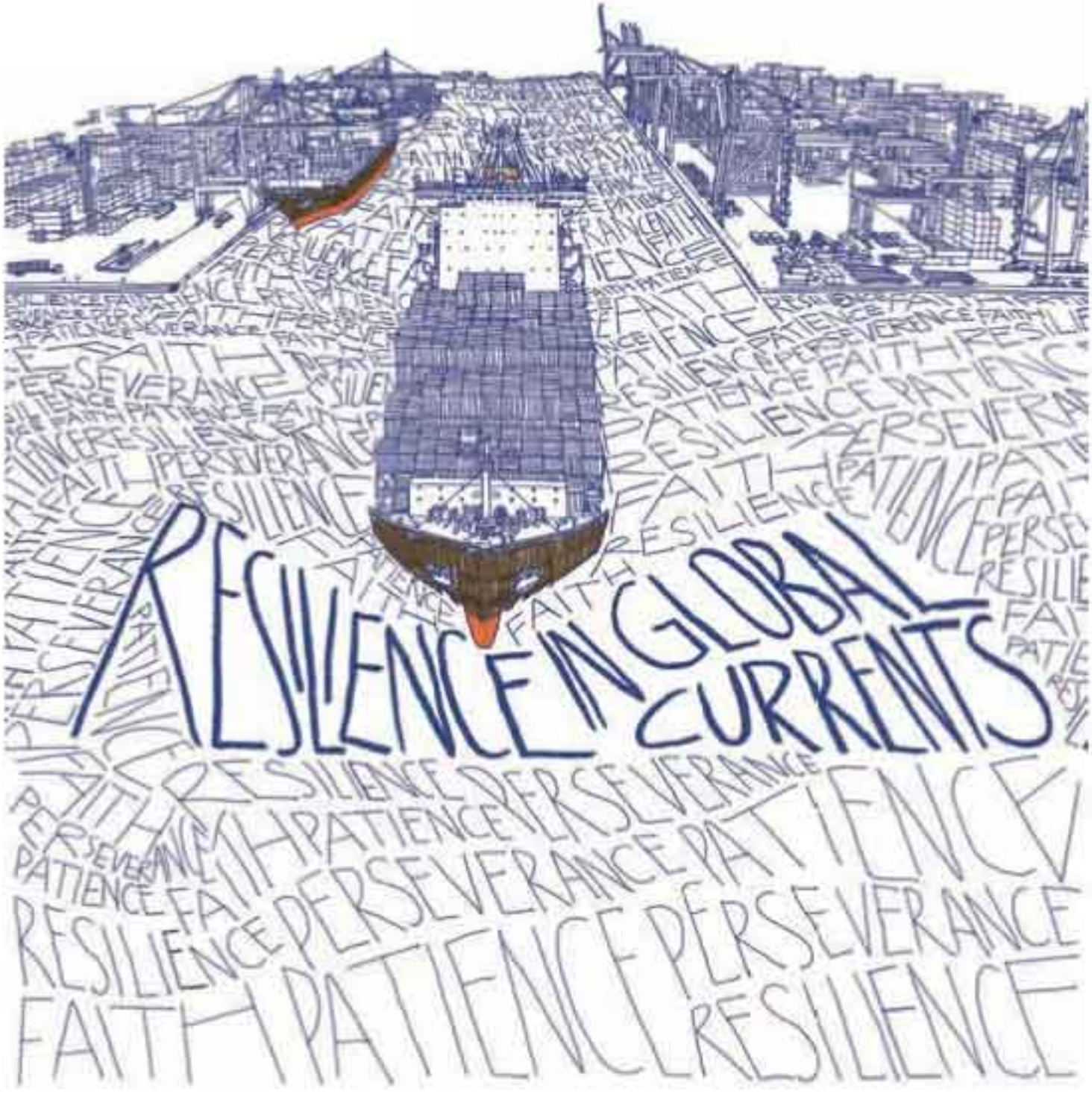
SAMUDERA



PT SAMUDERA INDONESIA TBK

2025 ANNUAL & SUSTAINABILITY REPORT

RESILIENCE IN GLOBAL CURRENTS

Reflecting the Company's ability to remain resilient and adaptive in sustaining its performance amid global dynamics and uncertainties, the Company has successfully maintained performance stability while capturing opportunities within a rapidly evolving environment. This resilience serves as a foundation for ensuring sustainable growth, long-term value creation, and positive contributions to all stakeholders.



Theme Continuity

2024

EXPANDING HORIZONS

The journey toward limitless new possibilities, opening pathways to broader and more innovative opportunities. Through mutually supportive collaborations, the Company has been able to overcome challenges and achieve higher goals, while creating a positive impact at every step. The Company remains committed to continuous growth, adapting to transformation, and exploring new horizons leading to greater achievements.

2023

SET TO THRIVE

Reflects the Company's commitment to moving forward with resilience in facing ever-changing challenges. The Company proactively adapts its strategies and operations not only to survive, but also to thrive amid fluctuating market conditions. With over seven decades of experience, the Company remains optimistic about leading the shipping and logistics industry.

2022

THOSE WHO CAN STEER, CAN SAIL IN ANY WIND

Like a ship navigating a vast ocean and amid crashing waves, the Company faces new challenges every year. As in sailing, while we cannot control the waves or the direction of the wind, we must be able to steer the ship towards its destination. With its experience and expertise, in the midst of significant challenges, the Company managed to achieve encouraging results in 2022.

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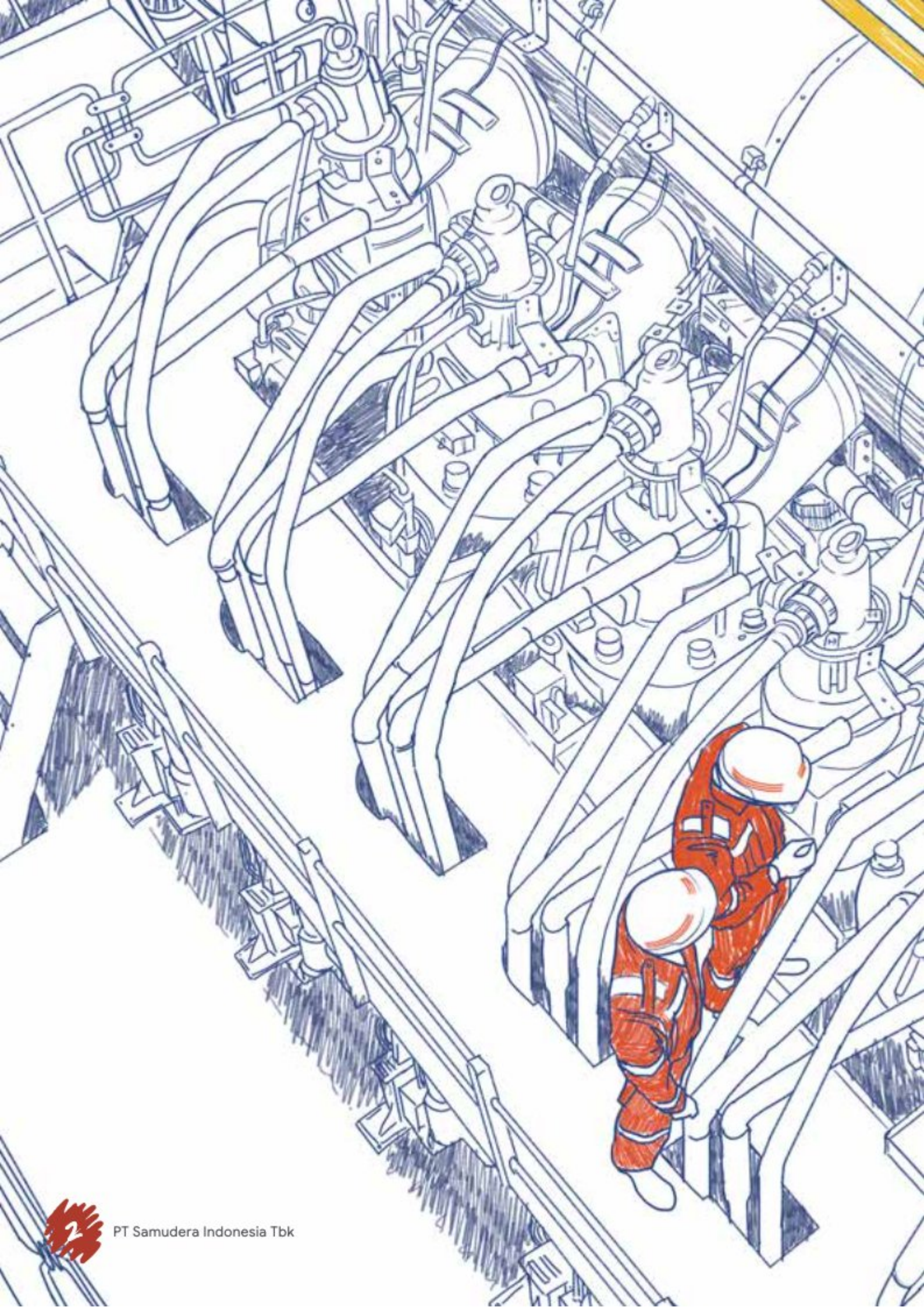
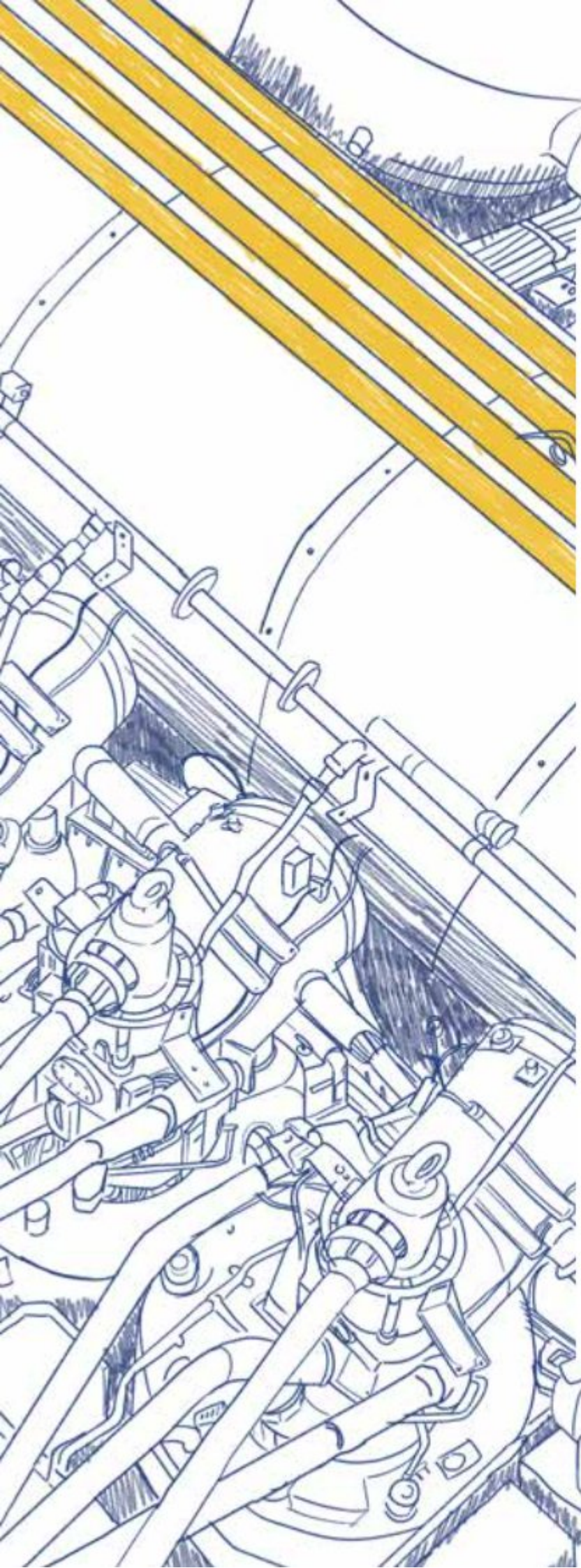




