang nilai wajarnya disajikan*** | | | | | ***Liabilities for which fair values are disclosed:*** |
| Pinjaman dan utang dengan bunga | | | | | Interest-bearing loans and borrowings: |
| Utang bank (bagian jangka pendek dan bagian jangka panjang) | 2.690.630.688.452 | - | 2.690.630.688.452 | - | Bank loans (including current and noncurrent portion) |
| Utang sukuk ijarah (bagian jangka pendek dan bagian jangka panjang) | 372.556.207.453 | 351.679.627.201 | - | - | Sukuk ijarah payable (including current and noncurrent portion) |

Nilai wajar instrumen keuangan yang diperdagangkan di pasar aktif adalah berdasarkan kuotasi harga pasar pada tanggal pelaporan. Pasar dianggap aktif apabila kuotasi harga tersedia sewaktu-waktu dan dapat diperoleh secara rutin dari bursa, pedagang efek, perantara efek, kelompok industri atau badan penyedia jasa penentuan harga, atau badan pengatur, dan harga tersebut mencerminkan transaksi pasar yang aktual dan rutin dalam suatu transaksi yang wajar. Kuotasi harga pasar yang digunakan untuk aset keuangan yang dimiliki oleh Grup adalah harga penawaran (*bid price*) terkini. Instrumen keuangan seperti ini termasuk dalam hirarki Level 1.

The fair value of financial instruments traded in active markets is based on quoted market prices at the reporting date. A market is regarded as active if quoted prices are readily and regularly available from an exchange, dealer, or broker, industry group pricing service, or regulatory agency, and those prices represent actual and regularly occurring market transaction on an arm's lengths basis. The quoted market price used for financial assets held by the Group is the current bid price. These instruments are included in Level 1.

Nilai wajar instrumen keuangan yang tidak diperdagangkan di pasar aktif ditentukan menggunakan teknik penilaian. Teknik penilaian ini memaksimalkan penggunaan data pasar yang dapat diobservasi yang tersedia dan sesedikit mungkin mengandalkan estimasi spesifik yang dibuat oleh entitas. Jika seluruh input signifikan yang dibutuhkan untuk menentukan nilai wajar dapat diobservasi, maka instrumen tersebut termasuk dalam hirarki Level 2.

The fair value of financial instruments that are not traded in an active market is determined by using valuation techniques. These valuation techniques maximize the use of observable market data where it is available and rely as little as possible on entity's specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in Level 2.

Teknik penilaian spesifik yang digunakan untuk menentukan nilai wajar aset dan liabilitas pada Level 2 adalah analisa arus kas diskonto dan pendekatan pasar pembanding.

Specific valuation techniques used to value asset and liabilities at Level 2 are discounted cash flow analysis and market–comparable approach.

Jika satu atau lebih input signifikan tidak diambil dari data pasar yang dapat diobservasi, maka instrumen tersebut termasuk dalam hirarki Level 3.

If one or more of the significant inputs is not based on observable market data, the instrument is included in Level 3.

Informasi tentang pengukuran nilai wajar yang menggunakan input signifikan yang tidak dapat diobservasi adalah sebagai berikut:

The information about fair value measurements using significant unobservable inputs are as follows:

| Keterangan/ *Description* | Teknik penilaian/ *Valuation Technique* | Input yang tidak dapat diobservasi/ *Unobservable Input* |
|---|---|---|
| Properti investasi/ *Investment properties* | Pendekatan pasar pembanding/ *Market-comparable approach* | Estimasi harga jual per meter persegi *Estimated selling price per square meters* |
| | Pendekatan biaya pengganti/ *Replacement cost approach* | Estimasi biaya penggantian setelah dikurangi depresiasi/ *Estimated replacement cost net of depreciation* |

## 31. Kepentingan Nonpengendali

Kepentingan nonpengendali atas aset bersih dan penghasilan (rugi) komprehensif entitas anak sebagai berikut:

## 31. Non-controlling Interest

Details of non-controlling interest in net assets and comprehensive income (loss) of subsidiaries follows:

| | 2025 | 2024 | |
|---|---|---|---|
| a. Kepentingan nonpengendali atas aset bersih entitas anak | | | a. Non-controlling interests in net assets of the subsidiaries |
| PT Putra Sinar Permaja (PSP) | 857.765.655.111 | 836.633.309.050 | PT Putra Sinar Permaja (PSP) |
| PT Raharja Mitra Familia (RMF) | 151.053.330.390 | 188.795.475.690 | PT Raharja Mitra Familia (RMF) |
| PT Melati Anugerah Semesta (MAS) | 62.457.086.370 | 64.350.558.670 | PT Melati Anugerah Semesta (MAS) |
| Badan Kerjasama Intiland Starlight (BKIS) | 5.763.461.100 | 3.061.716.439 | Badan Kerjasama Intiland Starlight (BKIS) |
| PT Selasih Safar (SS) | 24.754.734.143 | 36.451.038.912 | PT Selasih Safar (SS) |
| PT Grande Family View (GFV) | 6.845.449.621 | 8.598.538.072 | PT Grande Family View (GFV) |
| PT Inti Gria Persada (IG Persada) | 34.120.632.074 | 34.417.683.749 | PT Inti Gria Persada (IG Persada) |
| Jumlah | 1.142.760.348.809 | 1.172.308.320.582 | Total |
| b. Kepentingan nonpengendali atas penghasilan (rugi) komprehensif entitas anak | | | b. Non-controlling interests in comprehensive income (loss) of the subsidiaries |
| PT Putra Sinar Permaja (PSP) | 45.632.346.061 | 68.504.917.972 | PT Putra Sinar Permaja (PSP) |
| PT Raharja Mitra Familia (RMF) | 281.491.063 | 7.770.944.035 | PT Raharja Mitra Familia (RMF) |
| PT Melati Anugerah Semesta (MAS) | (1.893.472.300) | (1.665.683.453) | PT Melati Anugerah Semesta (MAS) |
| Badan Kerjasama Intiland Starlight (BKIS) | 2.701.744.661 | 299.454.670 | Badan Kerjasama Intiland Starlight (BKIS) |
| PT Selasih Safar (SS) | (2.649.929.769) | 5.021.935.592 | PT Selasih Safar (SS) |
| PT Grande Family View (GFV) | 71.380.244.882 | 9.554.719.901 | PT Grande Family View (GFV) |
| PT Inti Gria Persada (IG Persada) | (297.051.675) | (31.388.749) | PT Inti Gria Persada (IG Persada) |
| Jumlah | 115.155.372.923 | 89.454.899.968 | Total |

**PSP**

Pada tahun 2025 dan 2024, PSP memperoleh persetujuan dari pemegang saham untuk mengurangi modal ditempatkan dan disetor. Bagian kepemilikan nonpengendali atas penurunan modal ini adalah masing-masing sebesar Rp 24.500.000.000 dan Rp 63.716.000.000.

**PSP**

In 2025 and 2024, PSP obtained approval from stockholders to reduce its issued and paid-up capital. The non-controlling interest in relation to this transaction amounted to Rp 24,500,000,000 and Rp 63,716,000,000, respectively.

**RMF**

Bagian kepentingan nonpengendali atas pembagian dividen RMF sebesar Rp 38.023.636.363 dan Rp 8.627.945.582 masing-masing pada tahun 2025 dan 2024.

Pada tahun 2024, RMF memperoleh persetujuan dari pemegang saham untuk mengurangi modal ditempatkan dan disetor. Bagian kepemilikan nonpengendali atas penurunan modal ini adalah sebesar Rp 67.417.000.000.

**RMF**

The portion of dividends distributed by RMF to non-controlling interest amounted to Rp 38,023,636,363 and Rp 8,627,945,582 in 2025 and 2024, respectively.

In 2024, RMF obtained approval from stockholders to reduce its issued and paid-up capital. The non-controlling interest in relation to this transaction amounted to Rp 67,417,000,000.

**MAS**

Berdasarkan Akta No. 32 tanggal 30 September 2024, dari Laurens Gunawan S.H., M.Kn., notaris di Jakarta, MAS memperoleh persetujuan dari pemegang saham untuk meningkatkan modal ditempatkan dan disetor. Bagian kepemilikan nonpengendali atas kenaikan modal ini adalah sebesar Rp 3.953.700.000.

Berdasarkan Akta No. 435 tanggal 28 November 2024, dari Jimmy Tanal S.H., M.Kn., notaris di Jakarta, MAS memperoleh persetujuan dari pemegang saham untuk penjualan sebagian saham sebanyak 3.600 saham milik Perusahaan kepada PT Sucor Investama, pihak ketiga.

**BKIS**

Bagian kepentingan nonpengendali atas pembagian dividen BKIS sebesar Rp 4.469.913.530 pada tahun 2024.

**SS**

Bagian kepentingan nonpengendali atas pembagian dividen SS masing-masing sebesar Rp 9.046.375.000 dan Rp 6.507.500.000 pada tahun 2025 dan 2024.

**GFV**

Bagian kepentingan nonpengendali atas pembagian dividen GFV sebesar Rp 73.133.333.333 dan Rp 13.750.000.000 masing-masing pada tahun 2025 dan 2024.

**MAS**

Based on Notarial Deed No. 32 dated September 30, 2024 of Laurens Gunawan, S.H., M.Kn., a public notary in Jakarta, MAS obtained the approval from stockholders for the increase in issued and paid-up capital. The non-controlling interest in relation to this transaction amounted to Rp 3,953,700,000.

Based on Notarial Deed No. 435 dated November 28, 2024 of Jimmy Tanal, S.H., M.Kn., a notary in Jakarta, MAS obtained the approval from stockholders for selling part of Company's share totaling to 3,600 shares to PT Sucor Investama, third party.

**BKIS**

The portion of dividends distributed by BKIS to non-controlling interest amounted to Rp 4,469,913,530 in 2024.

**SS**

The portion of dividends distributed by SS to non-controlling interest amounted to Rp 9,046,375,000 and Rp 6,507,500,000 in 2025 and 2024.

**GFV**

The portion of dividends distributed by GFV to non-controlling interest amounted to Rp 73,133,333,333 and Rp 13,750,000,000 in 2025 and 2024, respectively.

## 32. Modal Saham

Susunan pemegang saham sesuai dengan registrasi dari PT Kustodian Sentral Efek Indonesia dan Biro Administrasi Efek Perusahaan tanggal 31 Desember 2025 sebagai berikut:

## 32. Capital Stock

The share ownership in the Company based on PT Kustodian Sentral Efek Indonesia and Share Registration Bureau (Biro Administrasi Efek Perusahaan) as of December 31, 2025 follows:

| Nama Pemegang Saham | 31 Desember 2025/December 31, 2025<br>Jumlah Saham/ *Number of Shares* | Persentase Pemilikan/ *Percentage of Ownership* % | Jumlah Modal Disetor/ *Total Paid-up Capital* | Name of Stockholder |
|---|---|---|---|---|
| CIMB Securities (Singapore) Pte. Ltd. | 1.556.900.100 | 15,02 | 389.225.025.000 | CIMB Securities (Singapore) Pte. Ltd. |
| PT CGS-CIMB Sekuritas Indonesia | 1.505.252.463 | 14,52 | 376.313.115.750 | PT CGS-CIMB Sekuritas Indonesia |
| PT Bina Yatra Sentosa | 1.168.804.675 | 11,28 | 292.201.168.750 | PT Bina Yatra Sentosa |
| Bali Private Villa (S) Pte. Ltd. | 775.911.150 | 7,49 | 193.977.787.500 | Bali Private Villa (S) Pte. Ltd. |
| Drs. Lo Kheng Hong | 695.069.100 | 6,71 | 173.767.275.000 | Drs. Lo Kheng Hong |
| PT Graha Intan Mandiri - pihak berelasi | 261.390.699 | 2,52 | 65.347.674.750 | PT Graha Intan Mandiri - related party |
| Utama Gondokusumo - Wakil Direktur Utama | 153.778.684 | 1,48 | 38.444.671.000 | Utama Gondokusumo - Vice President Director |
| Sinarto Dharmawan - Wakil Komisaris Utama | 65.907.430 | 0,64 | 16.476.857.500 | Sinarto Dharmawan - Vice President Commissioner |
| Hendro S. Gondokusumo | 50.000 | 0,00 | 12.500.000 | Hendro S. Gondokusumo |
| Masyarakat lainnya (dibawah 5%) | 4.182.789.884 | 40,34 | 1.045.697.471.000 | Public - others (below 5%) |
| Jumlah | 10.365.854.185 | 100,00 | 2.591.463.546.250 | Total |

Susunan pemegang saham sesuai dengan registrasi dari PT Kustodian Sentral Efek Indonesia dan Biro Administrasi Efek Perusahaan tanggal 31 Desember 2024 sebagai berikut:

The share ownership in the Company based on PT Kustodian Sentral Efek Indonesia and Share Registration Bureau (Biro Administrasi Efek Perusahaan) as of December 31, 2024 follows:

| Nama Pemegang Saham | 31 Desember 2024/December 31, 2024<br>Jumlah Saham/ *Number of Shares* | Persentase Pemilikan/ *Percentage of Ownership* % | Jumlah Modal Disetor/ *Total Paid-up Capital* | Name of Stockholder |
|---|---|---|---|---|
| CIMB Securities (Singapore) Pte. Ltd. | 1.561.949.900 | 15,07 | 390.487.475.000 | CIMB Securities (Singapore) Pte. Ltd. |
| PT CGS-CIMB Sekuritas Indonesia | 1.500.000.163 | 14,47 | 375.000.040.750 | PT CGS-CIMB Sekuritas Indonesia |
| PT Bina Yatra Sentosa | 1.172.738.675 | 11,31 | 293.184.668.750 | PT Bina Yatra Sentosa |
| Bali Private Villa (S) Pte. Ltd. | 775.911.150 | 7,49 | 193.977.787.500 | Bali Private Villa (S) Pte. Ltd. |
| Drs. Lo Kheng Hong | 686.416.700 | 6,62 | 171.604.175.000 | Drs. Lo Kheng Hong |
| Jahja Asikin - Komisaris | 219.683.834 | 2,12 | 54.920.958.500 | Jahja Asikin - Commissioner |
| Ping Handayani Hanli - Komisaris | 219.683.834 | 2,12 | 54.920.958.500 | Ping Handayani Hanli - Commissioner |
| Suhendro Prabowo - Wakil Direktur Utama | 219.683.834 | 2,12 | 54.920.958.500 | Suhendro Prabowo - Vice President Director |
| Utama Gondokusumo - Wakil Direktur Utama | 153.778.684 | 1,48 | 38.444.671.000 | Utama Gondokusumo - Vice President Director |
| Sinarto Dharmawan - Komisaris Utama | 65.907.430 | 0,64 | 16.476.857.500 | Sinarto Dharmawan - President Commissioner |
| PT Graha Intan Mandiri - pihak berelasi | 1.390.699 | 0,01 | 347.674.750 | PT Graha Intan Mandiri - related party |
| Hendro S. Gondokusumo - Direktur Utama | 50.000 | 0,00 | 12.500.000 | Hendro S. Gondokusumo - President Director |
| Masyarakat lainnya (dibawah 5%) | 3.788.659.282 | 36,55 | 947.164.820.500 | Public - others (below 5%) |
| Jumlah | 10.365.854.185 | 100,00 | 2.591.463.546.250 | Total |

***Manajemen Permodalan***

Tujuan utama dari pengelolaan modal Grup adalah untuk memastikan bahwa Grup mempertahankan rasio modal yang sehat dalam rangka mendukung bisnis dan memaksimalkan nilai pemegang saham. Grup tidak diwajibkan untuk memenuhi syarat-syarat modal tertentu.

Grup mengelola struktur modal dan membuat penyesuaian terhadap struktur modal sehubungan dengan perubahan kondisi ekonomi. Grup memantau modalnya dengan menggunakan analisa *gearing ratio* (rasio utang terhadap modal), yakni membagi utang bersih terhadap jumlah modal.

Rasio utang bersih terhadap ekuitas pada tanggal 31 Desember 2025 dan 2024 sebagai berikut:

***Capital Management***

The primary objective of the Group's capital management is to ensure that it maintains healthy capital ratios in order to support its business and maximize shareholder value. The Group is not required to meet any capital requirements.

The Group manages its capital structure and makes adjustments to it, in light of changes in economic conditions. The Group monitors its capital using gearing ratios, by dividing net debt by total capital.

Ratio of net debt to equity as of December 31, 2025 and 2024 follows:

| | 2025 | 2024 | |
|---|---|---|---|
| Jumlah utang | 3.233.097.038.602 | 4.149.691.039.116 | Total borrowings |
| Dikurangi: Kas dan setara kas | 944.374.405.854 | 752.320.105.532 | Less: cash and cash equivalents |
| Utang bersih | 2.288.722.632.748 | 3.397.370.933.584 | Net debt |
| Jumlah ekuitas | 6.786.878.808.118 | 6.746.912.470.382 | Total equity |
| Rasio pinjaman dan utang bersih terhadap ekuitas | 33,72% | 50,35% | Gearing ratio |

## 33. Tambahan Modal Disetor / 33. Additional Paid-In Capital

Akun ini merupakan tambahan modal disetor sehubungan dengan:

This account represents additional paid-in capital in connection with the following:

| | Jumlah/*Amount* | |
|---|---|---|
| Saldo tambahan modal disetor sebelum penawaran umum | 341.026.711 | Beginning balance of additional paid-in capital before initial public offering |
| Tambahan modal disetor atas: | | Additional paid-in capital for: |
| Penjualan saham Perusahaan pada penawaran umum kepada masyarakat tahun 1989 sebanyak 6.000.000 saham | 33.000.000.000 | Sale of 6,000,000 shares through public offering in 1989 |
| Penawaran umum terbatas kepada pemegang saham tahun 1992 sebanyak 121.418.000 saham | 78.921.700.000 | Rights offering of 121,418,000 shares to stockholders in 1992 |
| Penawaran umum terbatas kepada pemegang saham tahun 1994 sebanyak 81.209.000 saham | 121.813.500.000 | Rights offering of 81,209,000 shares to stockholders in 1994 |
| Pembagian saham bonus tahun 1997 sebanyak 219.264.300 saham | (219.264.300.000) | Distribution in 1997 of 219,264,300 bonus shares |
| Saldo tambahan modal disetor per 31 Desember 2009 | 14.811.926.711 | Balance of additional paid-in capital as of December 31, 2009 |
| Penawaran umum dengan HMETD tahun 2010 sebanyak 2.073.170.722 saham | 1.036.585.361.000 | Rights issue of 2,073,170,722 shares in 2010 |
| Biaya penerbitan saham | (4.601.006.707) | Shares issuance cost |
| Saldo tambahan modal disetor per 31 Desember 2010 dan 2011 | 1.046.796.281.004 | Balance of additional paid-in capital as of December 31, 2010 and 2011 |
| Pelaksanaan waran | 158.125 | Warrants exercised |
| Saldo tambahan modal disetor pada tanggal 31 Desember 2012 | 1.046.796.439.129 | Balance of additional paid-in capital as of December 31, 2012 |
| Saham treasuri | (7.115.241.020) | Treasury stocks |
| Saldo tambahan modal disetor pada tanggal 31 Desember 2013 | 1.039.681.198.109 | Balance of additional paid-in capital as of December 31, 2013 |

| | Jumlah/*Amount* | |
|---|---|---|
| Saldo tambahan modal disetor pada tanggal 31 Desember 2013 | 1.039.681.198.109 | Balance of additional paid-in capital as of December 31, 2013 |
| Transaksi entitas sepengendali | 26.518.564.248 | Under common control transaction |
| Saldo tambahan modal disetor pada tanggal 31 Desember 2015 dan 2014 | 1.066.199.762.357 | Balance of additional paid-in capital as of December 31, 2015 and 2014 |
| Selisih lebih dari harga penerbitan kembali atas nilai nominal saham treasuri | 30.120.275.000 | Excess of re-issue price over nominal value of treasury stocks |
| Saldo tambahan modal disetor pada tanggal 31 Desember 2025 dan 2024 | 1.096.320.037.357 | Balance of additional paid-in capital as of December 31, 2025 and 2024 |

## 34. Saldo Laba Ditentukan Penggunaannya

Berdasarkan Undang-undang Perseroan Terbatas (Undang-undang), perusahaan diwajibkan untuk membentuk cadangan sekurang-kurangnya 20% dari jumlah modal ditempatkan dan disetor.

Saldo laba ditentukan penggunaannya pada tanggal 31 Desember 2025 dan 2024 terkait dengan Undang-undang tersebut masing-masing adalah sebesar Rp 24.000.000.000 dan Rp 22.000.000.000.

## 34. Appropriated Retained Earnings

Under the Indonesian Limited Company Law (Law), companies are required to set up a statutory reserve amounting to at least 20% of the Company's issued and paid up capital.

The balance of appropriated retained earnings as of December 31, 2025 and 2024 in connection with this Law amounted to Rp 24,000,000,000 and Rp 22,000,000,000, respectively.

## 35. Pendapatan

Rincian pendapatan sebagai berikut:

## 35. Revenues

The details of revenues follows:

| | 2025 | 2024 | |
|---|---|---|---|
| Penjualan | | | Sales |
| Perumahan | 781.997.979.055 | 659.423.207.391 | Houses and land |
| Kawasan industri | 510.368.716.178 | 638.348.933.731 | Industrial estate |
| *High rise* | 222.343.768.121 | 371.759.512.185 | High rise |
| Subjumlah | 1.514.710.463.354 | 1.669.531.653.307 | Subtotal |
| Pendapatan usaha | | | Operating revenues |
| Fasilitas | 533.468.690.932 | 477.449.634.963 | Facilities |
| Perkantoran | 253.489.443.359 | 259.273.061.900 | Offices |
| Kawasan industri | 113.181.798.254 | 105.888.028.606 | Industrial estate |
| Hotel | 46.136.776.733 | 39.452.110.941 | Hotel |
| Lain-lain | 1.403.005.000 | 1.690.800.000 | Others |
| Subjumlah | 947.679.714.278 | 883.753.636.410 | Subtotal |
| Jumlah | 2.462.390.177.632 | 2.553.285.289.717 | Total |

| | 2025 | 2024 | |
|---|---|---|---|
| Pendapatan dari kontrak dengan pelanggan | 1.514.710.463.354 | 1.669.531.653.307 | Revenue from contracts with customers |
| Pendapatan sewa (Catatan 15) | 259.291.444.227 | 249.411.421.375 | Rental income (Note 15) |
| Pendapatan lainnya | 688.388.270.051 | 634.342.215.035 | Revenue from other sources |
| Jumlah | 2.462.390.177.632 | 2.553.285.289.717 | Total |

Tidak terdapat pendapatan yang melebihi 10% dari jumlah pendapatan kepada pelanggan individu pada tahun 2025 dan 2024.

There were no revenues in 2025 and 2024 from any individual customer representing more than 10% of the total revenues.

Tidak terdapat penjualan dan pendapatan usaha yang diperoleh dari pihak berelasi.

There are no sales and operating revenues generated from related parties.

## 36. Beban Pokok Penjualan dan Beban Langsung / 36. Cost of Sales and Direct Expenses

Rincian beban pokok penjualan dan beban langsung Grup sebagai berikut:

The details of the Group's cost of sales and direct expenses follows:

| | 2025 | 2024 | |
|---|---|---|---|
| Berdasarkan sumber pendapatan: | | | Based on sources of revenue: |
| Penjualan | | | Sales |
| Perumahan | 328.307.737.678 | 396.970.325.942 | Houses and land |
| Kawasan industri | 301.331.572.877 | 454.501.549.969 | Industrial estate |
| *High rise* | 140.158.636.500 | 226.465.851.520 | High rise |
| Subjumlah | 769.797.947.055 | 1.077.937.727.431 | Subtotal |
| Pendapatan usaha | | | Operating revenues |
| Fasilitas | 488.513.245.228 | 450.768.364.817 | Facilities |
| Perkantoran | 137.990.730.158 | 143.201.619.755 | Offices |
| Kawasan industri | 74.761.364.004 | 68.302.811.089 | Industrial estate |
| Hotel | 30.727.583.207 | 27.613.367.498 | Hotel |
| Lain-lain | 112.138.040 | 109.395.365 | Others |
| Subjumlah | 732.105.060.637 | 689.995.558.524 | Subtotal |
| Jumlah | 1.501.903.007.692 | 1.767.933.285.955 | Total |

Tidak terdapat pembelian kepada satu pihak yang melebihi 10% dari jumlah penjualan pada tahun 2025 dan 2024.

There were no purchases from a certain party which exceeded 10% of the total revenues in 2025 and 2024.

## 37. Beban Penjualan / 37. Selling Expenses

| | 2025 | 2024 | |
|---|---|---|---|
| Promosi dan iklan | 20.609.519.565 | 29.742.439.845 | Promotion and advertising |
| Komisi penjualan | 18.473.935.978 | 29.205.147.909 | Sales commission |
| Lain-lain | 80.065.850 | - | Others |
| Jumlah | 39.163.521.393 | 58.947.587.754 | Total |

## 38. Beban Umum dan Administrasi / 38. General and Administrative Expenses

| | 2025 | 2024 | |
|---|---|---|---|
| Gaji dan upah | 151.033.173.609 | 164.237.228.554 | Salaries and wages |
| Pajak dan perijinan | 32.903.188.481 | 31.695.690.144 | Taxes and licenses |
| Jasa profesional | 14.436.148.715 | 12.837.201.850 | Professional fees |
| Imbalan kerja jangka panjang (Catatan 43) | 11.795.035.604 | 11.275.269.159 | Long-term employee benefits (Note 43) |
| Transportasi dan perjalanan | 5.928.315.422 | 6.679.484.308 | Transportation and travelling |
| Perbaikan dan pemeliharaan | 5.481.172.717 | 6.614.927.922 | Repairs and maintenance |
| Listrik, air dan telepon | 4.545.318.274 | 4.681.971.877 | Electricity, water and telephone |
| Sumbangan dan representasi | 4.410.265.453 | 4.993.309.311 | Donations and representation |
| Penyusutan (Catatan 16) | 3.608.589.200 | 4.601.717.513 | Depreciation (Note 16) |
| Keperluan kantor | 2.886.316.566 | 3.655.670.192 | Office supplies |
| Keamanan | 2.426.025.569 | 4.261.048.043 | Security |
| Administrasi bank | 1.770.858.438 | 1.652.514.873 | Bank charges |
| Sewa dan pemeliharaan | 937.084.602 | 6.673.327.288 | Rentals and maintenancces |
| Asuransi | 538.233.816 | 828.965.229 | Insurance |
| Lain-lain | 6.383.149.319 | 7.484.896.055 | Others |
| Jumlah | 249.082.875.785 | 272.173.222.318 | Total |

## 39. Pendapatan Bunga / 39. Interest Income

| | 2025 | 2024 | |
|---|---|---|---|
| Pendapatan bunga atas: | | | Interest income from: |
| Deposito berjangka | 7.559.704.287 | 11.211.776.144 | Time deposits |
| Jasa giro | 13.259.056.234 | 8.351.666.582 | Current accounts |
| Jumlah | 20.818.760.521 | 19.563.442.726 | Total |

## 40. Beban Bunga / 40. Interest Expense

| | 2025 | 2024 | |
|---|---|---|---|
| Beban bunga atas: | | | Interest expense on: |
| Utang bank | 327.950.659.269 | 299.618.039.701 | Bank loans |
| Utang sukuk ijarah (Catatan 20) | 29.645.833.333 | 51.302.083.333 | Sukuk ijarah payable (Note 20) |
| Pinjaman dari pihak ketiga | 13.887.145.467 | 8.472.528.421 | Loans from third parties |
| Utang pembiayaan konsumen (Catatan 28) | 23.288.472 | 24.501.839 | Consumer finances payable (Note 28) |
| Jumlah | 371.506.926.541 | 359.417.153.294 | Total |

## 41. Pajak Penghasilan / 41. Income Tax

Beban (manfaat) pajak Grup terdiri dari:

The net tax expense (benefit) of the Group consists of the following:

| | 2025 | 2024 | |
|---|---|---|---|
| Pajak kini | 8.154.654.962 | 10.815.815.418 | Current tax |
| Pajak tangguhan | (107.766.763.062) | 51.906.543.548 | Deferred tax |
| Bersih | (99.612.108.100) | 62.722.358.966 | Net |

***Pajak Kini***

Rekonsiliasi antara laba sebelum pajak penghasilan menurut laporan laba rugi dan penghasilan komprehensif lain konsolidasian dengan laba kena pajak adalah sebagai berikut:

***Current Tax***

A reconciliation between profit before tax per consolidated statements of profit or loss and other comprehensive income and the taxable income follows:

| | 2025 | 2024 | |
|---|---|---|---|
| Laba sebelum pajak penghasilan menurut laporan laba rugi dan penghasilan komprehensif lain konsolidasian | 78.944.995.844 | 326.574.090.021 | Profit before income tax per consolidated statements of profit or loss and other comprehensive income |
| Dikurangi laba sebelum pajak entitas anak dan eliminasi | 82.158.596.596 | 103.199.020.395 | Less profit before tax of the subsidiaries and eliminations |
| Laba (rugi) sebelum pajak Perusahaan | (3.213.600.752) | 223.375.069.626 | Profit (loss) before tax of the Company |
| Penyesuaian untuk pendapatan yang telah dikenakan pajak final | (27.593.436.804) | (25.635.579.852) | Adjustment for income already subjected to final tax |
| Laba (rugi) sebelum pajak penghasilan | (30.807.037.556) | 197.739.489.774 | Profit (loss) before income tax |
| Perbedaan temporer: | | | Temporary differences: |
| Perbedaan penyusutan antara fiskal dan komersial | (34.073.393) | (2.415.252) | Difference between fiscal and commercial depreciation |
| Imbalan kerja jangka panjang - bersih | (1.273.934.082) | (14.500.547.812) | Long-term employee benefits - net |
| Jumlah | (1.308.007.475) | (14.502.963.064) | Total |
| Perbedaan tetap: | | | Permanent differences: |
| Bagian rugi (laba) bersih entitas anak, asosiasi dan ventura bersama | 131.188.243.726 | (198.882.796.208) | Share of net loss (profit) of subsidiaries, associates, and joint ventures |
| Beban yang tidak dapat dikurangkan | 50.702.431.589 | 35.741.363.746 | Nondeductible expenses |
| Pendapatan bunga | (50.033.161) | (290.380.254) | Interest income |
| Pendapatan dividen | (104.000.000) | (100.000.000) | Dividen income |
| Keuntungan atas penghapusan liabilitas keuangan | (457.644.819.534) | (328.161.741.895) | Gain on extinguishment of financial liabilities |
| Keuntungan penjualan dan pengembalian investasi | - | 100.499.200.335 | Gain on sale and return of investments |
| Jumlah | (275.908.177.380) | (391.194.354.276) | Total |
| Rugi fiskal Perusahaan | (308.023.222.411) | (207.957.827.566) | Fiscal loss of the Company |
| Kompensasi rugi fiskal tahun lalu | | | Application of prior years fiscal losses |
| 2024 | (207.957.827.566) | - | 2024 |
| 2023 | (352.601.647.231) | (352.601.647.231) | 2023 |
| 2022 | (368.633.088.167) | (368.633.088.167) | 2022 |
| 2021 | (350.074.153.790) | (350.074.153.790) | 2021 |
| 2020 | (402.814.464.533) | (402.814.464.533) | 2020 |
| Akumulasi rugi fiskal tersedia untuk tahun pajak berikutnya | (1.990.104.403.698) | (1.682.081.181.287) | Accumulated fiscal losses available for the next tax year |

Perhitungan beban dan utang pajak kini adalah sebagai berikut:

The details of current tax expense and payable follows:

| | 2025 | 2024 | |
|---|---|---|---|
| Beban pajak kini | | | Current tax expense |
| Entitas anak | 8.154.654.962 | 10.815.815.418 | Subsidiaries |
| Pajak dibayar dimuka Pasal 28a (Catatan 10) | | | Prepaid taxes Art 28a (Note 10) |
| Entitas anak | 1.768.204.676 | - | Subsidiary |
| Utang pajak kini (Catatan 24) | | | Current tax payable (Note 24) |
| Entitas anak | 1.113.249.928 | 4.190.182.153 | Subsidiaries |

Perusahaan mengalami rugi fiskal pada tahun-tahun yang berakhir 31 Desember 2025 dan 2024, sehingga tidak terdapat taksiran pajak penghasilan kini yang diakui. Rugi fiskal dapat dimanfaatkan melalui kompensasi terhadap laba kena pajak dalam masa lima (5) tahun sejak timbulnya rugi fiskal.

The Company has fiscal loss for the years ended December 31, 2025 and 2024, thus, no provision for current income tax was recognized. According to tax regulations, fiscal loss can be offset against the taxable income immediately within a period of five (5) years after such fiscal loss was incurred.

Rugi fiskal Perusahaan hasil rekonsiliasi fiskal tahun 2025 dan 2024 menjadi dasar dalam penyusunan SPT Tahunan PPh Badan yang disampaikan kepada otoritas perpajakan.

The Company's fiscal losses resulting from the fiscal reconciliation in 2025 and 2024 are the basis for preparing the Annual Corporate Income Tax Return submitted to the tax authorities.