Disclaimer and Limitation of Liability

The Establishment of the Annual and Sustainability Report of the Company for the year 2025 uses standards as stipulated in Financial Services Authority Regulation No. 29/POJK.04/2016 concerning Annual Reports of Issuers or Public Companies, as well as Circular Letter of Financial Services Authority Regulation No. 16/ SEOJK.04/2021 regardingthe Form and Contents of Annual Report of Issuers or Public Companies, and Financial Services Authority Regulation No. 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies.

This annual report contains statements of financial condition, operational results, policies, projections, plans, strategies, and objectives of the Company.

The prospective statements in this Annual Report are subject to multiple assumptions on the most current and future conditions as well as the environment where Samudera conducts its business activities.

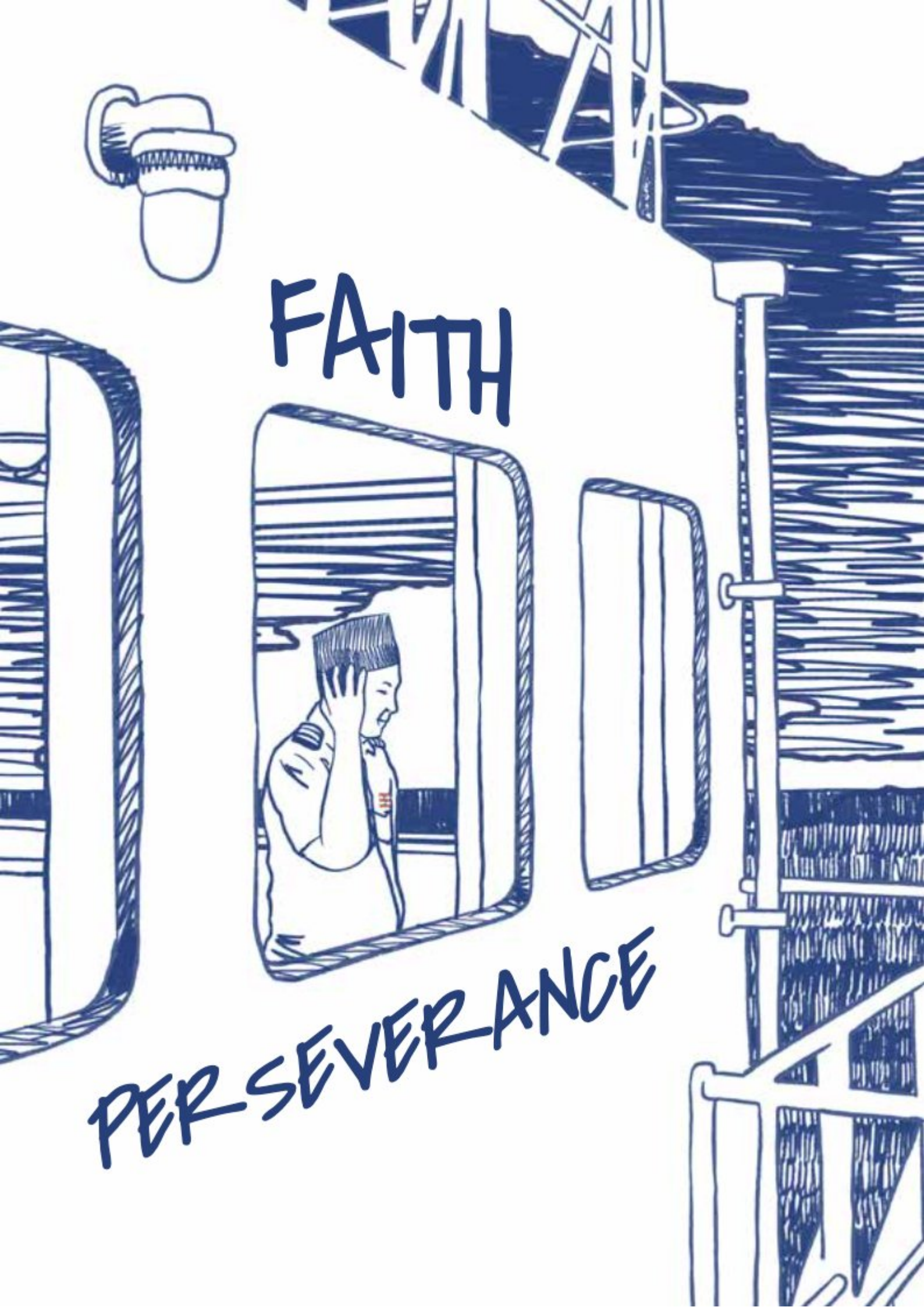
The financial data presented in this Annual and Sustainability Report are consolidated. Certain sustainability data presented may not yet cover all entities, however, it has already reflected the actual data.

This Annual and Sustainability Report contains the words "Samudera" and "the Company", which are the definition of PT Samudera Indonesia Tbk. This report is presented in bothIndonesian and English version, presented in separate publications. The Annual and Sustainability Report can be read and downloaded on the official website of Samudera at www.samudera.id.

Motto PATIENCE



RESILIENCE


FAITH
PERSEVERANCE

2025

Achievements

1 FINANCIAL PERFORMANCE

Net profit increased

3% reaching **USD52.1 million**





3 CAPITAL MARKET ACHIEVEMENT

Obtained single **A+** rating for the issuance of Sukuk Ijarah Phase II to support shipyard development in Madura

2 BUSINESS & STRATEGIC EXPANSION

- Launched a new international shipping **route India**
- Collaboration with **Imoto Lines**
- Development of shipyard at **Madura**
- Established joint venture to develop and operate **Patimban Port**
- Collaboration with **Eng kong Holdings Pte Ltd**

4 OPERATIONAL EXCELLENCE

Operates vessels equipped with green technology

5 ESG PERFORMANCE

Received ESG Risk Rating **20.5** (Medium Risk) from **Morningstar Sustainalytics**

Highligh




SINAR CARITA

FINANCIAL HIGHLIGHTS

Consolidated Statement of Profit or Loss and Other Comprehensive Income (in USD)

Description	2025	2024	2023
Service Revenue	801,694,731	737,405,211	772,404,229
Gross Profit	147,289,403	149,408,207	153,765,562
Profit for the Year	79,084,613	76,979,315	109,996,540
Profit for the Year Attributable to:			
Owners of the Parent Entity	52,050,752	50,702,939	74,588,339
Non-Controlling Interests	27,033,861	26,276,376	35,408,201
Total Comprehensive Income Attributable to:			
Owners of the Parent Entity	43,245,669	43,551,414	78,698,710
Non-Controlling Interests	26,702,986	26,074,933	35,391,742
Basic Earnings per Share	0.003	0.003	0.005
EBITDA	200,330,753	169,194,656	246,122,991

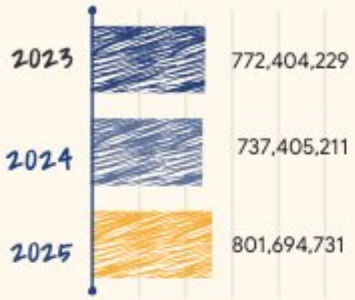
Consolidated Statement of Financial Position (in USD)

Description	2025	2024	2023
Investment in Associates and Joint Ventures	44,613,655	36,725,558	45,687,881
Total Assets	1,426,303,962	1,288,689,755	1,256,963,375
Total Liabilities	652,815,246	561,476,710	571,449,588
Total Equity	773,488,716	727,213,045	685,513,787

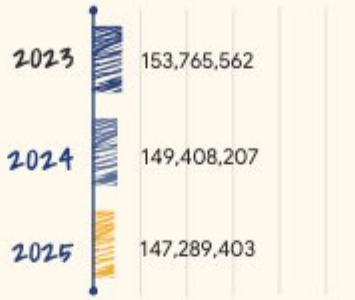
Financial Ratios (in %)

Description	2025	2024	2023
Return on Assets (ROA) Ratio	5.5	6.0	8.8
Return on Equity (ROE) Ratio	10.2	10.6	16.1
Gross Profit to Revenue Ratio	9.9	10.4	14.2
Current Ratio	216.0	271.8	240.1
Liabilities to Total Assets Ratio	45.8	43.6	45.5
Liabilities to Equity Ratio	84.4	77.2	83.4

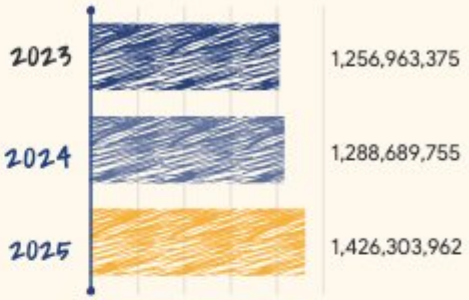
SERVICE REVENUES
(in USD)



GROSS PROFIT
(in USD)



ASSETS
(in USD)



SUSTAINABILITY PERFORMANCE HIGHLIGHTS

Economic Performance

Keterangan	Unit	2025	2024	2023
Economic Value Distributed	USD	767,427,733	702,712,248	774,457,169
Local Supplier Engagement	%	95.8	82.2	89.9