***Pajak Tangguhan***

***Deferred Tax***

Rincian aset (liabilitas) pajak tangguhan Grup adalah sebagai berikut:

The details of the Group's deferred tax assets (liabilities) are as follows:

| | 1 Januari 2024/ *January 1, 2024* | Dikreditkan (dibebankan)/ *Credited (charged) to* Laba rugi/ *Profit or loss* | Dikreditkan (dibebankan)/ *Credited (charged) to* Penghasilan komprehensif lain/ *Other comprehensive income* | 31 Desember 2024/ *December 31, 2024* | Dikreditkan (dibebankan)/ *Credited (charged) to* Laba rugi/ *Profit or loss* | Dikreditkan (dibebankan)/ *Credited (charged) to* Penghasilan komprehensif lain/ *Other comprehensive income* | 31 Desember 2025/ *December 31, 2025* | |
|---|---|---|---|---|---|---|---|---|
| Aset pajak tangguhan Perusahaan: | | | | | | | | Deferred tax assets of the Company: |
| Rugi fiskal | 330.403.515.860 | (45.418.259.099) | - | 284.985.256.761 | 67.765.108.931 | - | 352.750.365.692 | Fiscal loss |
| Akumulasi penyusutan aset tetap | 491.938 | (531.355) | - | (39.417) | (7.496.146) | - | (7.535.563) | Accumulated depreciation of property and equipment |
| Liabilitas imbalan kerja jangka panjang | 5.245.174.518 | (3.190.120.519) | 115.976.522 | 2.171.030.521 | (280.265.498) | (325.471.438) | 1.565.293.585 | Long-term employee benefits liability |
| Aset pajak tangguhan Perusahaan | 335.649.182.316 | (48.608.910.973) | 115.976.522 | 287.156.247.865 | 67.477.347.287 | (325.471.438) | 354.308.123.714 | Deferred tax assets of the Company |
| Aset (liabilitas) pajak tangguhan entitas anak | 78.533.409.557 | (3.297.632.575) | (539.489.954) | 74.696.287.028 | 40.289.415.775 | (1.677.510.223) | 113.308.192.580 | Deferred tax assets (liabilities) of the subsidiaries |
| Jumlah | 414.182.591.873 | (51.906.543.548) | (423.513.432) | 361.852.534.893 | 107.766.763.062 | (2.002.981.661) | 467.616.316.294 | Total |
| Aset pajak tangguhan | 414.372.823.787 | | | 361.884.884.914 | | | 476.235.561.391 | Deferred tax assets |
| Liabilitas pajak tangguhan | (190.231.914) | | | (32.350.021) | | | (8.619.245.097) | Deferred tax liabilities |

## 42. Laba Per Saham Dasar

Perhitungan laba per saham dasar berdasarkan pada informasi berikut:

## 42. Basic Earnings Per Share

The computation of basic earnings per share is based on the following data:

| | 2025 | 2024 | |
|---|---|---|---|
| Laba tahun berjalan yang diatribusikan kepada pemilik perusahaan | 64.263.746.535 | 174.766.158.653 | Profit attributable to owners of the Company |
| Jumlah rata-rata tertimbang saham biasa untuk perhitungan laba per saham dasar | 10.365.854.185 | 10.365.854.185 | Weighted average number of ordinary shares |
| Laba per saham | 6,20 | 16,86 | Earnings per share |

## 43. Imbalan Kerja Jangka Panjang

Besarnya imbalan pasca kerja dihitung berdasarkan ketentuan yang berlaku. Jumlah karyawan yang berhak atas imbalan pasca kerja tersebut adalah 846 karyawan pada tahun 2025 (tidak diaudit) dan 925 karyawan pada tahun 2024 (tidak diaudit).

Grup juga mengikutsertakan karyawannya dalam program pensiun iuran pasti yang dikelola oleh DPLK Manulife, maka liabilitas yang dihitung adalah kekurangan akumulasi iuran Perusahaan dan hasil pengembangannya pada program pensiun ini dibandingkan dengan pesangon berdasarkan undang-undang.

Grup juga memberikan cuti panjang kepada karyawan yang telah mempunyai masa kerja 6 tahun terus menerus selama 25 hari kerja (diluar cuti tahunan). Hak cuti panjang tersebut gugur dengan sendirinya setelah 3 tahun. Tidak terdapat pendanaan atas imbalan ini.

Jumlah-jumlah yang diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian sehubungan dengan imbalan pasti adalah sebagai berikut:

## 43. Long-term Employee Benefits

The amount of post-employment benefits is determined based on the outstanding regulation. The number of employees entitled to the benefits is 846 in 2025 (unaudited) and 925 in 2024 (unaudited).

The Group engaged its employees in defined-contribution program managed by DPLK Manulife, wherein the liabilities recognized represent the shortage of accumulated contribution and its return on investments as compared to retirement benefit obligation in accordance to law.

The Group also provides long leave benefits for the employees with working periods of 6 consecutive years, for 25 working days (other than annual leave). Such rights will expire when unused within 3 years. There is no funding for this benefit.

Amount recognized in the consolidated statement of profit or loss and other comprehensive income in respect of this benefit plans are as follows:

| | 2025 | | | |
|---|---|---|---|---|
| | Imbalan pasca kerja/ *Employee benefits* | Imbalan kerja jangka panjang lainnya/ *Other long term employee benefits* | Jumlah/*Total* | |
| Biaya jasa: | | | | Service cost: |
| Biaya jasa kini | 11.620.379.232 | 1.262.772.479 | 12.883.151.711 | Current service cost |
| Biaya jasa lalu dan keuntungan (kerugian) dari penyelesaian | (4.008.012.636) | 223.014.098 | (3.784.998.538) | Past service cost and gain (loss) from settlements |
| Biaya bunga neto | 6.360.118.206 | 358.487.088 | 6.718.605.294 | Net interest expense |
| Pengukuran kembali liabilitas imbalan pasti neto | - | (890.864.349) | (890.864.349) | Remeasurement on the net defined benefit liability |
| Komponen biaya imbalan pasti yang diakui di laba rugi | 13.972.484.802 | 953.409.316 | 14.925.894.118 | Components of defined benefit costs recognized in profit or loss |
| Pengukuran kembali liabilitas imbalan pasti: | | | | Remeasurement on the defined benefit liability: |
| Kerugian (keuntungan) aktuarial yang timbul dari: | | | | Actuarial losses (gains) arising from: |
| Perubahan asumsi demografik | (9.496.946.926) | - | (9.496.946.926) | Changes in demographic assumptions |
| Perubahan asumsi keuangan | 3.215.605.801 | - | 3.215.605.801 | Changes in financial assumptions |
| Penyesuaian atas pengalaman | (7.829.226.457) | - | (7.829.226.457) | Experience adjustments |
| Imbal hasil atas aset program | 5.964.842.510 | - | 5.964.842.510 | Return on plan assets |
| Komponen biaya imbalan pasti yang diakui di penghasilan komprehensif lain | (8.145.725.072) | - | (8.145.725.072) | Components of defined benefit costs recognized in other comprehensive income |
| Jumlah | 5.826.759.730 | 953.409.316 | 6.780.169.046 | Total |

| | 2024 | | | |
|---|---|---|---|---|
| | Imbalan pasca kerja/ *Employee benefits* | Imbalan kerja jangka panjang lainnya/ *Other long term employee benefits* | Jumlah/*Total* | |
| Biaya jasa: | | | | Service cost: |
| Biaya jasa kini | 10.809.624.588 | 1.336.343.300 | 12.145.967.888 | Current service cost |
| Biaya jasa lalu dan keuntungan (kerugian) dari penyelesaian | (1.580.127.553) | - | (1.580.127.553) | Past service cost and gain (loss) from settlements |
| Biaya bunga neto | 5.920.471.212 | 341.675.768 | 6.262.146.980 | Net interest expense |
| Pengukuran kembali liabilitas imbalan pasti neto | - | (424.575.147) | (424.575.147) | Remeasurement on the net defined benefit liability |
| Komponen biaya imbalan pasti yang diakui di laba rugi | 15.149.968.247 | 1.253.443.921 | 16.403.412.168 | Components of defined benefit costs recognized in profit or loss |
| Pengukuran kembali liabilitas imbalan pasti: | | | | Remeasurement on the defined benefit liability: |
| Kerugian (keuntungan) aktuarial yang timbul dari: | | | | Actuarial losses (gains) arising from: |
| Perubahan asumsi keuangan | (1.946.222.282) | - | (1.946.222.282) | Changes in financial assumptions |
| Penyesuaian atas pengalaman | (2.978.223.387) | - | (2.978.223.387) | Experience adjustments |
| Imbal hasil atas aset program | 948.867.708 | - | 948.867.708 | Return on plan assets |
| Komponen biaya imbalan pasti yang diakui di penghasilan komprehensif lain | (3.975.577.961) | - | (3.975.577.961) | Components of defined benefit costs recognized in other comprehensive income |
| Jumlah | 11.174.390.286 | 1.253.443.921 | 12.427.834.207 | Total |

Pada tahun 2025 dan 2024 beban imbalan kerja jangka panjang disajikan sebagai berikut:

In 2025 and 2024, long-term employee benefit expense is presented as follows:

| | 2025 | 2024 | |
|---|---|---|---|
| Beban pokok penjualan dan beban langsung | 3.891.754.606 | 5.735.795.582 | Cost of sales and direct expenses |
| Beban umum dan administrasi (Catatan 38) | 11.795.035.604 | 11.275.269.159 | General and administrative expenses (Note 38) |
| Lain-lain - bersih | (760.896.092) | (607.652.573) | Others - net |
| Komponen biaya imbalan pasti yang diakui pada laba rugi | 14.925.894.118 | 16.403.412.168 | Components of defined benefit costs recognized in profit or loss |

Mutasi nilai kini liabilitas imbalan pasti adalah sebagai berikut:

Movements of present value of defined benefit obligation are as follows:

| | 2025 | | | |
|---|---|---|---|---|
| | Imbalan pasca kerja/ *Employee benefits* | Imbalan kerja jangka jangka panjang lainnya/ *Other long term employee benefits* | Jumlah/*Total* | |
| Saldo awal tahun | 92.959.948.747 | 5.160.517.394 | 98.120.466.141 | Balance at the beginning of the year |
| Beban tahun berjalan | 13.972.484.802 | 953.409.316 | 14.925.894.118 | Expense during the year |
| Dampak mutasi karyawan | - | (5.509.922) | (5.509.922) | Impact of employee mutation |
| Pembayaran selama tahun berjalan | (2.753.058.536) | (1.432.480.450) | (4.185.538.986) | Payments made during the year |
| Iuran kontribusi pemberi kerja | (24.860.000.000) | - | (24.860.000.000) | Employer's contribution |
| Rugi (penghasilan) komprehensif lain | (8.145.725.072) | - | (8.145.725.072) | Other comprehensive loss (income) |
| Penyesuaian | - | - | - | Adjustment |
| Saldo akhir tahun | 71.173.649.941 | 4.675.936.338 | 75.849.586.279 | Balance at the end of the year |

| | 2024 | | | |
|---|---|---|---|---|
| | Imbalan pasca kerja/ *Employee benefits* | Imbalan kerja jangka jangka panjang lainnya/ *Other long term employee benefits* | Jumlah/*Total* | |
| Saldo awal tahun | 92.856.875.440 | 5.236.324.073 | 98.093.199.513 | Balance at the beginning of the year |
| Beban tahun berjalan | 15.149.968.247 | 1.253.443.921 | 16.403.412.168 | Expense during the year |
| Dampak mutasi karyawan | (2.727.791) | (1.165.010) | (3.892.801) | Impact of employee mutation |
| Pembayaran selama tahun berjalan | (3.793.736.152) | (1.323.981.440) | (5.117.717.592) | Payments made during the year |
| Iuran kontribusi pemberi kerja | (7.157.000.000) | - | (7.157.000.000) | Employer's contribution |
| Rugi (penghasilan) komprehensif lain | (3.975.577.961) | - | (3.975.577.961) | Other comprehensive loss (income) |
| Penyesuaian | (117.853.036) | (4.104.150) | (121.957.186) | Adjustment |
| Saldo akhir tahun | 92.959.948.747 | 5.160.517.394 | 98.120.466.141 | Balance at the end of the year |

Perhitungan aktuaria terakhir atas liabilitas imbalan kerja jangka panjang tahun 2025 dilakukan oleh KKA Riana & Rekan, aktuaris independen, tertanggal 16 Maret 2026. Asumsi utama yang digunakan dalam menentukan penilaian aktuarial adalah sebagai berikut:

The latest actuarial valuation on long-term employee benefits in 2025 was calculated by an independent actuary, KKA Riana & Rekan through its report dated March 16, 2026. The actuarial valuation was carried out using the following key assumptions:

| | | |
|---|---|---|
| Tingkat diskonto/ *Discount rate* | : | 6,5% untuk tahun 2025 dan 7% untuk tahun 2024/ *6.5% per annum in 2025 and 7% per annum in 2024* |
| Tingkat kenaikan gaji/ *Salary increment rate* | : | 8% per tahun untuk tahun 2025 dan 2024/ *8% per annum in 2025 and 2024* |
| Tingkat kematian/ *Mortality rate* | : | 100% TMI4 *100% TMI4* |
| Tingkat cacat/*Disability rate* | : | 5% dari Tabel Mortalita/*5% from Mortality Table* |
| Tingkat pengunduran diri/ *Resignation rate* | : | 1% hingga usia 30, menurun linier di usia 56/*1% on age 30, decreasing linearly at age 56* |
| Tingkat pensiun dini/*Level of early retirement* | : | 100% per tahun/*100% per annum* |

Analisa sensitivitas dari perubahan asumsi-asumsi utama terhadap liabilitas imbalan kerja jangka panjang adalah sebagai berikut:

The sensitivities of the overall long-term employee benefit liabilities to changes in the weighted principal assumptions are as follows:

| | 2025 | | | |
|---|---|---|---|---|
| | Dampak terhadap Liabilitas Imbalan Pasti Kenaikan (Penurunan)/ *Impact on Defined Benefit Liability Increase (Decrease)* | | | |
| | Perubahan Asumsi/ *Change in Assumptions* | Kenaikan Asumsi/ *Increase in Assumptions* | Penurunan Asumsi/ *Decrease in Assumptions* | |
| Tingkat diskonto | 1% | (7.061.981.228) | 8.043.812.239 | Discount rate |
| Tingkat pertumbuhan gaji | 1% | 8.093.742.901 | (7.012.469.879) | Salary growth rate |

| | 2024 | | | |
|---|---|---|---|---|
| | Dampak terhadap Liabilitas Imbalan Pasti Kenaikan (Penurunan)/ *Impact on Defined Benefit Liability Increase (Decrease)* | | | |
| | Perubahan Asumsi/ *Change in Assumptions* | Kenaikan Asumsi/ *Increase in Assumptions* | Penurunan Asumsi/ *Decrease in Assumptions* | |
| Tingkat diskonto | 1% | (9.363.413.473) | 10.438.814.554 | Discount rate |
| Tingkat pertumbuhan gaji | 1% | 10.499.151.766 | (9.304.873.734) | Salary growth rate |

## 44. Sifat dan Transaksi Hubungan Berelasi

***Sifat Pihak Berelasi***

a. Perusahaan yang merupakan entitas asosiasi sebagai berikut:

## 44. Nature of Relationship and Transactions with Related Parties

***Nature of Relationship***

a. Associates:

- PT Hotel Taman Harapan Indah
- PT Puri Pariwara
- PT Mahkota Kemayoran Realty
- PT Inti Mitbana Development
- PT Adiwarna Harapan Nusantara
- PT Inti Arunika Persada

b. Badan Kerjasama Graha Pratama dan PT Graha Abdael Sukses merupakan perusahaan ventura bersama Perusahaan.

c. Hendro Santoso Gondokusumo (Almarhum, 2025) adalah Direktur Utama Perusahaan pada tahun 2024.

d. Utama Gondokusumo adalah Wakil Direktur Utama Perusahaan.

e. PT Graha Intan Mandiri adalah perusahaan yang pemegang sahamnya adalah Hendro Santoso Gondokusumo (Almarhum, 2025) dan PT Sejahtera Saktinusa.

f. PT Henutama Kokoh Abadi adalah Perusahaan yang pemegang sahamnya adalah Utama Gondokusumo dan anggota keluarga terdekatnya.

b. Badan Kerjasama Graha Pratama and PT Graha Abdael Sukses are the joint ventures of the Company.

c. Hendro Santoso Gondokusumo (Deceased, 2025) was the President Director of the Company in 2024.

d. Utama Gondokusumo is the Company's Vice President Director.

e. PT Graha Intan Mandiri is a company whose shareholders are Hendro Santoso Gondokusumo (Deceased, 2025) and PT Sejahtera Saktinusa.

f. PT Henutama Kokoh Abadi is a company whose shareholders are Utama Gondokusumo and member of his close family.