Environmental Performance

Keterangan	Unit	2025	2024	2023
Energy Consumption	GJ	6,570,542	5,266,313	5,328,391
Energy Intensity	GJ/Unit Vessel	177,582	117,029	121,100
Total Emissions 1, 2 & 3	Ton CO2eq	858,262	705,337	620,544
Emissions Intensity	Ton CO2eq/Unit Vessel	20,435	17,203	14,775
	Ton CO2eq/MUSD	1,070.6	956.5	803.4
Water Consumption	ML	100.9	37.1	32.7
Waste Generated	Ton	542.4	1,423.6	1,886.7

Social Performance

Description	Unit	2025	2024	2023
Total Employees	Person	5,079	4,895	4,721
Ratio of Female Employee	%	16.9	17.3	17.1
Employee Turnover	%	4.4	4.8	4.7
Training	Hours/Employee	22.5	14.2	9.5
Corporate Social Responsibility (CSR) Expenditure	IDR	13,367,258,405	24,523,238,153	20,126,829,428

SUKUK HIGHLIGHTS

Type of Securities	Principal Amount (IDR)	Coupon (%)	Annual Ijarah Fixed Return (IDR)	Security Maturity Date	Credit Rating Agency	Credit Rating
Continuity Sukuk Ijarah I Samudera Indonesia Phase I Year 2023 Series A	210,825,000,000	6.95	14,652,337,500	12/08/2024	Pefindo	idA+(sy)
Continuity Sukuk Ijarah I Samudera Indonesia Phase I Year 2023 Series B	339,175,000,000	9.45	32,052,037,500	02/08/2028	Pefindo	idA+(sy)
Continuity Sukuk Ijarah I Samudera Indonesia Phase II Year 2025	500,000,000,000	8.85	44,250,000,000	04/07/2030	Pefindo	idA+(sy)

STOCK HIGHLIGHTS

QUARTERLY STOCK TRADING SUMMARY

2024	Prices				Trade Volume	Outstanding Shares	Market Capitalization (IDR)
	Open	Closing	Lowest	Highest			
Q1	322	306	298	400	2,051,952,500	16,375,600,000	5,010,933,600,000
Q2	318	324	252	326	916,710,000	16,375,600,000	5,305,694,400,000
Q3	324	362	302	396	2,689,735,500	16,375,600,000	5,927,967,200,000
Q4	362	268	258	366	864,960,200	16,375,600,000	4,388,660,800,000

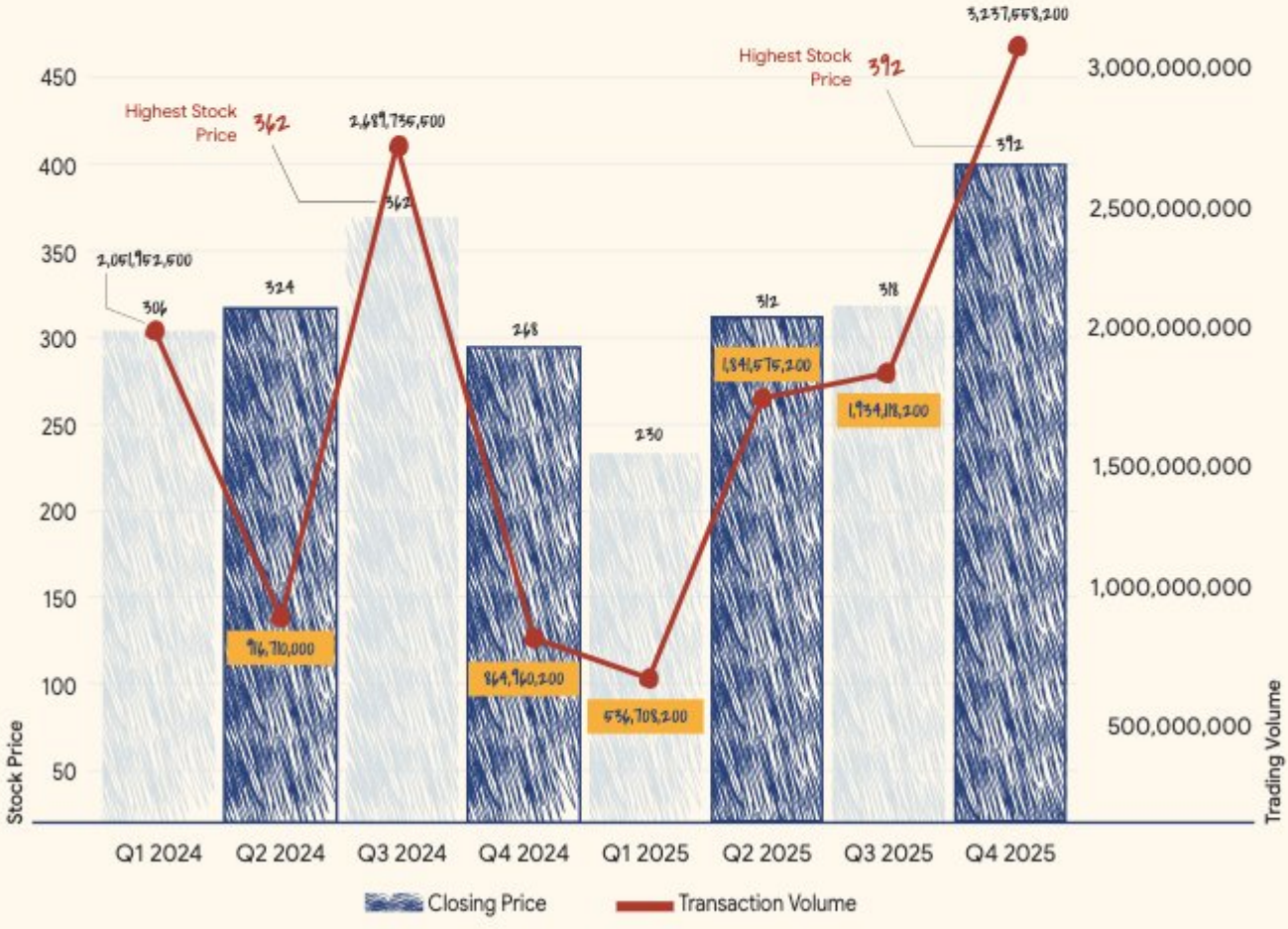
STOCK HIGHLIGHTS

QUARTERLY STOCK TRADING SUMMARY

2025	Prices				Trade Volume	Outstanding Shares	Market Capitalization (IDR)
	Open	Closing	Lowest	Highest			
Q1	270	230	216	292	536,708,200	16,375,600,000	3,766,388,000,000
Q2	212	312	192	368	1,841,575,200	16,375,600,000	5,109,187,200,000
Q3	314	318	296	370	1,934,118,200	16,375,600,000	5,207,440,800,000
Q4	316	392	292	416	3,237,558,200	16,375,600,000	6,419,235,200,000

STOCK TRADING CHART

STOCK PRICE MOVEMENT 2024-2025
PT SAMUDERA INDONESIA TBK

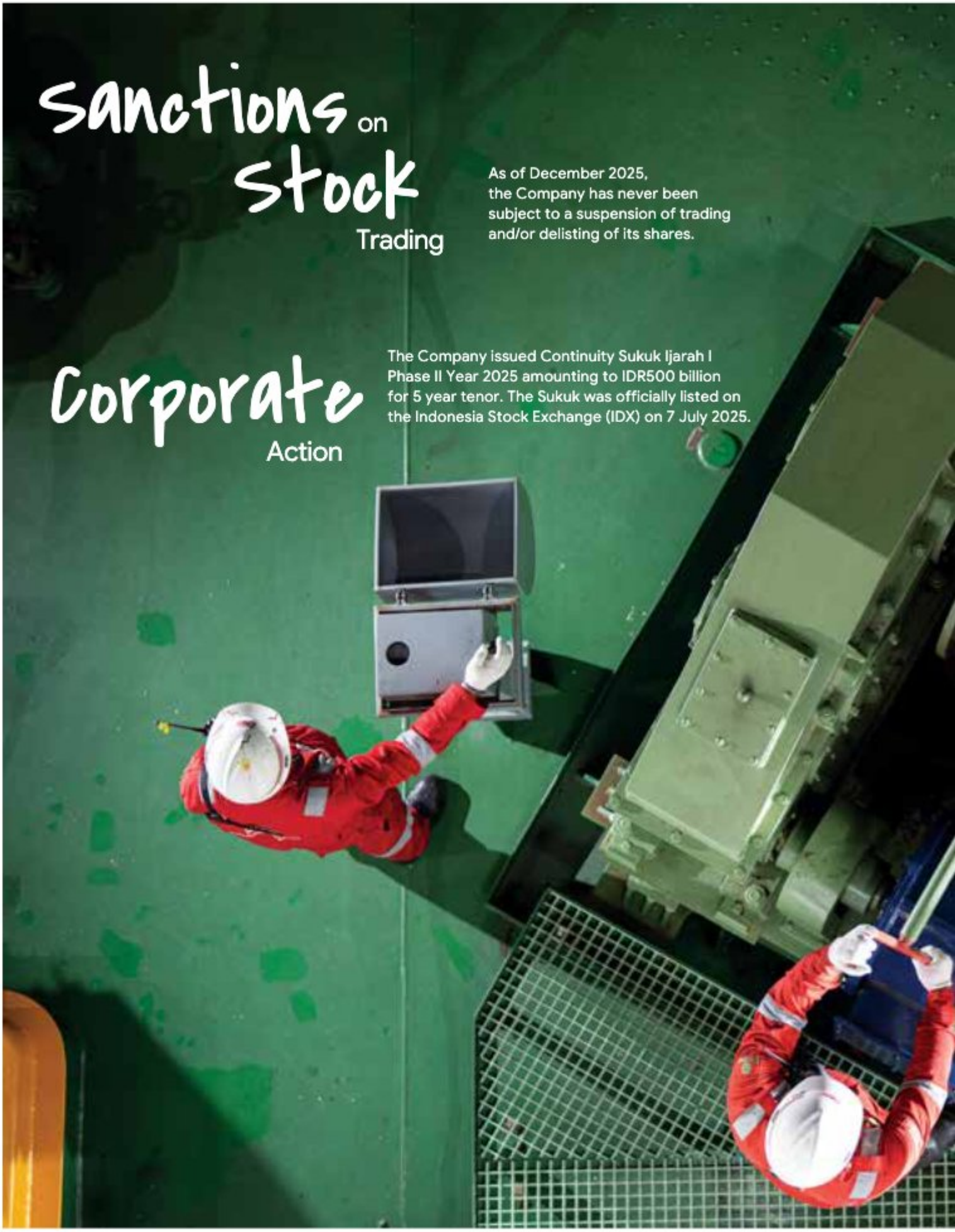


Sanctions on Stock Trading

As of December 2025, the Company has never been subject to a suspension of trading and/or delisting of its shares.