***Transaksi dengan Pihak Berelasi***

a. Hendro Santoso Gondokusumo (Almarhum, 2025) memberikan jaminan berupa *personal guarantee* atas utang bank yang diperoleh Grup (Catatan 19). Tidak terdapat kewajiban yang harus dipenuhi Grup sehubungan dengan adanya *personal guarantee* tersebut.

b. PT Henutama Kokoh Abadi memberi gadai 550.000 lembar saham dalam PT Cipta Area Pesona kepada PT Global Ekabuana, atas utang yang diperoleh Badan Kerjasama Mutiara Buana.

c. Rincian transaksi dengan pihak berelasi adalah sebagai berikut:

***Transactions with Related Parties***

a. Hendro Santoso Gondokusumo (Deceased, 2025) provides guarantees in the form of personal guarantees for bank loans obtained by the Group (Note 19). There are no obligations that must be fulfilled by the Group in connection with the personal guarantee.

b. PT Henutama Kokoh Abadi pawned its 550,000 shares in PT Cipta Area Pesona to PT Global Ekabuana, for loan obtained by Badan Kerjasama Mutiara Buana.

c. The accounts involving transactions with related parties are as follows:

| | 2025 | 2024 | Persentase terhadap aset/liabilitas/ *Percentage to total assets/liabilities* 2025 % | 2024 % | |
|---|---|---|---|---|---|
| **Piutang usaha - bersih** | | | | | **Trade accounts receivable - net** |
| PT Graha Abdael Sukses | 22.894.597.387 | 41.834.506.580 | 0,17 | 0,31 | PT Graha Abdael Sukses |
| **Piutang pihak berelasi - non usaha** | | | | | **Due from related parties** |
| PT Hotel Taman Harapan Indah | 600.000.000 | - | 0,00 | - | PT Hotel Taman Harapan Indah |
| PT Inti Arunika Persada | 1.000.000 | - | 0,00 | - | PT Inti Arunika Persada |
| Jumlah | 601.000.000 | - | | | Total |
| **Investasi pada entitas asosiasi** | | | | | **Investments in associates** |
| PT Mahkota Kemayoran Realty | 86.813.590.793 | 88.764.036.379 | 0,66 | 0,65 | PT Mahkota Kemayoran Realty |
| PT Puri Pariwara | 49.506.265.833 | 48.573.686.561 | 0,38 | 0,35 | PT Puri Pariwara |
| PT Hotel Taman Harapan Indah | 39.230.051.100 | 39.439.025.442 | 0,30 | 0,29 | PT Hotel Taman Harapan Indah |
| PT Inti Mitbana Development | 33.258.464.380 | 35.486.924.784 | 0,25 | 0,26 | PT Inti Mitbana Development |
| PT Inti Arunika Persada | 2.490.591.991 | - | 0,02 | - | PT Inti Arunika Persada |
| PT Adiwarna Harapan Nusantara | 150.000.000 | 150.000.000 | 0,00 | 0,00 | PT Adiwarna Harapan Nusantara |
| Jumlah | 211.448.964.097 | 212.413.673.166 | | | Total |

| | 2025 | 2024 | Persentase terhadap aset/liabilitas/ *Percentage to total assets/liabilities* 2025 % | 2024 % | |
|---|---|---|---|---|---|
| **Investasi pada ventura bersama** | | | | | **Investments in joint ventures** |
| PT Graha Abdael Sukses | 148.589.015.257 | 136.666.907.657 | 1,13 | 1,00 | PT Graha Abdael Sukses |
| Badan Kerjasama Graha Pratama | 750.284.038 | 3.473.234.073 | 0,01 | 0,03 | Badan Kerjasama Graha Pratama |
| Jumlah | 149.339.299.295 | 140.140.141.730 | | | Total |
| **Uang muka investasi** | | | | | **Advances for stock investments** |
| PT Mahkota Kemayoran Realty | 4.720.000.000 | 2.320.000.000 | 0,04 | 0,02 | PT Mahkota Kemayoran Realty |
| PT Inti Mitbana Development | - | 3.870.000.000 | - | 0,03 | PT Inti Mitbana Development |
| Jumlah | 4.720.000.000 | 6.190.000.000 | | | Total |

Piutang dari pihak berelasi non usaha terutama timbul dari biaya Grup yang dibayarkan terlebih dahulu oleh pihak berelasi yang tidak memiliki jadwal pengembalian yang pasti dan tidak dikenakan bunga.

Transaksi dengan pihak berelasi dilakukan dengan ketentuan yang setara dengan yang berlaku dalam transaksi yang wajar.

Due from related parties mainly represent advanced payments made by the Group for expenses of the related parties that are not subject to interest and have no definite repayment schedule.

Transactions with related parties are carried out on terms similar to those applicable to fair transactions.

d. Grup memberikan kompensasi kepada karyawan kunci. Imbalan yang diberikan kepada direksi dan anggota manajemen kunci lainnya untuk tahun 2025 dan 2024 sebagai berikut:

d. The Group provides compensation to the key management personnel. The benefits of directors and other members of key management in 2025 and 2024 follows:

| | 2025 | | | | | | |
|---|---|---|---|---|---|---|---|
| | Dewan Direksi/ *Board of Directors* | | Dewan Komisaris/ *Commissioners* | | Personil manajemen kunci lainnya/*Other Key Management Personnel* | | |
| | % | | % | | % | | |
| Gaji dan imbalan kerja jangka pendek | 100,00 | 14.267.777.749 | 100,00 | 8.365.157.215 | 93,72 | 31.453.650.761 | Salary and other short-term employee benefits |
| Imbalan pesangon | - | - | - | - | 0,26 | 85.837.581 | Termination benefits |
| Imbalan pasca-kerja | - | - | - | - | 6,03 | 2.022.981.219 | Long-term employment benefits |
| Jumlah | 100,00 | 14.267.777.749 | 100,00 | 8.365.157.215 | 100,00 | 33.562.469.561 | Total |

| | 2024 | | | | | | |
|---|---|---|---|---|---|---|---|
| | Dewan Direksi/ *Board of Directors* | | Dewan Komisaris/ *Commissioners* | | Personil manajemen kunci lainnya/*Other Key Management Personnel* | | |
| | % | | % | | % | | |
| Gaji dan imbalan kerja jangka pendek | 100,00 | 21.063.292.555 | 100,00 | 9.093.595.224 | 92,34 | 33.567.659.219 | Salary and other short-term employee benefits |
| Imbalan pesangon | - | - | - | - | 0,40 | 145.784.707 | Termination benefits |
| Imbalan pasca-kerja | - | - | - | - | 7,26 | 2.638.286.833 | Long-term employment benefits |
| Jumlah | 100,00 | 21.063.292.555 | 100,00 | 9.093.595.224 | 100,00 | 36.351.730.759 | Total |

## 45. Ikatan dan Perjanjian

a. Perjanjian Kerjasama

1) Pada tanggal 13 Juli 2020, PT Intiland Grande (IG), entitas anak, mengadakan perjanjian kerjasama dengan PT Abdael Nusa (AN), pihak ketiga, untuk mengembangkan lahan di bidang pengelolaan dan penjualan tanah-tanah dan/atau tanah dan bangunan seluas 125.465 m2 milik IG yang berlokasi di Kelurahan Gununganyar Tambak. Untuk mengembangkan lahan tersebut maka IG masuk sebagai pemegang saham PT Graha Abdael Sukses (GAS) dimana IG, menyediakan modal sebesar Rp 33.000.000.000 dan AN sebesar Rp 27.000.000.000 sehingga para pihak bersama-sama memiliki bagian partisipasi masing-masing sebesar 55% dan 45% (Catatan 14).

Perjanjian kerjasama ini tidak ditentukan masa berlakunya dan akan tetap berlaku kecuali diakhiri atas kesepakatan bersama atau sampai dengan terjadinya hal-hal yang menyebabkan berakhirnya/bubarnya suatu perseroan terbatas sebagaimana diatur dalam UU No. 40 tahun 2007 tentang Perseroan Terbatas dan Anggaran Dasar GAS.

2) Pada tanggal 11 April 2019, PT Intisarana Ekaraya (ISER), entitas anak, menandatangani perjanjian kerja sama pengembangan Poins Square dengan PT Menara Prambanan, pihak ketiga, seluas 36.225,68 m2, dengan nilai investasi sebesar Rp 483.234.474.328 dengan proporsi masing-masing sebesar 50% atau sebesar Rp 241.617.237.164.

Pengembalian nilai investasi akan diberikan setahun sekali dengan bagi hasil, dimana perhitungan nilai bagi hasil tersebut sesuai sisa hasil usaha dengan proporsi bagi hasil masing-masing 50% untuk ISER dan PT Menara Prambanan, pihak ketiga. Kerjasama ini akan diakhiri berdasarkan kesepakatan kedua belah pihak.

## 45. Commitments and Agreements

a. Cooperation Agreement

1) On July 13, 2020, PT Intiland Grande (IG), a subsidiary, entered into a cooperation agreement with PT Abdael Nusa (AN), a third party, to develop land in the field of management and sale of land and/or land and buildings covering an area of 125.465 square meters owned by IG which is located in Gununganyar Tambak Village. To develop the land, IG joint as a shareholder of PT Graha Abdael Sukses (GAS) where IG, provides capital amounting of Rp 33,000,000,000 and AN amounting of Rp 27,000,000,000, so the parties together have 55% and 45% participation, respectively (Note 14).

This cooperation agreement has no stated validity period and shall be valid unless terminated by mutual agreement or until things occur that cause the termination/dissolution of a limited liability company as regulated in Law No. 40 of 2007 concerning Limited Liability Companies and the GAS Articles of Association.

2) On April 11, 2019, PT Intisarana Ekaraya (ISER), a subsidiary, signed Poins Square Development Agreement with PT Menara Prambanan, a third party, with total area of 36,225.68 square meters, with total investment of Rp 483,234,474,328 with a proportion of 50% each or amounting to Rp 241,617,237,164.

The return on investment will be given once every year with profit sharing, where the calculation of the profit sharing is in accordance with the remaining business income with a profit sharing proportion of 50% each for ISER and PT Menara Prambanan, a third party. This joint operations will be terminated based on the agreement of both parties.

Berdasarkan Keputusan Sirkular Pemegang Saham PT Inti Menara Jaya (IMJ) tanggal 13 Desember 2024, para pemegang saham IMJ menyetujui pengurangan modal dasar dan modal ditempatkan dan disetor IMJ dan menyetujui pengalihan seluruh saham milik ISER sejumlah 30.898 lembar kepada pihak-pihak ketiga. Pengalihan seluruh saham ini mengakhiri kesepakatan kerjasama pengembangan Poins Square antara ISER dengan PT Menara Prambanan.

Based on the Circular Decision of PT Inti Menara Jaya (IMJ) Shareholders dated December 13, 2024, IMJ shareholders approved a reduction in authorized capital and issued and paid-up capital of IMJ and approved the transfer of all shares owned by ISER amounting to 30,898 shares to third parties. The transfer of all shares ends the cooperation agreement for the development of Poins Square between ISER and PT Menara Prambanan.

3) Berdasarkan Perjanjian antara Reco Kris Private Limited (Reco), PT Taman Harapan Indah (THI) dan PT Putra Sinar Permaja (PSP) tanggal 10 November 2016, para pihak setuju untuk mengelola proyek South Quarter yang dimiliki dan dicatat asetnya oleh PSP, dengan bisnis yang dikerjasamakan adalah penyewaan unit di Tower B, Tower C dan Kompleks Retail serta Pengembangan Perumahan. Perjanjian ini akan berakhir pada saat Reco atau THI berhenti menjadi pemegang saham PSP.

3) Based on an Agreement between Reco Kris Private Limited (Reco), PT Taman Harapan Indah (THI) and PT Putra Sinar Permaja (PSP) dated November 10, 2016, the parties agreed to manage South Quarter project which is owned and recorded as asset by PSP, together with businesses such as leasing of units in Tower B, Tower C and the Retail Complex and also the Proposed Residential Development. This agreement will expire when Reco or THI ceases to be PSP shareholders.

4) Pada tanggal 15 Juni 2015, PSP, entitas anak, menandatangani perjanjian jasa pengelolaan perparkiran dengan PT Securindo Packtama Indonesia. Perjanjian telah beberapa kali diperpanjang terakhir sampai dengan 30 Juni 2028.

4) On June 15, 2015, PSP, a subsidiary, signed Parking Management Agreement with PT Securindo Packtama Indonesia. This agreement has been extended several times, most recently until June 30, 2028.

5) Pada tanggal 5 April 2023, IG, entitas anak, menandatangani perjanjian jasa pengelolaan Whiz Luxe Hotel Spazio dengan PT Intiwhiz International. Perjanjian ini berlaku selama 10 tahun.

5) On April 5, 2023, IG, a subsidiary, signed management services agreement of Whiz Luxe Hotel Spazio with PT Intiwhiz International. This agreement is valid for 10 years.

6) Pada tanggal 3 Maret 2025, PSG, entitas anak, menandatangani perjanjian jasa pengelolaan Grand Whiz Hotel Praxis dengan PT Intiwhiz International. Perjanjian ini berlaku selama 10 tahun.

6) On March 3, 2025, PSG, a subsidiary, signed management services agreement of Grand Whiz Hotel Praxis with PT Intiwhiz International. This agreement is valid for 10 years.

b. Pada tanggal 30 November 2015, PT Taman Harapan Indah (THI), entitas anak, memperoleh izin pelaksanaan reklamasi Pulau H dari Pemerintah dengan Surat Keputusan Gubernur No. 2637 Tahun 2015. Atas pemberian izin tersebut, THI dikenakan untuk:

1. Kewajiban menyediakan prasarana, sarana dan utilitas dasar yang dibutuhkan dalam pengembangan kawasan pantai mutiara antara lain jaringan jalan baik dalam maupun antar pulau, angkutan umum massal, jaringan utilitas, infrastruktur pengendali banjir, ruang terbuka biru, ruang terbuka hijau dan sempadan pantai serta sarana pengelolaan limbah cair dan padat;

2. Berkewajiban melakukan pengerukan sedimentasi sungai sekitar pulau reklamasi;

3. Memberikan kontribusi berupa pengerukan sedimentasi sungai di daratan;

4. Lima persen (5%) dari total luas lahan areal reklamasi nett yang tidak termasuk peruntukan fasos/fasum untuk diserahkan kepada Pemerintah Provinsi DKI Jakarta;

5. Tambahan kontribusi untuk revitalisasi Kawasan Utara Jakarta berupa penyediaan rumah susun, penataan kawasan, meningkatkan dan membangun jalan, membangun infrastruktur pengendalian banjir, waduk, saluran dan pembangunan tanggul Program NCICD Tahap A yang besarannya sesuai yang akan ditetapkan dengan Keputusan Gubernur.

Izin pelaksanaan reklamasi yang diberikan Pemerintah kepada THI berlaku untuk jangka waktu 3 (tiga) tahun, jika sampai dengan jangka waktu tersebut pelaksanaan reklamasi belum dapat diselesaikan, maka izin akan ditinjau kembali oleh Pemerintah (Catatan 50.a.1).

c. Perjanjian Sewa – Grup sebagai Lessor

Grup menandatangani beberapa perjanjian sewa tanah dan bangunan yang dimilikinya untuk digunakan sebagai pusat perkantoran dan pergudangan. Periode sewa antara tahun 2026 sampai 2031. Sebagian besar perjanjian sewa tersebut dapat diperpanjang kembali pada akhir masa sewa dengan penyesuaian ke harga pasar kini.

b. On November 30, 2015, PT Taman Harapan Indah (THI), a subsidiary, obtained a permit from the Government for reclamation of Pulau H with Governor's Decree No. 2637 Year 2015. Upon granting such permit, THI is subjected to the following:

1. Duty to provide basic infrastructure and utilities which is required in developing “pantai mutiara” region, such as road network both within and between islands, public mass transportation, utility networks, flood control infrastructure, green space, blue space and coastal boarder as well as a means of liquid and solid waste management;

2. Obligated to conduct dredge river sedimentation around the coastal reclamation area;

3. Contribute to the sedimentation of river dredging in the mainland;

4. Five percent (5%) of the total reclamation land area that does not include the designation of public facilities will be submitted to the Provincial Government of DKI Jakarta;

5. Additional contribution to the revitalization of the North Jakarta region include the provision of flats, structuring region, improving and building road infrastructure, building flood control infrastructure, reservoir, and the construction of embankments NCICD Program Phase A in which the corresponding amount is to be determined with Governor Decision.

The coastal reclamation license given by the Government to THI is valid for a period of three (3) years. If the implementation of reclamation cannot be finished within such period, then the license will be reviewed again by the Government (Note 50.a.1).

c. Lease Agreements – Group as Lessors

The Group entered into various agreements for the lease of its buildings used as service centers and warehouse for 2026 until 2031. Majority of the lease agreements are renewable at the end of the lease period at the market rate.

Pendapatan sewa yang diakui dalam laba rugi untuk tahun 2025 dan 2024 diungkapkan pada Catatan 35.