Corporate Action

The Company issued Continuity Sukuk Ijarah I Phase II Year 2025 amounting to IDR500 billion for 5 year tenor. The Sukuk was officially listed on the Indonesia Stock Exchange (IDX) on 7 July 2025.





Awards & Certifications





ISO 45001:2018
obtained in 2022
recertified in 2025



ISO 27001:2022
obtained in 2023
recertified in 2025

Awards

- **Singapore Corporate Awards-Best Managed Board**
  Mid-Cap catergory
- **Fortune Southeast Asia 500**
- **Fortune Indonesia 100**
- **Innovation for Social Impact-Future Initiative Forum 2025**
- **CSA Awards-Outstanding Company**
  Sector Transportation & Logistics (Main Board)
- **Best Industry Marketing Champion 2025**
  Logistics Sector, Markplus Conference 2026



ISO 37001:2016
obtained in 2021
recertified in 2025



ISO 14001:2015
obtained in 2022
recertified in 2025



ISO 9001:2015
obtained in 2022
recertified in 2025



ISO 22301:2019
obtained in 2023
recertified in 2025



ISO 37301:2021
obtained in 2025

* Certificates issued by TÜV NORD valid until 2028

Significant Events

2025

February

24
Collaborated with Bina Nusantara University (BINUS) in the fields of education, research, and community engagement

April

9
Established PT Korea Marine Cargo Services Jakarta

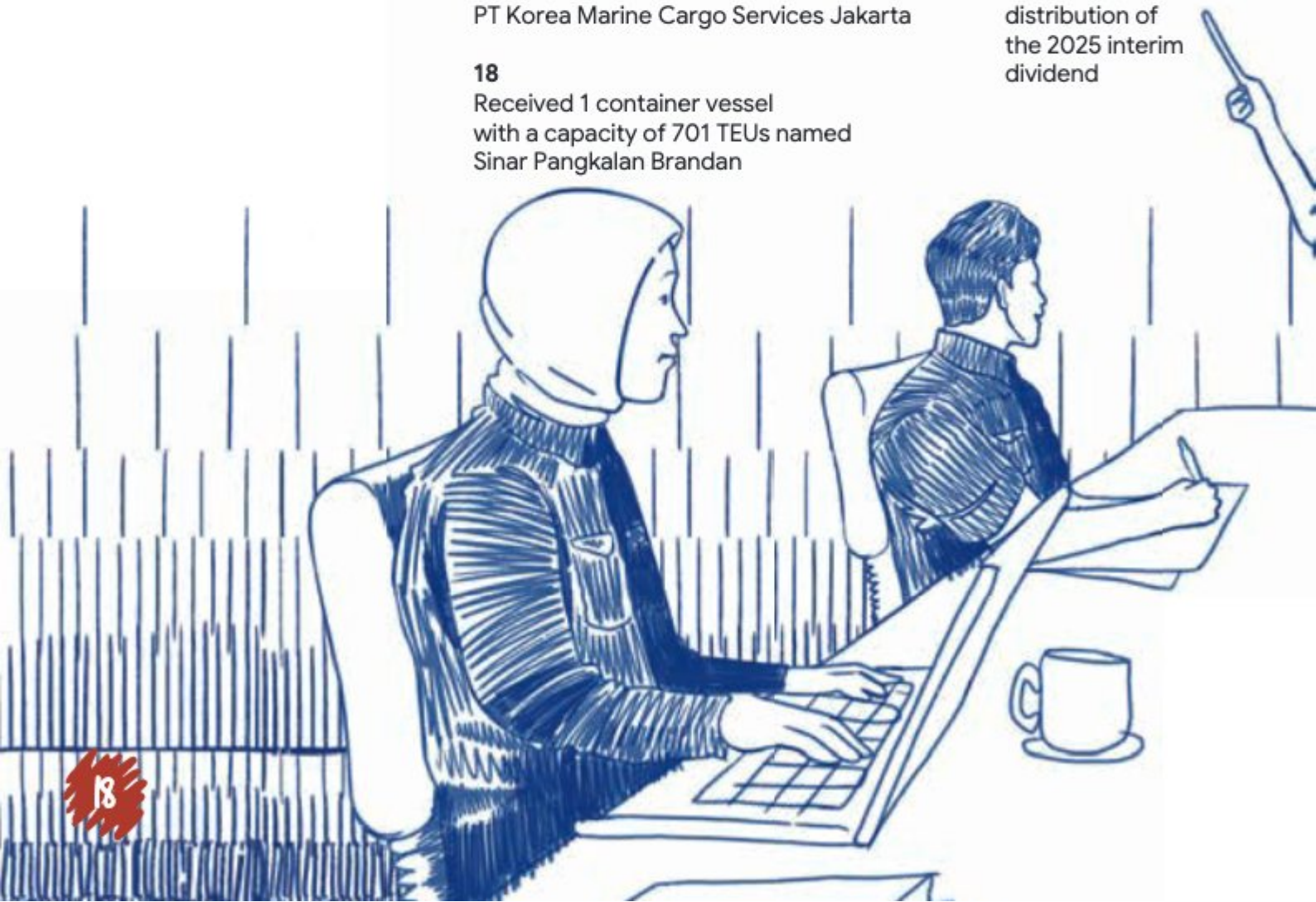
18
Received 1 container vessel with a capacity of 701 TEUs named Sinar Pangkalan Brandan

June

30
Held the Annual General Meeting of Shareholders for Fiscal Year 2024

July

30
Announced the distribution of the 2025 interim dividend



September

8
Established
Samudera Ship Holdings Pte Ltd

12
Collaborated with Noovoleum
under the Samudera Green Movement by
providing UCOllect Boxes to collect used
cooking oil for value-added reuse

29
Received 1 container vessel
with a capacity of 2,684 TEUs
named Sinar Carita

November

13
Celebrated
76th Anniversary
of Samudera

October

14
Established Samudera Japan K K

25
Collaborated with the Darmawan Mangunkusumo
Foundation in a cataract surgery social program for
fishermen and residents Cikakak Village, Sukabumi




Ma



nagement Report





Board of COMMISSIONER'S' Report

"The Company demonstrated resilience amid global uncertainty, supported by disciplined execution, prudent oversight by the Board of Commissioners, and a continued focus on sustainable long-term growth."

SHANTI

Lasminingsih Poesposoetjipto

Board of Commissioners



Left to Right:

Hoesen • Ken Narotama Hidayatullah • Masli Mulia • Shanti Lasminingsih Poesposoetjipto
Amir Abadi Jusuf • Anugerah Pekerti



Annual & Sustainability Report 2025

DEAR VALUED SHAREHOLDERS AND STAKEHOLDERS,



The Board of Commissioners observed that the maritime and logistics industry faced significant economic and geopolitical uncertainty in 2025. This was driven by escalating trade tensions, particularly the United States' imposition of reciprocal import tariffs on a range of countries, including China. While the tariff increases were announced in the first quarter of 2025, their implementation was temporarily paused until the third quarter, during which front-loading activities and shifts in trade routes supported an increase in container freight rates. The Company recognized the need for operational agility in response to uncertainty and prioritized strengthening business resilience.

To navigate geopolitical complexities, the Company implemented an adaptive strategy, enhancing flexibility and resilience while maintaining disciplined cost management. The Board of Commissioners notes that the Company's ability to balance vigilance toward global risks with the pursuit of strategic opportunities was instrumental to delivering improved performance in 2025 compared to the previous year.

Shifting trade patterns, which increasingly necessitated efficiency, have underscored the importance for responsive and measured leadership. The Board of Commissioners recognizes that Management has not treated operational challenges as obstacles, but as catalysts for accelerating transformation across the Company's business lines. The strong synergy between supervisory and executive functions has reinforced the Company's resilience amid challenges and has been critical to sustaining long-term growth.

As the shipping industry continues its transition toward digital and sustainability-oriented business processes, the Board of Commissioners has provided strategic direction to ensure that the Company's business development remains firmly grounded in the principles of Good Corporate Governance. The foundations strengthened throughout 2025 reinforced the Company's position as a trusted integrated logistics solutions provider and one that creates enduring, sustainable value for its stakeholders.

This report presents the Board of Commissioners' assessment of the Board of Directors' performance, together with its



oversight of the formulation and implementation of the Company's strategy, as a form of accountability in guiding Samudera's journey toward sustainable growth with lasting impact.

ASSESSMENT OF THE BOARD OF DIRECTORS' PERFORMANCE

The Board of Commissioners commends the Board of Directors for its leadership in managing the Company amid global market fluctuations and industry pressures throughout 2025. Despite volatility in freight rates and exchange rates, the Board of Directors demonstrated adaptability and maintained optimal fleet utilization. This reflected the Company's strong operational resilience.

From both financial and operational perspectives, the Board of Commissioners assesses that the Board of Directors maintained cost discipline, managed cash flow prudently, and consistently executed risk mitigation measures. The Board of Directors has pursued strategic partnerships and explored new business opportunities with careful deliberation to reinforce the Company's business fundamentals and its commitment to financial health and long-term sustainability.


NO SMOKING
SINAR PAJAJARAN
JAKARTA
IMO 1033767

On governance and risk management, the internal control system is assessed to be effective and continues to be strengthened through standardization and digitalization. This is evidenced by the Company's achievement of Integrated Management System ISO certification in 2025, which attested to the Board of Directors' success in ensuring operational and compliance excellence in line with international standards. These efforts have also enabled the Company to once again receive an unqualified opinion in all material respects from 2025 External Audit. The impact of the Company's social initiatives also improved in 2025 compared to the previous year, and the Board of Commissioners recognizes the comprehensive environmental improvements undertaken by the Board of Directors, including the deployment of integrated digital systems for monitoring environmental performance.

OVERSIGHT OF STRATEGY FORMULATION AND IMPLEMENTATION

The Board of Commissioners exercises consistent oversight over the formulation and implementation of corporate strategy by the Board of Directors through sound governance frameworks. Through joint meetings and sustained communications with the Board of Directors, the Board of Commissioners conducts through evaluations of each investment plan and business expansion initiative prior to strategic approval. These evaluations consider market potential, operational efficiency, cost of funds, Environment, Social, Governance (ESG) considerations, and the robustness of risk mitigation frameworks.

This oversight ensures that business model development remains relevant and that strategic partnerships are effective and mutually beneficial. In 2025, these included partnerships that will position the Company to grow its Ports and Logistics businesses. Investments in productive assets—including fleet expansion, maritime infrastructure development and corporate actions such as the issuance of Sukuk Ijarah Phase II in 2025—are evaluated for appropriateness in supporting long-term value creation. Strategy implementation is further supported by Human Capital transformation and the digitalization of management systems, which collectively strengthen operational control.

The Board of Commissioners also supports the Company's procurement of low-emission vessels, the digitizing of ESG data and adoption of global ISO standards as proactive responses to evolving international maritime regulations, including the Carbon Intensity Indicator issued by the International Maritime Organization. The selective allocation of resources toward low-carbon technology investments remains a key priority.

OUTLOOK ON BUSINESS PROSPECTS

The Board of Commissioners has reviewed and approved the 2026 business outlook and targets prepared by the Board of Directors, taking into account prevailing geopolitical dynamics and global economic developments. In line with the International Monetary Fund's projections of stable global growth in 2026, the Board of Commissioners assesses that the Company's fundamentals are sufficiently strong to support positive growth.

This outlook is underpinned by the Company's continued success in retaining customers, as well as the planned realization of certain investments and new business initiatives scheduled to commence operations in 2026. Nevertheless, the Company remains cautious and well-prepared to address ongoing global uncertainties.

The Board of Commissioners emphasizes the importance of sustainable finance practices and will ensure that all capital expenditure allocations for 2026—primarily for fleet renewal—are subject to environmental impact verification. Practical measures, such as the procurement of low-emission vessels, the electrification of port equipment, and the development of Green & Smart Ports, are considered strategic steps toward maintaining long-term competitiveness in a rapidly evolving global market.

The Board of Commissioners also highlights the importance of vigilance regarding exchange rate volatility and constraints in domestic green infrastructure, accompanied by continued cost discipline. The strengthening of the Company's ESG risk profile to the Medium Risk category in 2025 — as assessed by Sustainanalytics — provides a solid foundation from which the Company can build in 2026. The Board of Commissioners is committed to overseeing fleet revitalization and business expansion with

precision and purpose, to ensure that Samudera remains resilient and delivers high-quality returns to all stakeholders through the transition to a green economy.

In closing, the Board of Commissioners recommends that the Board of Directors further deepens the implementation of Enterprise Risk Management in 2026, particularly across strategic business units. By integrating key risk indicators into budgeting processes, the Board of Commissioners believes that the Company will be better positioned to withstand market volatility while continuing to deliver professional and reliable services.

OUTLOOK ON CORPORATE GOVERNANCE IMPLEMENTATION

The Board of Commissioners notes that the implementation of Good Corporate Governance throughout 2025 has grown increasingly effective, not only in meeting compliance requirements but also in strengthening stakeholder trust. The Board of Commissioners appreciates the Board of Directors' commitment to transparency and integrity in decision-making, supported by an accurate and reliable financial reporting system. Through constructive synergy, all strategic



policies are implemented within a framework of prudence and sound governance.

The advancement of the Company's risk management maturity to the Strong Practice category is recognized by the Board of Commissioners as a significant positive achievement. The integration of Governance, Risk, and Compliance with ESG pillars, along with adherence to international standards, demonstrates that internal control mechanisms have been standardized in line with global best practices, enabling the Company to proactively mitigate various risks.

To support these efforts, the Board of Commissioners has further reinforced its oversight through the Audit Committee, and assesses that the Company is well-equipped to identify and mitigate both key corporate risks and risks associated with strategic projects.



OUR APPRECIATION

On behalf of the Board of Commissioners, we extend our deepest appreciation to the Board of Directors, the management team, and all employees for their professionalism, integrity, and extraordinary dedication throughout 2025—a year that was as challenging as there have been opportunities. The resilience and collaboration of everyone have been essential in maintaining stability while advancing the Company's sustainable transformation and growth. We also express our sincere gratitude to our shareholders, customers, business partners, and government authorities for their continued trust and support. The Board of Commissioners remains steadfast in its commitment to providing objective and independent oversight, to ensure the creation of sustainable long-term value for all stakeholders.

On behalf of the Board of Commissioners

SHANTI LASMININGSIH POESPOSOETJIPTO

President Commissioner

Board of

DIRECTORS'

Report

"Amid economic uncertainty and global market volatility in 2025, Samudera strengthened its resilience through partnership expansion and strategic investments, while maintaining cost discipline to sustain stable business performance."

BANI

M. Mulia




TEKUN
IMAN
SAMUDERA



Left to Right: Tara Hidayat • F. Helianti Sastrosatomo
Bani M. Mulia • Ridwan Hamid



Board of DIRECTORS' Report

TO OUR ESTEEMED SHAREHOLDERS AND STAKEHOLDERS,

We are grateful for the blessings of God, which have enabled the Company to navigate the challenging year of 2025 and deliver performance that exceeded our targets. Drawing on more than 75 years of experience in the shipping industry, the Board of Directors remains committed to capturing the best available opportunities while driving continuous transformation and innovation across all business lines as a foundation for long-term growth.

Throughout 2025, geopolitical developments, evolving trade policies, and supply chain realignments reshaped shipping routes and increased industry complexity. Disruptions in key strategic corridors, notably the Red Sea, led to longer voyage times and effectively tightened vessel capacity. Structurally, this has increased as demand patterns evolved and opportunities emerged.

At the same time, economic slowdowns in several key markets and rising trade protectionism weighed on demand in certain segments. In response, Samudera adapted nimbly. We strengthened our network connectivity in an integrated manner, optimized operational efficiency, and maintained disciplined cost management to preserve competitiveness and performance resilience. This was complemented by a selective approach to asset deployment based on demand visibility, which ensured that capacity expansion remained aligned with market fundamentals.

To maintain stability while advancing our transformation agenda, the Company concentrated resources on three key pillars: value-driven route optimization, sustainable cost efficiency, and accelerated digitalization. Agility in fleet management was continuously improved, alongside measured strategic expansion to enable swift and effective responses to market changes.

Against this backdrop, Samudera delivered stable performance while progressing its long-term strategy to remain resilient and competitive in a dynamic environment. The Company maintained strong operational discipline, prudent capital allocation, and an expanding global market presence, while also positioning ourself to capture opportunities from ongoing realignments of global trade patterns.

COMPANY STRATEGIC POLICY

In 2025, Samudera's primary strategic direction centered on the strengthening of its international presence and expansion into global markets. This growth agenda was pursued in alignment with the Company's sustainability commitment, integrating environmental, social, and governance (ESG) principles across all business operations.

The strategy is anchored on five key aspects: fostering an inclusive work environment, protecting marine ecosystems,




SAMUDERA
DERA

strengthening ethical governance, empowering communities, and advancing climate action through energy efficiency. Through this framework, our business expansion not only drives growth but also generates responsible and lasting value for all stakeholders.

Execution of this strategy took place within an evolving regulatory landscape, including tighter international maritime regulations such as the Carbon Intensity Indicator (CII) issued by the International Maritime Organization , rising investment requirements for low-carbon technologies, and limited green infrastructure in domestic markets. In response, the Company incorporated low-emission technologies in new fleet acquisitions, digitized ESG data to improve reporting transparency, and adopted international ISO standards to ensure compliance with global best practices across areas spanning environmental management to information security. Strategic collaborations were also deepened to enhance the Company's adaptability in a dynamic global market.

As an organization, the effectiveness of this strategy is supported by internal structures that integrate sustainability considerations and oversight into strategic decision-making. Human capital development is focused on building competencies and digitizing talent management systems to cultivate a skilled and agile workforce.



THE ROLE OF THE BOARD OF DIRECTORS IN FORMULATING COMPANY STRATEGY AND STRATEGIC POLICY

The Board of Directors exercises its leadership through four integrated pillars. First, it sets the long-term strategic direction, providing the compass for the Company's growth. Second, it ensures disciplined execution through consistent and adaptive operational oversight. Third, it proactively manages industry risks to maintain performance stability and resilience across industry cycles. Fourth, it captures strategic opportunities through measured investment and business development decisions, guided by sound financial principles.

Through ongoing performance evaluation across all business lines, the Management ensures that policies are effectively implemented and relevant. These four pillars underpin the Company's competitiveness and ability to deliver sustainable growth.




SAMUDERA



STRATEGY IMPLEMENTATION BY THE BOARD OF DIRECTORS

A cornerstone of the Company's growth strategy is the pursuit of partnerships that foster complementary and collaborative synergies.

In 2025, the Company, through its subsidiary Samudera Japan, established a collaboration with Imoto Lines, one of Japan's leading domestic operators and a company with deep local expertise. This partnership is designed to build a solid working relationship through the exchange of operational knowledge while opening avenues for areas of collaboration.

The Company also strengthened its ecosystem through strategic investments and infrastructure development initiatives. As part of its regional expansion, the Company is developing Galangan Samudera Madura (GSM), a 5.5-hectare shipyard with over 40,000 DWT capacity and comprehensive maritime facilities, targeted for completion in 2027. This development reflects the Company's strategic intent to capture growth opportunities in Eastern Indonesian waters, addressing the current concentration of large graving dock facilities in the western region of Indonesia.

In parallel, the Company, together with its partners, has established a joint venture, PT Patimban Global Gateway Terminal, to develop and operate a container terminal at Patimban Port, West Java. Positioned as a complementary gateway to Tanjung Priok, the terminal is expected to enhance national port capacity and improve logistics efficiency. The project remains on track, with equipment procurement targeted for completion by August 2026.

Further reinforcing its integrated logistics ecosystem, the Company also collaborated with Eng Kong, a Singapore-based leading provider of container depot and supporting logistics infrastructure services, operating a network of 20 fully integrated and technologically advanced depots across Asia. This collaboration underscores the importance of container depot and logistics infrastructure as a critical component of the shipping value chain.

Sustainable Finance Implementation

The Company integrated ESG considerations into all investment decisions through a structured, data-driven approach. Capital expenditure proposal are vigorously evaluated not only on financial returns but also environmental and social impact. The procurement of low-emission vessels, together with the development of Green & Smart Ports through the electrification of operational equipment, represents a concrete commitment to long-term, sustainability-oriented operational transformation.

The Company's sustainable finance initiatives also contribute to strengthening the national supply chain through the engagement of domestic suppliers, while enhancing transparency for investors through strategically integrated



investor relations and ESG reporting. The Company reports its sustainability performance in accordance with POJK Regulation No. 51/POJK.03/2017 and the Global Reporting Initiative (GRI) standards. This commitment is reflected by continued improvement in its ESG risk rating from Sustainalytics.

Human Capital and Operational Governance Transformation

To ensure the effective execution, the Company applies a structured strategic cascading approach that aligns Human Capital (HC) strategies with the Company's Vision and Mission. HC operates as a strategic business partner that plays a central role in building organizational resilience, facilitating business expansion, and enabling long-term sustainability through precise talent planning and financial support. The Human Capital Management System has grown increasingly mature and integrated, underpinned by the consistent implementation of transparent and accurate HC procedures and standards that reduce the risk of human error.