The rental income included in profit or loss in 2025 and 2024 is disclosed in Note 35.

Piutang sewa minimum agregat masa depan dari sewa operasi yang tidak dapat dibatalkan adalah sebagai berikut:

The future aggregate minimum lease receivables under non-cancellable operating leases are as follows:

| | 2025 | 2024 | |
|---|---|---|---|
| Kurang dari 1 tahun | 80.085.678.579 | 137.296.046.757 | Not later than 1 year |
| Lebih dari 1 tahun tapi kurang dari 5 tahun | 121.465.598.705 | 166.251.520.718 | Later than 1 year but not later than 5 years |
| Lebih dari 5 tahun | 17.711.708.233 | 4.723.936.590 | Later than 5 years |
| Jumlah | 219.262.985.517 | 308.271.504.065 | Total |

## 46. Tujuan dan Kebijakan Manajemen Risiko Keuangan

Aktivitas Grup terpengaruh berbagai risiko keuangan: risiko pasar (termasuk risiko mata uang asing dan risiko suku bunga), risiko kredit dan risiko likuiditas. Program manajemen risiko Grup secara keseluruhan difokuskan pada pasar keuangan yang tidak dapat diprediksi dan Grup berusaha untuk meminimalkan dampak yang berpotensi merugikan kinerja keuangan Grup.

Manajemen risiko merupakan tanggung jawab Direksi. Direksi bertugas menentukan prinsip dasar kebijakan manajemen risiko Grup secara keseluruhan serta kebijakan pada area tertentu seperti risiko mata uang asing, risiko suku bunga, risiko kredit dan risiko likuiditas.

***Risiko Pasar***

**a. Risiko Mata Uang Asing**

Risiko nilai tukar adalah risiko dimana nilai wajar atau arus kas kontraktual masa datang dari suatu instrumen keuangan akan terpengaruh akibat perubahan nilai tukar.

Grup memiliki eksposur dalam mata uang asing yang timbul dari transaksi operasionalnya. Eksposur tersebut timbul karena transaksi yang bersangkutan dilakukan dalam mata uang selain mata uang fungsional unit operasional atau pihak lawan.

## 46. Financial Risk Management Objectives and Policies

The Group's activities are exposed to a variety of financial risks: market risk (including foreign currency risk and fair value interest rate risk), credit risk and liquidity risk. The Group's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimize potential adverse effects on the Group's financial performance.

Risk management is the responsibility of the Board of Directors (BOD). The BOD has the responsibility to determine the basic principles of the Group's risk management as well as principles covering specific areas, such as foreign exchange risk, interest rate risk, credit risk and liquidity risk.

***Market Risk***

**a. Foreign Exchange Risk**

Foreign exchange rate risk is the risk that the fair value or future contractual cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates.

The Group has transactional currency exposures. Such exposure arises when the transaction is denominated in currencies other than the functional currency of the operating unit or the counterparty.

Tabel berikut menunjukkan sensitivitas atas perubahan yang wajar dari nilai tukar mata uang asing terhadap Rupiah, dimana semua variabel lain konstan, terhadap laba sebelum pajak tahun 2025 dan 2024.

The following table shows the sensitivity analysis of the changes in fair value of foreign currency exchange rates against the dollar, with all other variables constant to the profit before tax for the year 2025 and 2024.

| | 2025 | | 2024 | |
|---|---|---|---|---|
| | Kenaikan (penurunan) dalam persentase/ *Increase (decrease) in percentage* | Efek terhadap laba sebelum pajak/ *Effect againts profit before tax* | Kenaikan (penurunan) dalam persentase/ *Increase (decrease) in percentage* | Efek terhadap laba sebelum pajak/ *Effect againts profit before tax* |
| | | Kenaikan (penurunan)/ *Increase (decrease)* | | Kenaikan (penurunan)/ *Increase (decrease)* |
| Rupiah terhadap/ Rupiah againts: | | | | |
| Dolar Amerika Serikat/ *U.S Dollar* | 1 | 2.179.858 | 2 | 31.089.822 |
| | (1) | (2.179.858) | (2) | (31.089.822) |
| Dolar Singapura/ Singapore *Dollar* | 2 | (278.355) | 1 | (130.846) |
| | (2) | 278.355 | (1) | 130.846 |

**b. Risiko Suku Bunga Arus Kas dan Nilai Wajar**

Risiko suku bunga Grup timbul dari pinjaman jangka pendek dan jangka panjang. Pinjaman yang diterima dengan suku bunga mengambang mengakibatkan timbulnya risiko suku bunga arus kas terhadap Grup. Pinjaman yang diterima dengan suku bunga tetap mengakibatkan timbulnya risiko nilai wajar suku bunga terhadap Grup. Selama tahun 2025 dan 2024, pinjaman Grup pada suku bunga mengambang didenominasikan dalam Rupiah.

**b. Cash Flow and Fair Value Interest Rate Risk**

The Group's interest rate risk arises from short-term and long-term bank loans. Borrowings issued at floating rates expose the Group to cash flow interest rate risk. Borrowings issued at fixed rates expose the Group to fair value interest rate risk. During 2025 and 2024, the Group's borrowings at floating rate were denominated in the Rupiah.

Pada tanggal 31 Desember 2025 dan 2024, saldo pinjaman yang terpengaruh risiko suku bunga adalah sebagai berikut:

As of December 31, 2025 and 2024, the Group has the following floating rate borrowings that are affected by interest risk:

| | 2025 | | 2024 | | |
|---|---|---|---|---|---|
| | Rata-rata Tertimbang Suku Bunga/ *Weighted Average Interest Rate* | Sado/ *Balance* | Rata-rata Tertimbang Suku Bunga/ *Weighted Average Interest Rate* | Sado/ *Balance* | |
| | % | | % | | |
| Utang bank jangka pendek | 9,00% - 12,00% | 766.532.770.367 | 9,00% - 12,00% | 1.045.556.048.076 | Short-term bank loans |
| Utang bank jangka panjang | 5,00% - 12,00% | 2.314.208.673.587 | 7,50% - 12,00% | 2.690.630.688.452 | Long-term bank loans |
| Eksposur bersih terhadap risiko suku bunga arus kas | | 3.080.741.443.954 | | 3.736.186.736.528 | Net exposure to cash flow interest rate risk |

Analisa sensitivitas berikut ditentukan berdasarkan eksposur Grup berupa aset dan liabilitas keuangan dengan bunga *(interest bearing)* pada tanggal laporan posisi keuangan, dengan asumsi perubahan suku bunga terjadi pada awal tahun dan konstan sepanjang periode pelaporan, dalam hal variabel tersebut memiliki suku bunga mengambang.

The sensitivity analysis below has been determined based on the Group's exposure to interest rates for interest bearing assets and liabilities at the consolidated statement of financial position date and the stipulated change an interest rate taking place at the beginning of the financial year and held constant throughout the reporting period in the case of instruments that have floating rates.

Pada tanggal 31 Desember 2025 dan 2024, asumsi peningkatan atau penurunan masing-masing sebesar 8,12 dan 11,10 basis poin digunakan untuk tujuan pelaporan risiko suku bunga kepada personel manajemen kunci secara internal dan pengungkapan berikut merupakan hasil penelaahan manajemen atas kemungkinan perubahan suku bunga yang wajar.

As of December 31, 2025 and 2024, an assumed basis point increase or decrease of 8.12 and 11.10 basis points used when reporting interest rate risk internally to key management personnel and represents the management's assessment of a reasonably possible change in interest rates.

Jika suku bunga meningkat/menurun sebesar 8,12 dan 11,10 basis poin masing-masing pada tahun 2025 dan 2024, sedangkan variabel lain konstan, maka laba sebelum pajak Grup untuk tahun yang berakhir 31 Desember 2025 dan 2024 akan menurun/meningkat masing-masing sebesar Rp 3.155.885.420 dan Rp 5.013.882.396, yang terutama disebabkan oleh kenaikan/penurunan beban bunga.

If interest rates increased/decreased by 8.12 and 11.10 basis points in 2025 and 2024, respectively, and all other variables are constant, the Group's profit before tax for the years ended December 31, 2025 and 2024 would decrease/increase by Rp 3,155,885,420 and Rp 5,013,882,396, respectively, mainly due to the increase/ decrease in interest expense.

Sesuai dengan kebijakan Grup, Direksi memonitor dan melakukan review atas sensitivitas suku bunga Grup secara menyeluruh tiap bulan.

In accordance with the Group's policy, the Directors monitor and review the Group's overall interest rate sensitivity analysis on a monthly basis.

***Risiko Kredit***

***Credit Risk***

Risiko kredit adalah risiko bahwa Group akan mengalami kerugian yang timbul dari pelanggan atau pihak lawan akibat gagal memenuhi liabilitas kontraktualnya. Risiko kredit terutama timbul dari kas dan setara kas, piutang usaha, piutang lain-lain dan piutang dari pihak berelasi.

Credit risk is the risk that the Group will incur a loss arising from the customers or counterparties which fail to fulfill their obligations. Credit risk arises mainly from cash and cash equivalents, trade receivables, other accounts receivable and due from related parties.

Grup mengelola risiko kredit yang terkait dengan kas dan setara kas dan investasi jangka panjang dengan memonitor reputasi, peringkat kredit, dan membatasi risiko agregat dari masing-masing pihak dalam kontrak.

The Group manages credit risk exposed from cash and cash equivalents and long-term investments by monitoring reputation, credit ratings and limiting the aggregate risk to any individual counterparty.

Sehubungan dengan kredit yang diberikan kepada pelanggan, Grup mengendalikan risiko kredit dengan cara melakukan hubungan usaha dengan pihak lain yang memiliki kredibilitas, menetapkan kebijakan verifikasi dan otorisasi kredit, serta memantau kolektibilitas piutang secara berkala untuk mengurangi jumlah piutang tak tertagih. Manajemen berpendapat bahwa tidak terdapat risiko kredit yang terkonsentrasi secara signifikan.

With regards to credit exposures given to customers, the Group manages and controls the credit risk by dealing only with recognized and credit worthy parties, setting internal policies on verifications and authorizations of credit, and regularly monitoring the collectibility of receivables to reduce the exposure of bad debts. Management believes that there are no significant concentrations of credit risk.

Lihat Catatan 6 untuk informasi piutang yang belum jatuh tempo dan tidak mengalami penurunan nilai, serta piutang yang telah jatuh tempo namun tidak mengalami penurunan nilai.

Refer to Note 6 for the information regarding not past due and unimpaired receivables and also past due receivables but not impaired.

Kualitas kredit dari aset keuangan baik yang belum jatuh tempo atau tidak mengalami penurunan nilai dapat dinilai dengan mengacu pada peringkat kredit eksternal (jika tersedia) atau mengacu pada informasi historis mengenai tingkat gagal bayar debitur:

The credit quality of financial assets that are neither past due nor impaired can be assessed by reference to external credit ratings (if available) or to historical information about counterparty default rates:

| | 2025 | 2024 | |
|---|---|---|---|
| *Diukur pada biaya perolehan diamortisasi* | | | *Financial assets at amortized cost* |
| Kas dan setara kas | 943.589.050.216 | 751.562.446.532 | Cash and cash equivalents |
| Piutang usaha | 156.370.463.966 | 171.677.410.061 | Trade accounts receivable |
| Piutang lain-lain | 16.989.931.501 | 9.260.434.808 | Other accounts receivable |
| Kas dan deposito yang dibatasi penggunaannya | 324.993.664.168 | 350.235.472.680 | Restricted cash and time deposits |
| Piutang dari pihak berelasi | 601.000.000 | - | Due from related parties |
| Jaminan | 1.437.872.762 | 1.446.523.511 | Deposits |
| *Diukur pada nilai wajar melalui penghasilan komprehensif lain* | | | *Financial Assets at FVOCI* |
| Investasi jangka panjang saham | 102.421.571.139 | 102.421.571.139 | Long-term investments in stock |
| Jumlah | 1.546.403.553.752 | 1.386.603.858.731 | Total |

***Risiko Likuiditas***

Risiko likuiditas adalah risiko kerugian yang timbul karena Grup tidak memiliki arus kas yang cukup untuk memenuhi liabilitasnya.

Dalam pengelolaan risiko likuiditas, manajemen memantau dan menjaga jumlah kas dan setara kas yang dianggap memadai untuk membiayai operasional Grup dan untuk mengatasi dampak fluktuasi arus kas. Manajemen juga melakukan evaluasi berkala atas proyeksi arus kas dan arus kas aktual, termasuk jadwal jatuh tempo utang, dan terus-menerus melakukan penelaahan pasar keuangan untuk mendapatkan sumber pendanaan yang optimal.

***Liquidity Risk***

Liquidity risk is a risk arising when the cash flow position of the Group is not enough to cover the liabilities which become due.

In managing the liquidity risk, management monitors and maintains a level of cash and cash equivalents deemed adequate to finance the Group's operations and to mitigate the effects of fluctuation in cash flows. Management also regularly evaluates the projected and actual cash flows, including loan maturity profiles, and continuously assesses conditions in the financial markets for opportunities to obtain optimal funding sources.

Tabel di bawah ini menganalisa liabilitas keuangan Grup yang diselesaikan secara neto yang dikelompokkan berdasarkan periode yang tersisa sampai dengan tanggal jatuh tempo kontraktual. Jumlah yang diungkapkan dalam tabel merupakan arus kas kontraktual yang tidak didiskontokan (tidak termasuk arus kas untuk pembayaran bunga).

The table below analyzes the Group's financial liabilities into relevant maturity groupings based on the remaining period to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows (excluding cash flows for interest payments).

| | 31 Desember 2025/December 31, 2025 | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | <= 1 tahun/ *<= 1 year* | 1-2 tahun/ *1-2 years* | 3-5 tahun/ *3-5 years* | > 5 tahun/ *> 5 years* | Jumlah/ *Total* | Biaya transaksi/ *Transaction costs* | Nilai Tercatat/ *As Reported* | |
| | '000 | '000 | '000 | '000 | '000 | '000 | '000 | |
| **Liabilitas** | | | | | | | | **Other Financial Liabilities** |
| Utang bank jangka pendek | 766.532.770 | - | - | - | 766.532.770 | - | 766.532.770 | Short-term bank loans |
| Utang usaha | 81.670.035 | - | - | - | 81.670.035 | - | 81.670.035 | Trade accounts payable |
| Pinjaman dari pihak ketiga | 151.547.456 | 29.454.050 | - | 26.750.000 | 207.751.507 | - | 207.751.507 | Loans from third parties |
| Utang lain-lain | 46.550.268 | 166.862.583 | 2.354.817 | 320.843.969 | 536.611.636 | - | 536.611.636 | Other accounts payable |
| Beban akrual | 611.126.747 | - | - | - | 611.126.747 | - | 611.126.747 | Accrued expenses |
| Utang bank jangka panjang | 484.474.124 | 367.365.828 | 833.990.219 | 1.443.755.503 | 3.129.585.674 | (815.377.000) | 2.314.208.674 | Long-term bank loans |
| Utang pembiayaan konsumen | 126.966 | 107.266 | 398.215 | - | 632.447 | (26.852) | 605.595 | Consumer finance payables |
| Uang jaminan | 72.477.329 | 213.148.831 | - | - | 285.626.160 | - | 285.626.160 | Guarantee deposits |
| **Jumlah** | 2.214.505.695 | 776.938.558 | 836.743.251 | 1.791.349.472 | 5.619.536.976 | (815.403.852) | 4.804.133.124 | **Total** |

| | 31 Desember 2024/December 31, 2024 | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | <= 1 tahun/ *<= 1 year* | 1-2 tahun/ *1-2 years* | 3-5 tahun/ *3-5 years* | > 5 tahun/ *> 5 years* | Jumlah/ *Total* | Biaya transaksi/ *Transaction costs* | Nilai Tercatat/ *As Reported* | |
| | '000 | '000 | '000 | '000 | '000 | '000 | '000 | |
| **Liabilitas** | | | | | | | | **Other Financial Liabilities** |
| Utang bank jangka pendek | 1.045.873.913 | - | - | - | 1.045.873.913 | (317.865) | 1.045.556.048 | Short-term bank loans |
| Utang usaha | 84.351.133 | - | - | - | 84.351.133 | - | 84.351.133 | Trade accounts payable |
| Pinjaman dari pihak ketiga | 26.817.072 | 62.387.706 | | | 89.204.778 | - | 89.204.778 | Loans from third parties |
| Utang lain-lain | 50.610.996 | 52.747.060 | 6.698.326 | 239.486.810 | 349.543.192 | - | 349.543.192 | Other accounts payable |
| Beban akrual | 523.636.710 | - | - | - | 523.636.710 | - | 523.636.710 | Accrued expenses |
| Utang bank jangka panjang | 172.168.953 | 267.164.165 | 704.333.170 | 1.952.356.516 | 3.096.022.804 | (405.392.116) | 2.690.630.688 | Long-term bank loans |
| Utang pembiayaan konsumen | 183.235 | 78.801 | 39.401 | - | 301.437 | (20.009) | 281.428 | Consumer finance payables |
| Utang sukuk ijarah | 375.000.000 | - | - | - | 375.000.000 | (2.443.793) | 372.556.207 | Sukuk ijarah payable |
| Uang jaminan | 94.102.630 | 214.072.102 | - | - | 308.174.732 | - | 308.174.732 | Guarantee deposits |
| **Jumlah** | 2.372.744.642 | 596.449.834 | 711.070.897 | 2.191.843.326 | 5.872.108.699 | (408.173.783) | 5.463.934.916 | **Total** |

## 47. Segmen Operasi

### Segmen Usaha

Untuk tujuan pelaporan manajemen, saat ini Grup dibagi dalam 5 (lima) divisi operasi – real estat, penyewaan gedung perkantoran, hotel, kawasan industri dan fasilitas. Divisi-divisi tersebut menjadi dasar pelaporan informasi segmen primer Grup.