COMPARISON BETWEEN ACHIEVED RESULTS AND COMPANY TARGETS

Throughout 2025, the Company successfully delivered on its strategic targets while maintaining resilience in a challenging industry environment.

Economic and Industry Overview

Despite facing a correction in global container freight rates of 24%, the Company's strategy is focusing to capture opportunities on intra-Asia and Asia-Europe routes where still recording positive container volume growth of 6% and 8.1% year-on-year (YoY), respectively. This strategy resulted in the Company's cargo volume growth increasing by 8% YoY, outperforming global container shipping volume growth of 5%. Operational cost efficiency benefited from a 22% decline in the average price of Singapore Very Low Sulphur Fuel Oil, which fell to USD493 per metric ton.

Domestically, the Company's performance grew in line with Indonesia's economic expansion of 5.11%, driven by the strong growth in the national sea and land transportation sectors of 10.25% and 9.75% respectively and further supported by a 5.2% YoY increase in domestic container throughput. These figures underscore the strategic importance of role of sea, land, and port transportation within the national supply chain amid global market fluctuations.





Financial Performance Overview

The Company recorded service revenue of USD801.7 million, an increase of 8.7% from USD737.4 million in 2024. Profits attributable to owners of the parent entity grew 2.8% to USD52.1 million, from USD50.7 million in the previous year. Service costs rose 11.3% to USD654.4 million, exerting pressure on margins and resulting in gross profit to USD147.3 million.

Capital expenditure in 2025 totaled USD82.8 million, with the largest allocation for Shipping business line. Financing activities included dividend payments to shareholders, reflecting the Company's commitment to delivering value.

Business Segment Overview

- **Shipping** is the Company's primary segment, contributed 76,4% of total revenue at USD640.3 million, a 12,3% increase YoY, largely driven by the container shipping sub-segment, which recorded a net profit of USD84.8 million.
- **Logistics** generated revenue of USD101.7 million. Whereas main contributed from sub-segment Container Depo, Warehouse and Forwarding.
- **Ports** recorded revenue of USD68.5 million, up 2,9% YoY, with net profit of USD8.5 million. Growth was supported by market expansion to third parties and continuously optimized cost discipline strategy.
- **Services** recorded revenue of USD27.8 million, 6.2% increase YoY, with continued service diversification to support future business expansion.

Sustainability Achievements

The Company achieved its efficiency targets through fuel optimization and effective foreign exchange risk management, as well as sustained investments in low-emission technologies. These efforts contributed to an improved ESG risk score within the Medium Risk category, demonstrating that the Company not only met its quantitative operational targets but also maintained the quality of sustainable growth trajectory.



CHALLENGES FACED

The Company operated in a complex external environment characterized by global trade restrictions, geopolitical uncertainty, and currency volatility. These conditions contributed to declining freight rates and industry pressure. In response, the Company strengthened operational efficiency, optimized strategic partnerships, and maintained strict cost discipline to ensure stable business performance, while recognizing the inherently cyclical nature of the shipping industry.

The transition towards more sustainable business practices presents structural challenges, including the need for investment in low-carbon technologies and the varying levels of green infrastructure readiness across markets. The Company addresses these dynamics through a highly selective approach to resource allocation approach to maintain a balance between business growth and environmental responsibility.

At the same time, tighter international maritime regulations, including the implementation of the CII by global regulators, are accelerating technological adaptation and raising operational efficiency standards across the maritime supply chain. The Company has responded by strengthening operational discipline and financial risk management to maintain performance stability amid the transition toward a lower-carbon economy.

From a strategic standpoint, the Management is prioritizing the gradual revitalization and strengthening of the Company's fleet to manage operational costs and enhance service quality, alongside selective business expansion in several potential markets as part of efforts to diversify risk and strengthen the Company's international service network.

Long-term decarbonization strategies continue to be embedded in the Company's investment policies, including through the procurement of more environmentally responsible assets and adherence to applicable international certification standards. This ensures that the Company's operational transformation remains aligned with sustainability

principles while strengthening its long-term competitiveness. Through a combination of cost discipline, targeted green technology investments, and enhanced internal capabilities, Samudera remains confident in its ability to navigate this transition while preserving business resilience and delivering sustainable value.

OUTLOOK FOR 2026

The Board of Directors expects the shipping, port, and logistics industries—both domestically and globally—to remain on a positive growth trajectory. This optimism is underpinned by strong industry growth, the continued expansion of intra-Asia markets, and the rising prominence of e-commerce, which demands increasingly integrated global supply chains. While freight rates are expected to normalize, opportunities for volume growth remain, in line with projections of positive global trade growth.

In this evolving landscape, the ability to adapt to geopolitical shifts, capitalize on resilient regional demand, and accelerate the adoption of new technologies will be a key differentiator. The Management has established strategic initiatives focused on sustainable growth through partnership expansion and targeted investments.

Operationally, the Company's performance is projected to continue improving through volume growth and optimized asset utilization. Fleet revitalization and vessel renewal will be carried out on an ongoing basis to enhance cost efficiency and margins in the shipping segment. The Company will also proactively expand fleet and warehouse capacity to strengthen land-based service capabilities, while upgrading port equipment and IT systems through Green and Smart Port initiatives.

Geographical expansion remains a priority, with continued development of routes and operations in markets with strong economic growth potential. Through inter-segment synergies, efficient fleet management, and disciplined cost control, the Company is confident in its position as an integrated logistics



solutions provider capable of delivering sustainable value for all stakeholders.

For 2026, the Company targets healthy revenue and profit growth, while maintaining a prudent capital structure. Dividend policy will continue to strike the right balance between supporting business expansion and delivering shareholder value.

CORPORATE GOVERNANCE IMPLEMENTATION

For Samudera, corporate governance is not a compliance exercise, it is the foundation for long-term trust and sustainability. Throughout 2025, the Board of Directors has strengthened Good Corporate Governance (GCG) practices by enhancing transparency, accountability, and integrity across all decision-making process. The timely delivery of accurate financial statements, supported by improved non-financial disclosure, reflects the Company's commitment to transparency and integrated risk management.

Governance structures are maintained through a clear division of authority and collective decision-making mechanisms that incorporate risk, compliance, and sustainability principles. Constructive engagement between the Board of Directors, the Board of Commissioners, and the Committees ensures that all strategic policies are executed within a prudent framework conducive to healthy long-term growth.

The integration of Governance, Risk, and Compliance (GRC) with ESG principles has been strengthened through the implementation of Tone at the Top approach that embeds risk management into the organizational culture. The Three Lines of Defence and the Audit Risk Management System support comprehensive investment evaluation and risk oversight, including climate-related risks, which are now integrated into strategic and operational planning across all business units. The adoption of international standards—spanning compliance




SAMUDERA



and anti-bribery to information security—underscores the Company's commitment to global best practices.

In 2025, the Company achieved a risk management maturity level of Strong Practice, scoring 3.57 based on the Risk Maturity Assessment across priority business units. This is supported by real-time monitoring using risk dashboards and the integration of risk indicators into management KPIs, ensuring swift, measurable, and data-driven responses. Climate-related risks are also proactively managed through the identification of transition and physical risks, addressed through concrete actions including the electrification of port equipment and the use of solar energy.

In 2026, the Board of Directors will continue to deepen the implementation of integrated Enterprise Risk Management to ensure service continuity, while reinforcing the Company's resilience and its reputation as a professionally managed and sustainable organization.

OUR APPRECIATION

In closing, the Management wishes to express its sincere appreciation to all employees across the Company. The dedication, professionalism, and collaborative spirit demonstrated throughout 2025 have been the cornerstone of our resilience and performance achievements and the driving force behind the consistent execution of the Company's strategies and transformation initiatives.

We also extend our appreciation to the Board of Commissioners for their constructive guidance and strategic oversight, and to our shareholders and all stakeholders for their continued trust. This support is what enables the Company to expand international connectivity, deepen service integration, and advance its sustainability agenda with discipline and purpose.

We move forward in 2026 with unity and conviction. Samudera will continue to strengthen its position as an adaptive, innovative, and responsible integrated logistics solutions provider committed to creating sustainable long-term value for all stakeholders.