## 47. Operating Segments

### Business segments

For purposes of management reporting, the Group is currently divided into 5 (five) divisions – real estate, rental of office building, hotels, industrial estate and facilities. These divisions are the bases of reporting on the primary segment information of the Group.

Kegiatan utama divisi tersebut terdiri dari:

Each division's main activities are as follows:

| | | |
|---|---|---|
| Real estat/*Real estate* | – | Pengembangan kawasan perumahan dan apartemen/ *Residential and apartment development* |
| Penyewaan gedung perkantoran/*Rental of office building* | – | Pendapatan berulang atas penyewaan ruang kantor/ *Recurring income on office space rental* |
| Kawasan industri/*Industrial estate* | – | Pengembangan dan pengelolaan kawasan industri/ *Industrial estate development and management* |
| Fasilitas/*Facilities* | – | Pendapatan berulang atas pengelolaan lapangan golf, sarana olahraga dan fasilitas/ *Recurring income on the management of golf courses, sports club and facilities* |
| Hotel/*Hotels* | – | Hotel/ *Hotels* |

Berikut ini adalah segmen operasi Grup:

Following are the operating segments of the Group:

| 2025 | Real Estat/Real Estate: Perumahan/ *Houses and Land* | Real Estat/Real Estate: *High Rise* | Perkantoran/ *Offices* | Kawasan Industri/ *Industrial Estate* | Fasilitas/ *Facilities* | Hotels/ *Hotel* | Eliminasi/ *Elimination* | Konsolidasi/ *Consolidated* |
|---|---|---|---|---|---|---|---|---|
| **PENDAPATAN/*REVENUES*** | | | | | | | | |
| Penjualan dan pendapatan usaha/ *Sales and operating revenues* | 781.997.979.055 | 222.343.768.121 | 253.489.443.359 | 623.550.514.432 | 534.871.695.932 | 46.136.776.733 | - | 2.462.390.177.632 |
| **HASIL/*RESULTS*** | | | | | | | | |
| Hasil segmen/*Segment results* | 453.548.443.847 | 67.551.766.420 | 127.242.771.060 | 248.899.595.473 | 47.835.399.614 | 15.409.193.526 | - | 960.487.169.940 |
| Laba (rugi) operasi/*Income (loss) from operations* | 337.995.162.824 | 7.958.756.877 | 80.038.157.301 | 229.493.415.421 | 11.351.431.581 | 5.403.848.758 | - | 672.240.772.762 |
| Pendapatan bunga/*Interest income* | 2.760.806.775 | 14.251.424.339 | 151.005.971 | 438.079.655 | 3.190.593.004 | 26.850.777 | - | 20.818.760.521 |
| Keuntungan (kerugian) kurs mata uang asing- bersih/ *Gain (loss) on foreign exchange - net* | - | (77.801.006) | 182.709.487 | 98.440.518 | 25.177 | - | - | 203.374.176 |
| Keuntungan penjualan aset tetap/ *Gain (loss) on sale of property and equipment* | 341.611.898 | 313.517.088 | 69.424.229 | - | 194.184.548 | - | - | 918.737.763 |
| Ekuitas pada laba bersih entitas asosiasi dan ventura bersama/ *Equity in net income of associates and joint venture* | (361.945.286.941) | 375.986.140.001 | (131.188.243.726) | - | - | - | 124.920.894.801 | 7.773.504.135 |
| Beban bunga/*Interest expense* | (76.285.119.190) | (18.779.582.960) | (261.545.530.077) | (14.883.255.760) | (8.928.785) | (4.509.769) | - | (371.506.926.541) |
| Komponen pendanaan atas liabilitas kontrak/ *Financing component of contract liabilities* | (29.549.983.665) | (25.159.860.048) | (931.864.072) | (21.178.747.691) | - | - | - | (76.820.455.476) |
| Lain-lain bersih/*Others - net* | (494.740.831.346) | 5.480.947.886 | 401.862.412.573 | (10.173.805.271) | 11.905.671.763 | (3.261.244.049) | (5.553.599.265) | (94.480.447.709) |
| Laba sebelum pajak/ *Income (loss) before tax* | (621.423.639.645) | 359.973.542.177 | 88.638.071.686 | 183.794.126.872 | 26.632.977.288 | 2.164.945.717 | 119.367.295.536 | 159.147.319.631 |
| Pajak final/*Final tax* | (18.354.829.225) | (5.847.048.982) | (24.645.551.829) | (14.558.725.957) | (16.796.167.794) | - | - | (80.202.323.787) |
| Manfaat (beban) pajak/*Tax benefit (expense)* | 45.240.633.499 | 188.781.235 | 67.477.347.287 | (5.371.184.201) | (7.923.469.720) | - | - | 99.612.108.100 |
| Laba (rugi) sebelum kepentingan nonpengendali/ *Income (loss) before non-controlling interest* | (594.537.835.371) | 354.315.274.430 | 131.469.867.144 | 163.864.216.714 | 1.913.339.774 | 2.164.945.717 | 119.367.295.536 | 178.557.103.944 |
| Penghasilan (rugi) komprehensif lain/ *Other Comprehensive Income (loss)* | 6.721.141.582 | 243.160.666 | 1.265.682.592 | (602.139.088) | 2.516.612.073 | - | (4.031.879.337) | 6.112.578.488 |
| **Jumlah penghasilan (rugi) komprehensif/ *Total comprehensive income (loss)*** | (587.816.693.789) | 354.558.435.096 | 132.735.549.736 | 163.262.077.626 | 4.429.951.847 | 2.164.945.717 | 115.335.416.199 | 184.669.682.432 |
| **INFORMASI LAINNYA/*OTHER INFORMATION*** | | | | | | | | |
| **ASET/*ASSETS*** | | | | | | | | |
| Aset segmen/*Segment assets* | 3.135.446.991.766 | 7.047.496.377.447 | 1.216.126.456.225 | 1.161.435.721.719 | 744.346.627.515 | 8.313.580.670 | (556.944.598.488) | 12.756.221.156.854 |
| Investasi dalam saham pada entitas asosiasi dan ventura bersama/ *Investments in shares of stock of associates and joint venture* | 3.518.279.429.477 | 2.433.807.204.194 | 6.766.193.812.281 | 100.940 | 16.036.746.047 | - | (12.373.529.029.547) | 360.788.263.392 |
| Jumlah aset yang dikonsolidasi/ *Total consolidated assets* | 6.653.726.421.243 | 9.481.303.581.641 | 7.982.320.268.506 | 1.161.435.822.659 | 760.383.373.562 | 8.313.580.670 | (12.930.473.628.035) | 13.117.009.420.246 |
| **LIABILITAS/*LIABILITIES*** | | | | | | | | |
| Liabilitas segmen/*Segment liabilities* | 1.740.036.598.308 | 1.796.524.790.152 | 2.386.803.935.566 | 605.930.091.796 | 195.662.720.790 | 18.395.844.293 | (413.223.368.777) | 6.330.130.612.128 |
| **Informasi Lainnya** | | | | | | | | |
| Beban penyusutan/*Depreciation* | (1.407.756.296) | (65.087.224.806) | 82.118.810.455 | 8.982.889.979 | 25.974.956.674 | 9.963.852.494 | - | 60.545.528.500 |

| 2024 | Real Estat/Real Estate: Perumahan/ *Houses and Land* | Real Estat/Real Estate: *High Rise* | Perkantoran/ *Offices* | Kawasan Industri/ *Industrial Estate* | Fasilitas/ *Facilities* | Hotels/ *Hotel* | Eliminasi/ *Elimination* | Konsolidasi/ *Consolidated* |
|---|---|---|---|---|---|---|---|---|
| **PENDAPATAN/*REVENUES*** | | | | | | | | |
| Penjualan dan pendapatan usaha/ *Sales and operating revenues* | 659.423.207.391 | 371.759.512.185 | 259.273.061.900 | 744.236.962.337 | 479.140.434.963 | 39.452.110.941 | - | 2.553.285.289.717 |
| **HASIL/*RESULTS*** | | | | | | | | |
| Hasil segmen/*Segment results* | 262.452.881.449 | 133.980.954.022 | 117.640.406.290 | 221.432.601.279 | 38.006.417.279 | 11.838.743.443 | - | 785.352.003.762 |
| Laba (rugi) operasi/*Income (loss) from operations* | 141.062.562.914 | 74.932.027.145 | 45.297.426.304 | 193.890.671.751 | (6.603.950.112) | 5.652.455.688 | - | 454.231.193.690 |
| Pendapatan bunga/*Interest income* | 4.696.376.351 | 9.646.312.616 | 341.697.218 | 885.613.529 | 3.988.102.920 | 5.340.092 | - | 19.563.442.726 |
| Keuntungan (kerugian) kurs mata uang asing- bersih/ *Gain (loss) on foreign exchange - net* | (1.162.500) | (32.064.879) | (70.619.680) | 230.607.953 | - | - | - | 126.760.894 |
| Keuntungan penjualan aset tetap/ *Gain (loss) on sale of property and equipment* | 77.000 | 12.605.106 | 19.413.402 | - | 352.327.053 | - | - | 384.422.561 |
| Ekuitas pada laba bersih entitas asosiasi dan ventura bersama/ *Equity in net income of associates and joint venture* | (16.071.996.127) | 72.817.324.909 | 198.882.796.208 | - | - | - | (182.287.707.801) | 73.340.417.189 |
| Beban bunga/*Interest expense* | (79.290.752.057) | (33.137.652.399) | (246.968.866.068) | - | (19.882.770) | - | - | (359.417.153.294) |
| Komponen pendanaan atas liabilitas kontrak/ *Financing component of contract liabilities* | (43.104.339.426) | (37.350.724.892) | (357.151.685) | (17.026.947.846) | - | - | - | (97.839.163.849) |
| Lain-lain bersih/*Others - net* | (759.057.633) | 2.229.116.075 | 303.674.397.379 | (8.035.431.787) | 24.475.470.750 | (1.779.962.304) | (3.108.449.456) | 316.696.083.024 |
| Laba sebelum pajak/ *Income (loss) before tax* | 6.531.708.522 | 89.116.943.681 | 300.819.093.078 | 169.944.513.600 | 22.192.067.841 | 3.877.833.476 | (185.396.157.257) | 407.086.002.941 |
| Pajak final/*Final tax* | (14.680.497.764) | (8.731.505.100) | (23.979.608.645) | (17.113.062.068) | (16.007.239.343) | - | - | (80.511.912.920) |
| Manfaat (beban) pajak/*Tax benefit (expense)* | 2.465.788.010 | (579.845.353) | (48.608.910.973) | (4.815.831.899) | (11.183.558.751) | - | - | (62.722.358.966) |
| Laba (rugi) sebelum kepentingan nonpengendali/ *Income (loss) before non-controlling interest* | (5.683.001.232) | 79.805.593.228 | 228.230.573.460 | 148.015.619.633 | (4.998.730.253) | 3.877.833.476 | (185.396.157.257) | 263.851.731.055 |
| Penghasilan (rugi) komprehensif lain/ *Other Comprehensive Income (loss)* | 2.062.025.464 | 1.943.621.075 | (582.584.251) | (106.958.653) | 1.413.468.233 | - | (1.115.601.453) | 3.613.970.415 |
| **Jumlah penghasilan (rugi) komprehensif/ *Total comprehensive income (loss)*** | (3.620.975.768) | 81.749.214.303 | 227.647.989.209 | 147.908.660.980 | (3.585.262.020) | 3.877.833.476 | (186.511.758.710) | 267.465.701.470 |
| **INFORMASI LAINNYA/*OTHER INFORMATION*** | | | | | | | | |
| **ASET/*ASSETS*** | | | | | | | | |
| Aset segmen/*Segment assets* | 3.838.092.368.606 | 7.154.214.996.416 | 1.062.845.181.260 | 1.170.739.520.135 | 700.825.390.488 | 9.598.124.076 | (585.316.314.980) | 13.350.999.266.001 |
| Investasi dalam saham pada entitas asosiasi dan ventura bersama/ *Investments in shares of stock of associates and joint venture* | 3.858.852.608.450 | 2.330.392.891.059 | 7.541.063.124.109 | 100.940 | 12.870.967.193 | - | (13.390.625.876.855) | 352.553.814.896 |
| Jumlah aset yang dikonsolidasi/ *Total consolidated assets* | 7.696.944.977.056 | 9.484.607.887.475 | 8.603.908.305.369 | 1.170.739.621.075 | 713.696.357.681 | 9.598.124.076 | (13.975.942.191.835) | 13.703.553.080.897 |
| **LIABILITAS/*LIABILITIES*** | | | | | | | | |
| Liabilitas segmen/*Segment liabilities* | 1.744.179.470.760 | 1.833.362.579.465 | 3.154.248.694.193 | 361.835.729.577 | 191.586.803.654 | 18.346.823.318 | (346.919.490.452) | 6.956.640.610.515 |
| **Informasi Lainnya** | | | | | | | | |
| Beban penyusutan/*Depreciation* | 2.704.146.636 | 3.756.951.066 | 81.198.950.680 | 8.631.470.946 | 24.916.331.071 | 7.923.001.359 | - | 129.130.851.758 |

## Segmen Geografis

Operasi Grup berlokasi di wilayah Indonesia, terutama Pulau Jawa yang memiliki risiko dan imbalan relatif sama. Seluruh pendapatan Grup adalah pendapatan domestik.

## Geographical Segment

The operations of the Group are located in Indonesia, mainly in Java island and have similar risks and returns. All revenues of the Group represent domestic income.

## 48. Aset dan Liabilitas Moneter Bersih dalam Mata Uang Asing

Tabel berikut mengungkapkan jumlah aset dan liabilitas moneter konsolidasian dalam mata uang asing:

## 48. Net Monetary Assets and Liabilities Denominated in Foreign Currencies

The following table shows the consolidated foreign currency denominated monetary assets and liabilities:

| | | 31 Desember/*December 31* | | | | |
|---|---|---|---|---|---|---|
| | | 2025 | | 2024 | | |
| | | Mata uang *asing/Original currency* | Ekuivalen Rp/ *Equivalent in Rp* | Mata uang *asing/Original currency* | Ekuivalen Rp/ *Equivalent in Rp* | |
| Aset | | | | | | Assets |
| Aset Lancar | | | | | | Current Assets |
| Kas dan setara kas | US$ | 283.496 | 4.757.625.675 | 260.079 | 4.203.393.242 | Cash and cash equivalents |
| Jumlah Aset | | | 4.757.625.675 | | 4.203.393.242 | Total Assets |
| Liabilitas | | | | | | Liabilities |
| Liabilitas Jangka Pendek | | | | | | Short term Liability |
| Utang usaha | US$ | 18.500 | 310.467.000 | 60.520 | 978.124.240 | Trade accounts payable |
| | SGD | 905 | 11.827.056 | 905 | 10.787.003 | |
| Liabilitas Jangka Panjang | | | | | | Long term Liability |
| Uang jaminan | US$ | 253.823 | 4.259.657.586 | 103.828 | 1.678.068.136 | Guarantee deposits |
| Jumlah Liabilitas | | | 4.581.951.642 | | 2.666.979.379 | Total Liabilities |
| Jumlah Aset - Bersih | | | 175.674.033 | | 1.536.413.863 | Net Assets |

Pada tanggal 31 Desember 2025 dan 2024, kurs konversi yang digunakan Grup diungkapkan pada Catatan 2 atas laporan keuangan konsolidasian.

As of December 31, 2025 and 2024, the conversion rates used by the Group were disclosed in Note 2 to consolidated financial statements.

## 49. Kerjasama Operasi

### Badan Kerjasama Mutiara Buana

Berdasarkan Akta No. 12 tanggal 29 April 2006 dari Saniwati Suganda, S.H., notaris di Jakarta, tentang perubahan kedua dan pernyataan kembali Perjanjian Badan Pengurus Kerjasama telah disepakati antara THI dan PT Global Ekabuana (GE) hal-hal sebagai berikut:

- Badan Kerjasama yang terbentuk diberi nama Badan Kerjasama Mutiara Buana (BKMB), berkedudukan di Jakarta.
- BKMB didirikan untuk melaksanakan pengembangan dan pembangunan proyek apartemen terletak di Pantai Mutiara Blok V dan W, Jakarta Utara di atas tanah seluas 62.625 $m^2$.
- THI dan GE akan memberikan kontribusinya secara merata terhadap kas BKMB untuk setiap penambahan modal.

## 49. Joint Operations

### Badan Kerjasama Mutiara Buana

Based on the Deed No. 12 dated April 29, 2006 of Saniwati Suganda, S.H., public notary in Jakarta, concerning the changes in and reinstatement of the BKMB Agreement, THI and PT Global Ekabuana (GE) agreed on the following:

- To establish a joint venture organization called Badan Kerjasama Mutiara Buana (BKMB), located in Jakarta.
- BKMB is established to carry out the development and construction of an apartment project at Pantai Mutiara Blok V and W, North Jakarta on 62,625 square meters area of land.
- THI and GE will contribute equally to BKMB in the form of cash.

– Seluruh pendapatan dari kerjasama ini termasuk tetapi tidak terbatas pada penjualan dan sewa unit-unit apartemen wajib disetorkan ke dalam rekening penampungan yang akan dibuka oleh BKMB.

– Berdasarkan nilai pemasukan dan kontribusi dari THI dan GE, maka perbandingan besarnya hak-hak dan liabilitas-liabilitas masing-masing dalam BKMB disetujui dan ditetapkan sebesar 50%.

– BKMB ini didirikan terhitung sejak tanggal penandatanganan Perjanjian Badan Pengurus Kerjasama untuk jangka waktu yang tidak ditentukan lamanya.

– All revenue from this joint venture including but not limited to the sales and rent of apartment units must be deposited in the bank account of BKMB.

– Based on the participation and contribution from THI and GE, the share in the rights and obligations in BKMB is 50% for each party.

– BKMB was established as of the date of signing of the Cooperation Board Agreement for an indefinite period of time.

## 50. Perkara Hukum

a. PT Taman Harapan Indah (THI), entitas anak, mengajukan tiga (3) gugatan kepada pihak-pihak ketiga, yaitu:

1) Gugatan kepada Gubernur DKI Jakarta di Pengadilan Tata Usaha Negara (PTUN) Jakarta dalam kaitannya dengan Keputusan Gubernur DKI Jakarta No. 1409 Tahun 2018 tanggal 6 September 2018 yang mencabut Surat Keputusan Gubernur DKI Jakarta No. 2637 Tahun 2015 tanggal 30 November 2015 tentang Pemberian Izin Pelaksanaan Reklamasi Pulau H kepada THI (Catatan 45.b). Sengketa ini terdaftar dengan No. 24/G/2019/PTUN Jakarta dan dalam proses banding karena Gubernur DKI Jakarta keberatan terhadap putusan PTUN Jakarta yang memenangkan gugatan THI.

Banding telah diputus PTUN Jakarta pada tanggal 2 Desember 2019 dalam nomor putusan banding No. 268/B/2019/PTUN-JKT dengan putusannya, membatalkan putusan PTUN Jakarta No. 24/6/2019/PTUN tanggal 9 Juli 2019.

Atas putusan tersebut, pada tanggal 23 Desember 2019, THI telah mengajukan kasasi ke Mahkamah Agung. Hasil kasasi ini diputuskan oleh Mahkamah Agung dengan surat putusan No. 227/K/TUN/2020 tanggal 4 Juni 2020 dengan putusannya menolak permohonan kasasi THI.

## 50. Litigation

a. PT Taman Harapan Indah (THI), a subsidiary, filed three (3) lawsuits against third parties, follows:

1) Lawsuit against the Governor of DKI Jakarta at the Court of Tata Usaha Negara (PTUN) Jakarta in connection with the Decree of the Governor of DKI Jakarta No. 1409 Year 2018 dated September 6, 2018 which revoked the Decree of the Governor of DKI Jakarta No. 2637 Year 2015 dated November 30, 2015 concerning Granting of Permit for Pulau H Reclamation Implementation to THI (Note 45.b). This dispute is registered with No. 24/G/2019/PTUN Jakarta and in the appeal process because of the Governor of DKI Jakarta objected to the PTUN Jakarta's decision which THI won the lawsuit.

The appeal has been decided by PTUN Jakarta on December 2, 2019 in the appeal decision number No. 268/B/2019/PTUN-JKT with its decision, canceling the decision of PTUN Jakarta No. 24/6/2019/PTUN on July 9, 2019.

In lieu of this decision, THI has filed another appeal to the Supreme Court on December 23, 2019. The Supreme Court issued the decision letter No. 227/K/TUN/2020 dated June 4, 2020 with the decision rejecting THI's appeal.

THI melalui kuasa hukumnya melakukan upaya hukum dengan mengajukan Peninjauan Kembali (PK) atas Putusan MA tersebut. Hasil PK ini diputuskan oleh Mahkamah Agung dengan surat putusan No. 84/PK/TUN/2021 tanggal 19 Agustus 2021 dengan putusannya membatalkan hasil Putusan Mahkamah Agung No. 227/K/TUN/2020 tanggal 4 Juni 2020 dan Keputusan Gubernur DKI Jakarta No. 1409 Tahun 2018 tanggal 6 September 2018 tentang pemberian izin pelaksanaan reklamasi Pulau H kepada THI.

Atas hasil putusan PK tersebut, manajemen THI telah mengirimkan surat kepada Gubernur DKI Jakarta pada tanggal 14 Desember 2021 meminta permohonan arahan selanjutnya atas proses dan prosedur yang harus ditempuh terkait dengan pelaksanaan reklamasi Pulau H. Manajemen THI telah menerima tanggapan surat tersebut dari Gubernur DKI Jakarta pada tanggal 8 Juni 2022 yang berisikan penegasan bahwa pada prinsipnya Pemerintah Provinsi DKI Jakarta taat hukum dan ketentuan peraturan perundang-undangan serta menghormati hasil proses peradilan termasuk Putusan Peninjauan Kembali Mahkamah Agung Republik Indonesia Nomor 84 PK/TUN/2021 tanggal 19 Agustus 2021.

2) Gugatan kepada Badan Pertanahan Nasional (BPN) terkait Surat Keputusan No. 1/PTT-HGB/KEM-ART/BPN/IV/2019 tanggal 22 April 2019 dari Kementrian Agraria yang menetapkan tanah milik THI di Tegal Ratu, Ciwandan dengan SHGB No. 17 dan luas tanah 68.028 m2 sebagai tanah terlantar. PTUN Jakarta memenangkan gugatan THI berdasarkan Putusan No. 159/G/2019/PTUN/JKT. Perkara ini masih berlanjut oleh karena BPN melakukan banding atas putusan tersebut dan saat ini sedang dalam pemeriksaan di tingkat Mahkamah Agung. Adapun jumlah nilai tanah yang dipersengketakan sebesar Rp 20.581.115.316.

THI through its legal counsel took legal action by submitting a Judicial Review (PK) of the Supreme Court's Decision. The result of this PK were decided by the Supreme Court with a decision letter No. 84/PK/TUN/2021 dated August 19, 2021 with its decision cancelling the results of the Supreme Court's Decision No. 227/K/TUN/2020 dated June 4, 2020 and the Decree of the Governor of DKI Jakarta No. 1409 Year 2018 dated September 6, 2018 concerning the granting of permits for the reclamation of Pulau H to THI.

Based on the results of the PK decision, THI management has sent a letter to the Governor of DKI Jakarta on December 14, 2021 request for further directions on the processes and procedures that must be followed in relation to the implementation of the reclamation of Pulau H. THI management has received a response to the letter from the Governor of DKI Jakarta on June 8, 2022 which contains an affirmation that in principle the Provincial Government of DKI Jakarta obeys the law and the provisions of laws and regulations and respect the results of the judicial process including the Judicial Review Decision of the Supreme Court of the Republic of Indonesia Number 84 PK/TUN/2021 dated August 19, 2021.

2) Lawsuit against Badan Pertanahan Nasional (BPN) regarding Decree No. 1/PTT-HGB/KEM-ART/BPN/IV/2019 dated April 22, 2019 from the Agrarian Ministry which established THI's land in Tegal Ratu, Ciwandan with SHGB No. 17 and with total area of 68,028 square meters, as an abandoned land. PTUN Jakarta won the THI lawsuit based on Decision No. 159/G/2019/PTUN/JKT. This case is still ongoing because BPN has appealed the decision and is currently being investigated at the Supreme Court level. The total dispute land value amounted to Rp 20,581,115,316.

3) Gugatan kasasi kepada Kudun, Muryati, dan Mawi (ahli waris dari Hj. Alimah Suja alias Alisma Sudja) (Tergugat) terkait putusan Pengadilan Tinggi DKI Jakarta No. 244/Pdt/2021/PT DKI tanggal 30 Juli 2021 yang menetapkan bahwa objek sengketa berdasarkan SHM Nomor 02282 atas nama Alisma Sudja adalah milik sah Tergugat. Bahwa perbuatan Penggugat yang telah menguasai tanah objek sengketa sejak tahun 1989, tanpa alas hak yang sah berupa surat peralihan hak dari pemilik kepada Penggugat adalah perbuatan melawan hukum. Perkara sudah diputus pada tanggal 30 November 2022 dengan hasil putusannya menolak permohonan kasasi Penggugat. Atas putusan kasasi tersebut, Penggugat berencana mengajukan Peninjauan Kembali ke Mahkamah Agung. Sampai dengan tanggal penyelesaian laporan keuangan konsolidasian, perkara tersebut masih dalam proses pengajuan Peninjauan Kembali. Adapun jumlah nilai tanah yang dipersengketakan sebesar Rp 15.600.000.000.

3) Lawsuit against Kudun, Muryati, and Mawi (heirs of Hj. Alimah Suja as known as Alisma Sudja) (Defendant) regarding the decision of the DKI Jakarta High Court No. 244/Pdt/2021/PT DKI dated July 30, 2021 which stipulates that the object dispute based on SHM Number 02282 in the name of Alisma Sudja is the legal property of the Defendant. That the actions of the Plaintiff, who has controlled the land subject to dispute since 1989, without a legal basis in the form of a letter of transfer of rights from the owner to the Plaintiff, is an unlawful act. The case was decided on November 30, 2022 with the result of the decision rejecting the Plaintiff's cassation request. Based on the cassation decision, the Plaintiff plans to submit a judicial review to the Supreme Court. As of the completion date of the consolidated financial statements, the case is still in the process of submitting a judicial review. The total value of the dispute is Rp 15,600,000,000.

b. Terkait perkara hukum yang berkaitan dengan pengelolaan dan penggunaan dana investasi, salah satu terpidana dalam kasus tersebut telah dijatuhi hukuman pidana tambahan berupa pembayaran uang pengganti pada 26 Februari 2021. Namun, hingga batas waktu yang ditentukan, pembayaran tersebut belum direalisasikan. Pada tahun 2023, Kejaksaan Negeri Jakarta Pusat dan Pusat Pemulihan Aset Kejaksaan Agung RI, secara keliru dan tanpa dasar hukum yang jelas melakukan sita eksekusi atas aset tanah milik PT Perkasalestari Utama (PLU), entitas anak, yaitu 6 bidang tanah di Desa Buaran – Pakuhaji seluas 25.590 m2 dan 8 bidang tanah di Desa Kayu Agung – Sepatan seluas 17.025 m2. Penyitaan ini didasarkan pada anggapan bahwa tanah tersebut merupakan bagian dari aset yang terkait dengan perkara tersebut. Namun, faktanya, PLU memperoleh tanah tersebut melalui transaksi jual beli dengan PT Permata Ratna Mulia (PRM) pada tahun 2010. PRM sendiri tidak memiliki keterkaitan, baik secara langsung maupun tidak langsung, dengan pihak yang terlibat dalam perkara tersebut.

b. Regarding the legal case related to the management and use of investment funds, one of the convicts in the case has been sentenced to additional criminal penalties in the form of payment of compensation on February 26, 2021. However, until the specified deadline, the payment was not realized. In 2023, the Central Jakarta District Attorney's Office and the Attorney General's Office of the Republic of Indonesia's Asset Recovery Center, wrongly and without a clear legal basis, carried out an execution seizure of land assets belonging to PT Perkasalestari Utama (PLU), a subsidiary, totaling 6 plots of land in Buaran Village – Pakuhaji covering an area of 25,590 m2 and 8 plots of land in Kayu Agung Village – Sepatan covering 17,025 m2. This arrangement is based on the assumption that the land is part of the assets related to the case. However, in fact, PLU obtained the land through a sale and purchase transaction with PT Permata Ratna Mulia (PRM) in 2010. PRM itself has no connection, either directly or indirectly, with the party involve in the case.

Atas dasar ini, PLU dan Perusahaan telah mengajukan gugatan perbuatan melawan hukum, yang telah terdaftar dalam perkara nomor 12/Pdt.G/2024/PN di Pengadilan Negeri Jakarta Pusat. Hasil putusan dari Pengadilan Negeri Jakarta Pusat menyatakan menolak gugatan PLU dan Perusahaan. Atas putusan ini, PLU dan Perusahaan mengajukan banding dan kemudian kasasi. Sampai dengan tanggal penyelesaian laporan keuangan konsolidasian, perkara tersebut masih menunggu dalam proses pemeriksaan kasasi di Mahkamah Agung.

Potensi kerugian akibat perkara tersebut, berdasarkan estimasi nilai objek tanah yang disita secara keliru, mencapai Rp 17.241.901.155.

On this basis, PLU and the Company have filed a lawsuit for unlawful acts which has been registered in case number 12/Pdt.G/2024/PN at the Central Jakarta District Court. The decision of the Central Jakarta Disctrict Court stated that it rejected PLU and the Company's lawsuit. Regarding this decision, PLU and the Company filed an appeal and subsequently a cassation. As of the date of completion of the consolidated financial statements, the case is still pending cassation examination process at the Supreme Court.

The potential loss due to the case, based on the estimated value of the land object that was wrongly confiscated, reached Rp 17,241,901,155.

c. PT Raharja Mitra Familia (RMF), entitas anak, menghadapi dua (2) gugatan dari pihak-pihak ketiga, yaitu:

1) Gugatan dari pihak ketiga berdasarkan perkara No. 146/Pdt.G/2023/ PN.Jkt.Pst tanggal 1 Maret 2023 terkait sebidang tanah seluas 1.103,66 m2 yang terletak di Kebon Melati. Pada tanggal 16 November 2023 putusan Pengadilan Negeri menyatakan putusan sela. Penggugat kemudian melakukan banding pada tanggal 12 Desember 2023. Pada tanggal 23 Juli 2024, Pengadilan Tinggi mengeluarkan putusan untuk menyetujui putusan sela Pengadilan Negeri. Penggugat kemudian mengajukan kasasi pada tanggal 2 September 2024 dengan hasil putusannya permohonan kasasi ditolak pada tanggal 9 Oktober 2025.

2) Gugatan dari pihak ketiga berdasarkan perkara No. 177/Pdt.G/2023/ PN.Jkt.Pst tanggal 19 Maret 2024 terkait sebidang tanah seluas 29.855 m2 yang terletak di Kebon Melati yang tidak dimiliki seluruhnya oleh RMF. Penggugat meminta sita jaminan terhadap tanah tersebut. Pada tanggal 21 November 2024, Pengadilan Negeri mengabulkan permintaan sita jaminan untuk tanah seluas 17.510 m2 yang bukan merupakan milik RMF.

Banding telah diputus Pengadilan Tinggi Jakarta pada tanggal 26 Mei 2025 dalam nomor putusan banding No. 565/PDT/2025/PT DKI dengan putusannya, membatalkan putusan Pengadilan Negeri Jakarta Pusat No. 177/Pdt.G/2023/PN.Jkt.Pst tanggal 19 Maret 2024 dan membatalkan sita jaminan.

c. PT Raharja Mitra Familia (RMF), a subsidiary, facing two (2) lawsuits from third parties, follows:

1) A lawsuit from a third party under case No. 146/Pdt.G/2023/PN.Jkt.Pst dated March 1, 2023, related to a plot of land measuring 1,103.66 m2 located in Kebon Melati. On November 16, 2023, the District Court issued an interim rulling. The plaintiff then filed an appeal on December 12, 2023. On July 23, 2024, the High Court issued a decision upholding the District Court's interim rulling. The plaintiff subsequently filed a cassation on September 2, 2024 and the decision rejecting the cassation application was rendered on October 9, 2025.