On behalf of
the Board of Directors

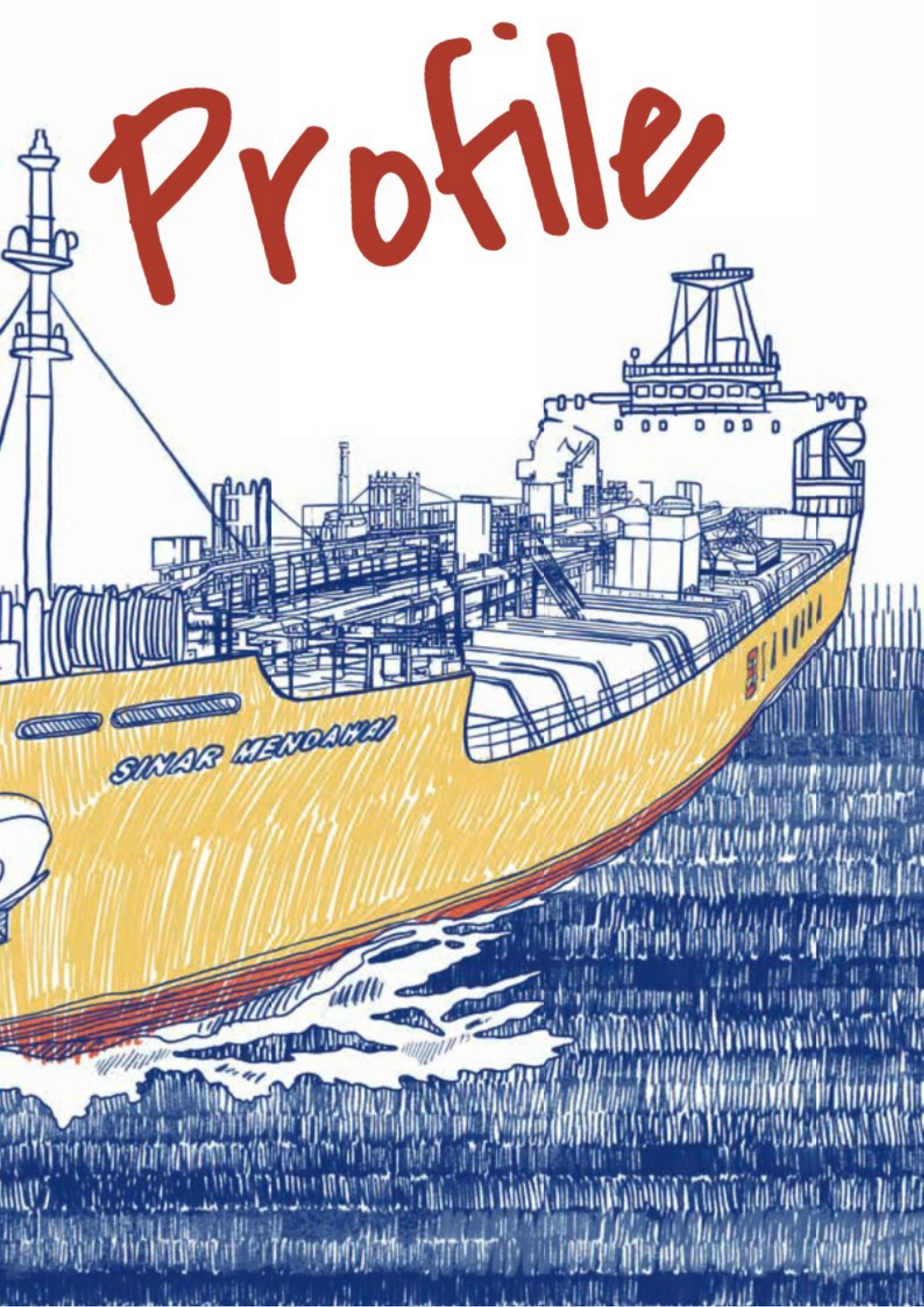
BANI M. MULIA

President Director

samudera



Profile



Head Office Address

Samudera Indonesia

Jl. Letjen S. Parman Kav. 35
Jakarta, 11480 - INDONESIA

Phone:
+62 21-5480088

Email:
corporate.secretary@samudera.id
investor.relations@samudera.id

Website:
samudera.id

Company Name

PT Samudera Indonesia Tbk

Date of Establishment

13 November 1964

Stock Ticker

SMDR



Main Business Activity

Integrated Shipping and Logistics Services

Listing Date on The Stock Exchange

5 Juli 1999

Office Networks

84 Domestic Offices
22 Overseas Offices

Number of Employees

5,079
as of 31 December 2025

Issued and Fully Paid-up Capital

amounted to 27.29%, equivalent to 16,375,600,000 shares with a total nominal value of IDR81,878,000,000.

Authorized Capital

Totaling IDR300,000,000,000 consisting of 60,000,000,000 shares with a nominal value of IDR5 per share.

Legal Basis of Establishment

Notarial Deed No. 33 of 1964 executed before Notary Soeleman Ardjasasmita, S.H., with the Company's latest Articles of Association based on Deed No. 66 of 2024, executed before Notary Jessy Darmawan, S.H., M.Kn.

Soedarpo was born in Pangkalan Susu, North Sumatera on 30 June 1920.

In October 1952, he established his first company, NVPD Soedarpo Corporation, which operated in trading, import, and distribution.

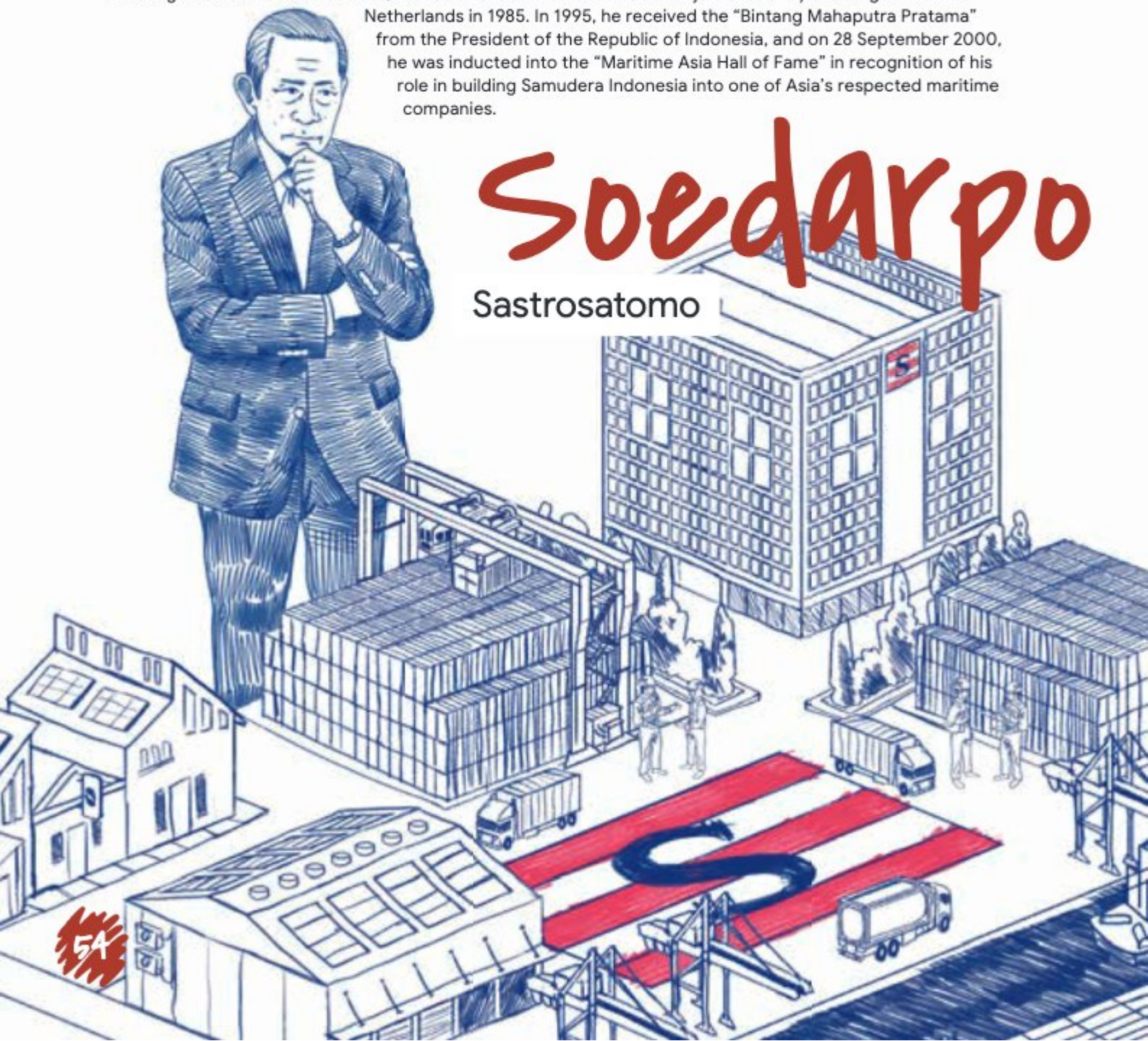
On 1 March 1953, Soedarpo took over NV ISTA (*Internationale Scheepvaart Transport Agenturen*) and assumed the role of Managing Director. In November of the same year, he established Indonesia Stevedoring Ltd (INSTEL) which later acquired Stroohoeden Veem in 1956 (later known as PT Sinar Harapan Veem Indonesia – SHVI), the largest stevedoring and warehousing company in Surabaya at the time.

On 13 November 1964, through ISTA, INSTEL, and SHVI, he founded PT Perusahaan Pelayaran Samudera "Samudera Indonesia". He served as President Director until 2000, and subsequently as President Commissioner until his passing on 22 October 2007.

Throughout his career, he was actively involved in numerous professional and social organizations, including serving as Chairman of INSA (Indonesian National Shipowners' Association), District Governor of Rotary International in Indonesia, as well as the Founder and Chairman of the Rotary Indonesia Foundation.

In recognition of his contributions, he was awarded the "Orde van Oranje-Nassau" by the Kingdom of the Netherlands in 1985. In 1995, he received the "Bintang Mahaputra Pratama" from the President of the Republic of Indonesia, and on 28 September 2000, he was inducted into the "Maritime Asia Hall of Fame" in recognition of his role in building Samudera Indonesia into one of Asia's respected maritime companies.

Soedarpo Sastrosatomo



Vision

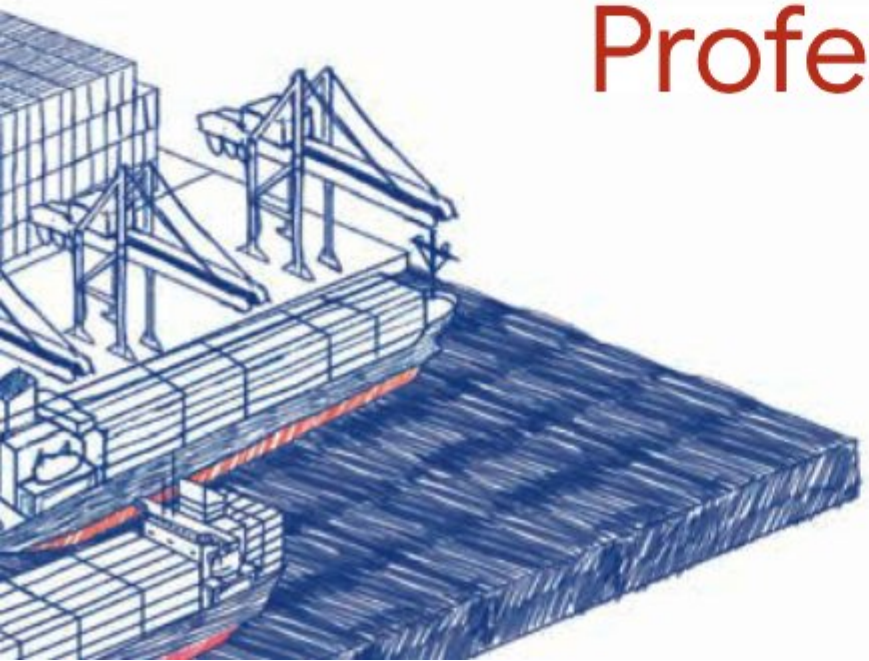
Connecting Indonesia and Beyond

Mission

- Provide transportation services to meet the demand of distribution activities.
- Positively contribute to Indonesia's economic growth by providing efficient logistics solutions.
- Ensure sustainable business growth and deliver additional value to shareholders.
- Actively contribute to job creation and the development of human capital in Indonesia.
- Ensure Occupational Health and Safety (OHS) and environment protection in all actions.