2) A lawsuit from a third party based on case No. 177/Pdt. G/2023/PN.Jkt.Pst dated March 19, 2024, related to a plot of land measuring 29,855 m2 located in Kebon Melati that is not fully owned by RMF. The plaintiff is requesting a lien on the land. On November 21, 2024, the District Court granted the request for a lien on 17,510 m2 of land, that is not owned by RMF.

The appeal has been decided by High Court Jakarta on May 26, 2025 in the appeal decision number No. 565/PDT/2025/PT DKI with its decision, canceling Central Jakarta District Court decision No. 177/Pdt.G/2023/PN.Jkt.Pst dated March 19, 2024 and canceling the lien on the land.

Penggugat kemudian mengajukan kasasi pada tanggal 18 Juni 2025 dengan hasil putusan kasasi Nomor 4673 K/PDT/2025 tertanggal 12 November 2025 menguatkan Putusan Pengadilan Tinggi Jakarta dan telah berkekuatan hukum tetap.

The plaintiff subsequently filed a cassation on June 18, 2025, and the cassation decision Number 4673 K/PDT/2025 dated November 12, 2025, upheld High Court Jakarta Decision and has obtained permanent legal force.

d. PT Intiland Grande (IG), entitas anak, mengajukan gugatan perbuatan melawan hukum kepada pihak-pihak ketiga, dalam Perkara Perdata No. 196/Pdt.G/2024/PN.Sby di Pengadilan Negeri Surabaya pada tanggal 15 Februari 2024 terkait dengan sengketa kepemilikan atas 10 (sepuluh) bidang tanah yang telah bersertifikat dalam bentuk Sertifikat Hak Guna Bangunan (SHGB) dengan jumlah seluas kurang lebih 48.704 m2 yang terletak di Surabaya. Pada tanggal 10 Desember 2024, Pengadilan Negeri Surabaya memutuskan dan menyatakan Pengadilan Negeri Surabaya tidak berwenang memeriksa dan mengadili perkara ini.

d. PT Intiland Grande (IG), a subsidiary, filed a claim for an unlawful act against third parties in Civil Case No. 196/Pdt.G/2024/PN.Sby at the Surabaya District Court on February 15, 2024, in connection with a dispute over the ownership of 10 (ten) parcels of land that are certified under Building Use Rights Certificates (SHGB), with a total area of approximately 48,704 m2, located in Surabaya. On December 10, 2024, the Surabaya District Court rendered a decision declaring that it does not have the authority to examine and adjudicate the case.

Pada tanggal 23 Desember 2024, IG kemudian mengajukan Permohonan Banding ke Pengadilan Tinggi Surabaya dengan hasil keputusannya membatalkan Putusan Pengadilan Negeri Surabaya No. 196/Pdt.G/2024/PN.Sby dan memerintahkan Pengadilan Negeri Surabaya untuk melakukan pemeriksaan pokok perkara. Kemudian pada tanggal 23 Juli 2025, Pengadilan Tinggi Surabaya mengeluarkan putusan akhir pada Tingkat Banding yang menyatakan bahwa Tergugat telah melakukan perbuatan melawan hukum terhadap Penggugat dan bahwa Penggugat adalah pemilik sah atas 10 (sepuluh) bidang tanah seluas kurang lebih 48.704 m2 yang terletak di Surabaya.

On December 23, 2024, IG subsequently filed an appeal with the Surabaya High Court, which resulted in a decision overturning the Surabaya District Court Decision No. 196/Pdt.G/2024/PN.Sby and ordering the Surabaya District Court to examine the merits of the case. Subsequently, on July 23, 2025, the Surabaya High Court issued a final appellate decision, declaring that the Defendant had committed an unlawful act against the Plaintiff and that the Plaintiff is the lawful owner of 10 (ten) parcels of land with a total area of approximately 48,704 m2, located in Surabaya.

Terhadap Putusan Pengadilan Tinggi Surabaya No. 69/PDT/2025/PT.Sby tertanggal 23 Juli 2025, Tergugat mengajukan Permohonan Kasasi terhadap Putusan Pengadilan Tinggi Surabaya dan diikuti dengan menyerahkan Memori Kasasi pada tanggal 20 Agustus 2025. Sampai dengan tanggal penyelesaian laporan keuangan konsolidasian, Mahkamah Agung Republik Indonesia belum memberitahukan hasil Putusan Tingkat Kasasi kepada para pihak.

With respect to the Surabaya High Court Decision No. 69/PDT/2025/PT.Sby dated July 23, 2025, the Defendant filed a petition for cassation against the Surabaya High Court decision, followed by the submission of the Cassation Memodandum on August 20, 2025. As of the date of completion of the consolidated financial statements, the Supreme Court of the Republic of Indonesia has not yet notified the parties of the outcome of the cassation decision.

## 51. Reklasifikasi Akun

Beberapa akun dalam laporan keuangan konsolidasian tahun 2024 telah direklasifikasi agar sesuai dengan penyajian laporan keuangan konsolidasian tahun 2025, sebagai berikut:

## 51. Reclassification of Accounts

Certain accounts in the 2024 consolidated financial statements have been reclassified to conform with the 2025 consolidated financial statement presentation. A summary of such accounts is as follows:

| | 31 Desember 2024/*December 31, 2024* | | |
|---|---|---|---|
| | Sesudah Reklasifikasi/*After Reclassification* | Sebelum Reklasifikasi/*Before Reclassification* | |
| Laporan posisi keuangan konsolidasian | | | Consolidated statement of financial position |
| Aset lancar | | | Current assets |
| Kas dan deposito yang dibatasi penggunaannya | 290.779.797.975 | - | Restricted cash and time deposits |
| Aset keuangan lainnya | - | 290.779.797.975 | Other financial assets |
| Aset tidak lancar | | | Noncurrent assets |
| Kas dan deposito yang dibatasi penggunaannya | 59.455.674.705 | - | Restricted cash and time deposits |
| Aset keuangan lainnya | - | 59.455.674.705 | Other financial assets |
| Liabilitas jangka pendek | | | Current liabilities |
| Pinjaman dari pihak ketiga | 26.817.072.140 | - | Loans from third parties |
| Utang lain-lain | 23.793.924.402 | 50.610.996.542 | Other accounts payable |
| Liabilitas jangka panjang | | | Noncurrent liabilities |
| Pinjaman dari pihak ketiga | 62.387.705.683 | - | Loans from third parties |
| Utang lain-lain | 325.749.268.023 | 388.136.973.706 | Other accounts payable |

Reklasifikasi diatas tidak mempengaruhi laporan laba rugi dan penghasilan komprehensif lain konsolidasian Grup tahun 2025.

The above reclassifications did not affect the 2025 consolidated statement of profit or loss and other comprehensive income of the Group.

## 52. Pengungkapan Tambahan Laporan Arus Kas Konsolidasian

Aktivitas investasi dan pendanaan yang tidak mempengaruhi kas dan setara kas:

## 52. Supplemental Disclosures on Consolidated Statements of Cash Flows

The following are the noncash investing and financing activities of the Group:

| | 2025 | 2024 | |
|---|---|---|---|
| Reklasifikasi persediaan ke aset tetap | 245.018.948.009 | - | Reclassification of inventories to property and equipment |
| Reklasifikasi persediaan ke properti investasi | 17.656.796.262 | 54.917.221.104 | Reclassification of inventories to investment properties |
| Reklasifikasi properti investasi ke persediaan | 7.693.098.809 | - | Reclassification of investment properties to inventories |
| Reklasifikasi uang muka investasi ke investasi | 3.870.000.000 | - | Reclassification of advances for stock investments to investments |
| Reklasifikasi properti investasi ke tanah belum dikembangkan | 826.844.498 | 59.305.436.529 | Reclassification of investment properties to land for development |
| Penambahan aset tetap melalui utang pembiayaan konsumen | 643.100.000 | 218.387.487 | Acquisition of property and equipment through consumer finance payables |
| Reklasifikasi aset tetap ke persediaan | 128.601.821 | - | Reclassification of property and equipment to inventories |
| Konversi utang lain-lain menjadi uang muka investasi entitas anak | - | 3.953.700.000 | Conversion of other payable into advances for investment in subsidiary |
| Reklasifikasi properti investasi ke aset tetap | - | 2.054.674.618 | Reclassification of investment properties to property and equipment |

## 53. Rekonsiliasi Liabilitas Konsolidasian yang Timbul dari Aktivitas Pendanaan

Tabel di bawah ini menjelaskan perubahan dalam liabilitas konsolidasian Grup yang timbul dari aktivitas pendanaan, yang meliputi perubahan terkait kas dan non-kas pada tanggal 31 Desember 2025 dan 2024. Liabilitas yang timbul dari aktivitas pendanaan adalah aktivitas arus kas, atau arus kas masa depan, yang diklasifikasikan dalam laporan arus kas konsolidasian Grup sebagai arus kas dari aktivitas pendanaan.

## 53. Reconciliation of Consolidation Liabilities Arising from Financing Activities

The table below details changes in the Group's consolidation liabilities arising from financing activities, including both cash and non-cash changes as of December 31, 2025 and 2024. Liabilities arising from financing activities are those for which cash flows were, or future cash flows will be, classified in the Group's consolidated statement of cash flows as cash flows from financing activities.

| | 1 Januari 2025/ *January 1, 2025* | Arus Kas Pendanaan/ *Financing Cash Flows* *) | Perubahan Non Kas/ *Non-Cash Changes*: Amortisasi biaya transaksi/ *Amortization of transaction costs* **) | Perubahan Non Kas/ *Non-Cash Changes*: Pembelian aset tetap melalui utang pembiayaan konsumen/ *Acquisition of property and equipment through consumer finance payables* | 31 Desember 2025/ *December 31, 2025* | |
|---|---|---|---|---|---|---|
| Utang bank jangka pendek | 1.045.556.048.076 | (279.341.142.156) | 317.864.447 | - | 766.532.770.367 | Short-term bank loans |
| Pinjaman dari pihak ketiga | 89.204.777.823 | 118.546.728.908 | - | - | 207.751.506.731 | Loans from third parties |
| Pinjaman jangka panjang | 2.690.630.688.452 | 33.562.869.676 | (409.984.884.541) | - | 2.314.208.673.587 | Long-term bank loans |
| Utang sukuk ijarah | 372.556.207.453 | (375.000.000.000) | 2.443.792.547 | - | - | Sukuk ijarah payables |
| Utang pembiayaan konsumen | 281.428.469 | (318.933.821) | - | 643.100.000 | 605.594.648 | Consumer finance payables |
| Jumlah liabilitas dari aktivitas pendanaan | 4.198.229.150.273 | (502.550.477.393) | (407.223.227.547) | 643.100.000 | 3.289.098.545.333 | Total liabilitas from financing activities |

*) Arus kas dari utang bank jangka pendek, pinjaman dari pihak ketiga, dan pinjaman jangka panjang merupakan jumlah bersih dari penerimaan dan pembayaran pinjaman dalam laporan arus kas konsolidasian./
*The cash flows from short-term bank loans, loan from third parties, and long-term bank loans represent the net amount of proceeds and payments of borrowings in the consolidated statements of cash flows.*

**) Merupakan amortisasi biaya transaksi dan dampak restrukturisasi utang bank./
*Represent the amortization of transaction cost and the impact of bank loan restructuring.*

| | 1 Januari 2024/ *January 1, 2024* | Arus Kas Pendanaan/ *Financing Cash Flows* *) | Perubahan Non Kas/ *Non-Cash Changes*: Amortisasi biaya transaksi/ *Amortization of transaction costs* **) | Perubahan Non Kas/ *Non-Cash Changes*: Pembelian aset tetap melalui utang pembiayaan konsumen/ *Acquisition of property and equipment through consumer finance payables* | Perubahan Non Kas/ *Non-Cash Changes*: Konversi utang lain-lain menjadi modal/ *Conversion of other payable into paid-in capital* | 31 Desember 2024/ *December 31, 2024* | |
|---|---|---|---|---|---|---|---|
| Utang bank jangka pendek | 1.248.879.609.582 | (204.862.188.987) | 1.538.627.481 | - | - | 1.045.556.048.076 | Short-term bank loans |
| Pinjaman dari pihak ketiga | 120.135.910.183 | (30.245.467.244) | 3.268.034.884 | - | (3.953.700.000) | 89.204.777.823 | Loans from third parties |
| Pinjaman jangka panjang | 2.983.528.065.883 | 7.741.632.509 | (300.639.009.940) | - | - | 2.690.630.688.452 | Long-term bank loans |
| Utang sukuk ijarah | 492.850.604.774 | (125.000.000.000) | 4.705.602.679 | - | - | 372.556.207.453 | Sukuk ijarah payables |
| Utang pembiayaan konsumen | 191.867.892 | (128.826.910) | - | 218.387.487 | - | 281.428.469 | Consumer finance payables |
| Jumlah liabilitas dari aktivitas pendanaan | 4.845.586.058.314 | (352.494.850.632) | (291.126.744.896) | 218.387.487 | (3.953.700.000) | 4.198.229.150.273 | Total liabilitas from financing activities |

*) Arus kas dari utang bank jangka pendek, pinjaman dari pihak ketiga, dan pinjaman jangka panjang merupakan jumlah bersih dari penerimaan dan pembayaran pinjaman dalam laporan arus kas konsolidasian./
*The cash flows from short-term bank loans, loans from third parties, and long-term bank loans represent the net amount of proceeds and payments of borrowings in the consolidated statements of cash flows.*

**) Merupakan amortisasi biaya transaksi dan dampak restrukturisasi utang bank./
*Represent the amortization of transaction cost and the impact of bank loan restructuring.*

## 54. Perubahan Pernyataan Standar Akuntansi Keuangan

Diterapkan pada tahun 2025

Penerapan amendemen PSAK No. 221, "Pengaruh Perubahan Kurs Valuta Asing" terkait kondisi ketika suatu mata uang tidak tertukarkan, yang berlaku efektif 1 Januari 2025 dan relevan bagi Grup, tidak menyebabkan perubahan material terhadap jumlah-jumlah yang dilaporkan dalam laporan keuangan konsolidasian.

Telah diterbitkan namun belum berlaku efektif

Standar baru dan amendemen standar akuntansi keuangan yang telah diterbitkan yang bersifat wajib untuk tahun buku yang dimulai pada atau setelah:

1 Januari 2026

- Amandemen PSAK No. 109, “Instrumen Keuangan” dan PSAK No. 107, “Instrumen Keuangan: Pengungkapan” tentang klasifikasi dan pengukuran instrumen keuangan
- Amandemen PSAK No. 107, “Instrumen Keuangan: Pengungkapan” - Keuntungan atau Kerugian pada Penghentian Pengakuan
- Amandemen Panduan Implementasi PSAK No. 107, “Instrumen Keuangan: Pengungkapan” - Pendahuluan; Pengungkapan Risiko Kredit; dan Pengungkapan Perbedaan Tertunda antara Nilai Wajar dan Harga Transaksi
- Amandemen PSAK No. 109, “Instrumen Keuangan” - Klasifikasi dan Pengukuran Instrumen Keuangan - Penghentian Pengakuan Kewajiban Sewa; dan Harga Transaksi
- Amandemen PSAK No. 207, “Laporan Arus Kas” - Metode Biaya

1 Januari 2027

- PSAK No. 118, ”Penyajian dan Pengungkapan dalam Laporan Keuangan”

Sampai dengan tanggal penerbitan laporan keuangan konsolidasian, Grup masih mempelajari dampak yang mungkin timbul dari penerapan standar baru dan amandemen terhadap laporan keuangan konsolidasian Grup.

## 54. Changes to the Statements of Financial Accounting Standards

Adopted during 2025

The implementation of amendments to PSAK No. 221, "The Effect of Changes in Foreign Exchange Rates" regarding to conditions when a currency is not exchangeable, which is effective from January 1, 2025 and relevant for the Group, had no material impact on the amounts reported in the consolidated financial statements.

Issued but not yet effective

The new standards and amendments to financial accounting standards issued that are mandatory for the financial year beginning or after:

January 1, 2026

- Amendment to PSAK No. 109, “Financial Instruments” and PSAK No. 107, “Financial Instrument: Disclosure” about classification and measurement of financial instruments.
- Amendment of PSAK No. 107, “Financial Instrument: Disclosure” - Gain or Loss on Derecognition
- Amendment to Guidance on Implementing PSAK No. 107, “Financial Instruments: Disclosures” - Introduction; Credit Risk Disclosures; and Disclosure of Deferred Difference between Fair Value and Transaction Price
- Amendment of PSAK No. 109, “Financial Instrument” - Classification and Measurement of Financial Instruments - Derecognition of Lease Liabilities; and Transaction Price
- Amendment of PSAK No. 207, “Statement of Cash Flows” - Cost Method

January 1, 2027

- PSAK No. 118, “Presentation and Disclosures in Financial Statements”

As at the authorization date of these consolidated financial statements, the Group is still evaluating the potential impact from the implementation of the new standards and amendments on the Group’s consolidated financial statements.

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