Corporate Values

Integrity and Professionalism



Samudera

Milestones



1949–1959

- Established NV ISTA (*Internationale Scheepvaart Transport Agenturen*)

1960–1970

- Established PT Perusahaan Pelayaran Samudera (Samudera Indonesia)
- Started bulk cargo shipping services

1971–1981

- Established land transportation operations
- Introduced project logistics services

1982–1992

- Established a stevedoring company as the foundation of terminal operations
- Commenced container feeder shipping services
- Established container depot business
- Established warehousing business unit

1993–2003

- Established an international container shipping business unit in Singapore
- Listed Samudera Shipping Line Ltd on the Singapore Exchange (SGX) through an IPO
- Listed PT Samudera Indonesia Tbk shares on the Jakarta Stock Exchange
- Commenced operations at Dermaga Serbaguna Nusantara

2004–2014

- Entered the liquefied natural gas (LNG) transportation business
- Commenced operations of Palaran Container Terminal in Samarinda
- Managed LNG terminal operations

2015–2025

- Provided port management support services
- Provided shipping agency services
- Conducted a stock split with a ratio of 1:20
- Entered the cold storage business
- Entered cruise ship crewing services
- Commenced land transportation services in Malaysia
- Acquired the Samudera Kirana building
- Conducted a stock split with a ratio of 1:5
- Issued Sustainable Sukuk Ijarah
- Entered the food and beverage business
- Commenced the shipyard business
- Entered the vessel ownership business in Japan

Business Lines

Shipping

- *Shipowning*
- *Container Shipping Operator*
- *Bulk Carrier and Tanker*
- *Ship Management*
- *Crewing and Manning*
- *Shipping Agencies*
- *Shipyard*

Ports

- *Port and Terminal Developer*
- *Port Operator*
- *Container Terminal Operator*
- *Bulk Terminal Operator*
- *Equipment Provider*
- *Port Equipment Maintenance and Repair*

- Samudera Shipping Line (India) Pvt Ltd
- Samudera Traffic Co Ltd
- PT Cumanis
- Foremost Maritime Pte Ltd
- LNG East-West Shipping Company (Singapore) Pte Ltd
- Prime Maritime Dwc Llc
- Samudera Ship Management Pte Ltd
- Samudera tankers Pte Ltd
- Ocean Ships Investment Pte Ltd
- Samudera Ships Investment Pte Ltd
- PT Galangan Samudera Madura
- Samudera Australia Pty Ltd
- PT Perusahaan Pelayaran Nusantara Panurjwan
- Samudera Shipping Line Ltd
- PT Samudera Agencies Indonesia
- PT Samudera Indonesia Ship Management
- PT Samudera Perkapalan Indonesia
- PT Samudera Shipping Services
- PT Samudera Shipping Indonesia
- PT Samudera Asahi Shipping
- Samudera Intermodal Sdn Bhd
- Samudera Ship Brokers Pte Ltd
- Samudera Japan K. K.
- Samudera Ship Holdings Pte. Ltd

- PT Samudera Pelabuhan Indonesia
- PT Samudera Sarana Terminal Indonesia
- PT Pelabuhan Samudera Palaran
- PT Prima Nur Panurjwan
- PT Tanggun Samudera Jaya
- PT Asta Rika Stuwarindo
- PT Patimban Global Gateway Terminal

Logistics

- *Logistic Services Provider*
- *Integrated Logistics Services*
- *Project Logistics*
- *Warehousing & Distribution Center*
- *Container Depot Services*
- *Inland Transportation*
- *Cold Chain Logistics*



Services

- *Consulting Services*
- *Employment Services*
- *General Support Services*
- *IT Services*
- *MICE (Meetings, Incentives, Conferences, Exhibition)*
- *Property Investment*
- *Property Developer & Management*





INDONESIA

SUMATERA
Bandar Lampung
Batam
Bengkulu
Dumai
Jambi
Kepulauan Riau
Kuala Tanjung
Medan
Padang
Palembang
Pekanbaru

JAVA
Bandung
Batang
Bekasi
Cikampek
Cikarang
Cilacap
Cilegon
Cirebon
Gresik
Jakarta
Jember
Jepara
Lamongan
Madura
Patimban
Semarang
Solo
Subang
Surabaya
Yogyakarta

BALI
Badung

WEST NUSA TENGGARA
Mataram

KALIMANTAN
Balikpapan
Banjarmasin
Bontang
Palaran
Pontianak
Samarinda
Tarakan

SULAWESI
Bitung
Kendari
Makassar
Palu

MALUKU

PAPUA
Biak
Sorong
Teluk Bintuni
Timika


Operational
Areas
China
Japan
Bangladesh
Myanmar
Philippines
Thailand
Vietnam
Cambodia
Malaysia
Singapore
Jakarta
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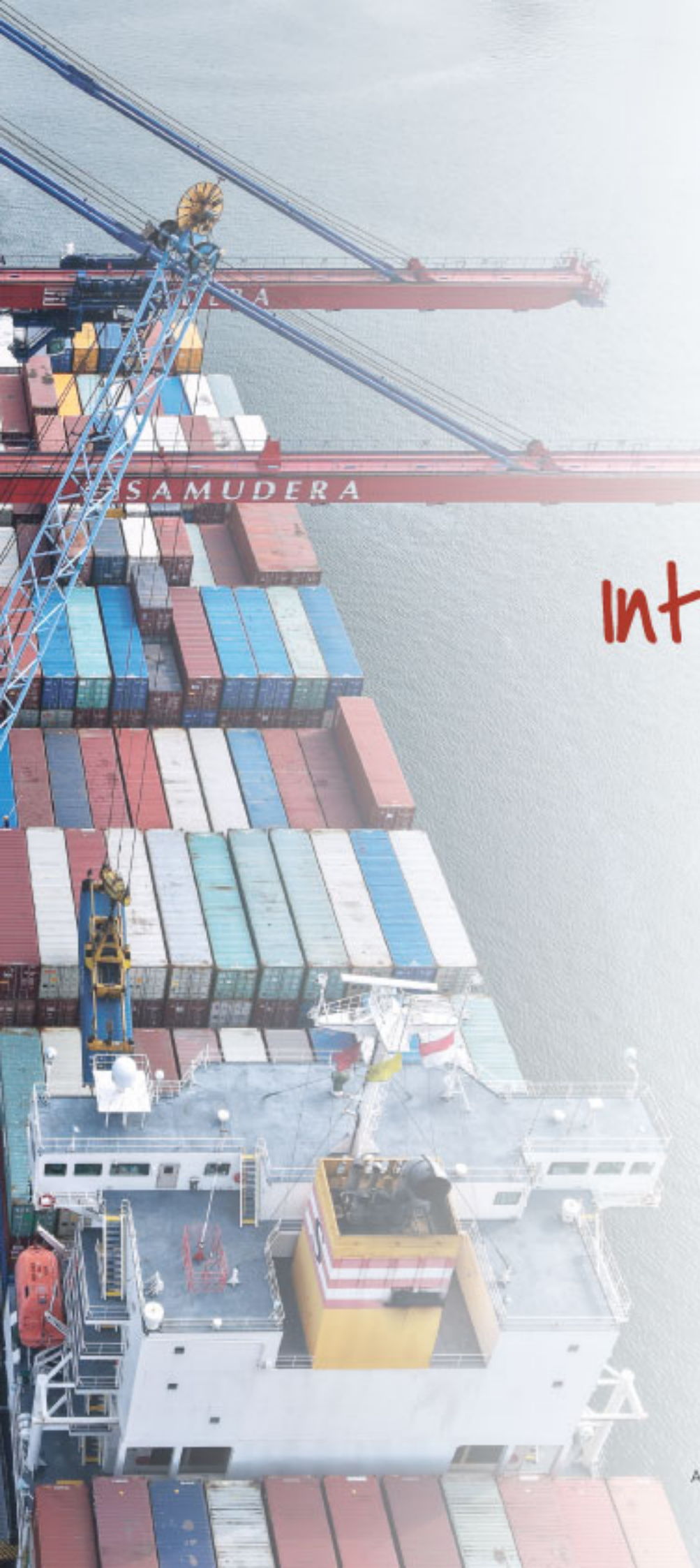


Integrated

Solutions

Samudera's commitment is realized through the provision of fully integrated transportation and logistics services within a unified system, designed to deliver optimal solutions and comprehensive services tailored to customer needs.

These services are intended to simplify the process for customers in transporting goods to and from various destinations, utilizing integrated modes of transportation in an effective, efficient, and timely manner.

Share

Listing

Chronology

5 July 1999

The Company's shares were listed on the Indonesia Stock Exchange totalling 163,756,000 shares with a nominal value of IDR81,878,000,000.

4 August 2017

The Company conducted a stock split with a ratio of 1:20, reducing the nominal value per share from IDR500 to IDR25.

31 January 2023

The Company conducted a stock split with a ratio of 1:5, reducing the nominal value per share from IDR25 to IDR5.



Shareholding Composition

Shareholders	1 January 2025		1 January 2025	
	Number of Shares	%	Number of Shares	%
Major Shareholders (ownership above 5%)				
PT Samudera Indonesia Tangguh	9,494,000,000	57.98	9,497,848,000	58.00
PT Ngrumat Bondo Utomo	2,586,021,800	15.79	2,622,571,800	16.02
Minor Shareholders (ownership less than 5%)				
Company Management				
Masli Mulia (Commissioner)	65,850,000	0.40	65,850,000	0.40
Bani M. Mulia (President Director)	48,249,900	0.29	55,078,800	0.34
F. Helianti Sastrosatomo (Compliance Director)	1,732,000	0.01	1,850,000	0.01
Public	4,179,746,300	25.53	4,132,401,500	25.23
Total	**16,375,600,000**	**100**	**16,375,600,000**	**100**

Shareholder Categories

Shareholders	Total Investors	Total Shares	Shareholding (%)
Domestic Investors			
Individuals	31,682	3,102,484,049	18.95
Companies	68	12,479,263,704	76.21
Cooperatives	2	28,000	0.00
Pension Funds	5	203,831,700	1.24
Mutual Funds	9	125,649,074	0.77
Subtotal	**31,766**	**15,911,256,527**	**97.17**
Foreign Investors			
Individuals	32	5,123,700	0.03
Companies	83	459,219,773	2.80
Subtotal	115	464,343,473	2.83
Total	**31,881**	**16,375,600,000**	**100**

Chronology of Other Securities Listings

The Company issued Phase II of its 2025 Continuity Sukuk Ijarah I (Sukuk), at the amount of IDR500 billion with a 5 year tenor. This Sukuk was officially listed on the Indonesia Stock Exchange (IDX) on 7 July 2025. No other securities were issued in the 2025 reporting year.



SHANTI LASMININGSIH POESPOSOETJIPTO



RATNA DJUWITA HATMA



CHANDRALEIKA MASLI MULIA

27,32% | 27,32% | 27,32%

33,33% | 33,33% | 33,33%

PT NGRUMAT BONDO UTOMO

The Company's controlling shareholders are PT Samudera Indonesia Tangguh with 58.00% of shares, and PT Ngrumat Bondo Utomo with 16.02% of shares.

The owners and controllers of PT Samudera Indonesia Tangguh are PT Ngrumat Bondo Utomo with 37.85% of shares and PT NBU Indonesia Utama with 26.09% of shares.

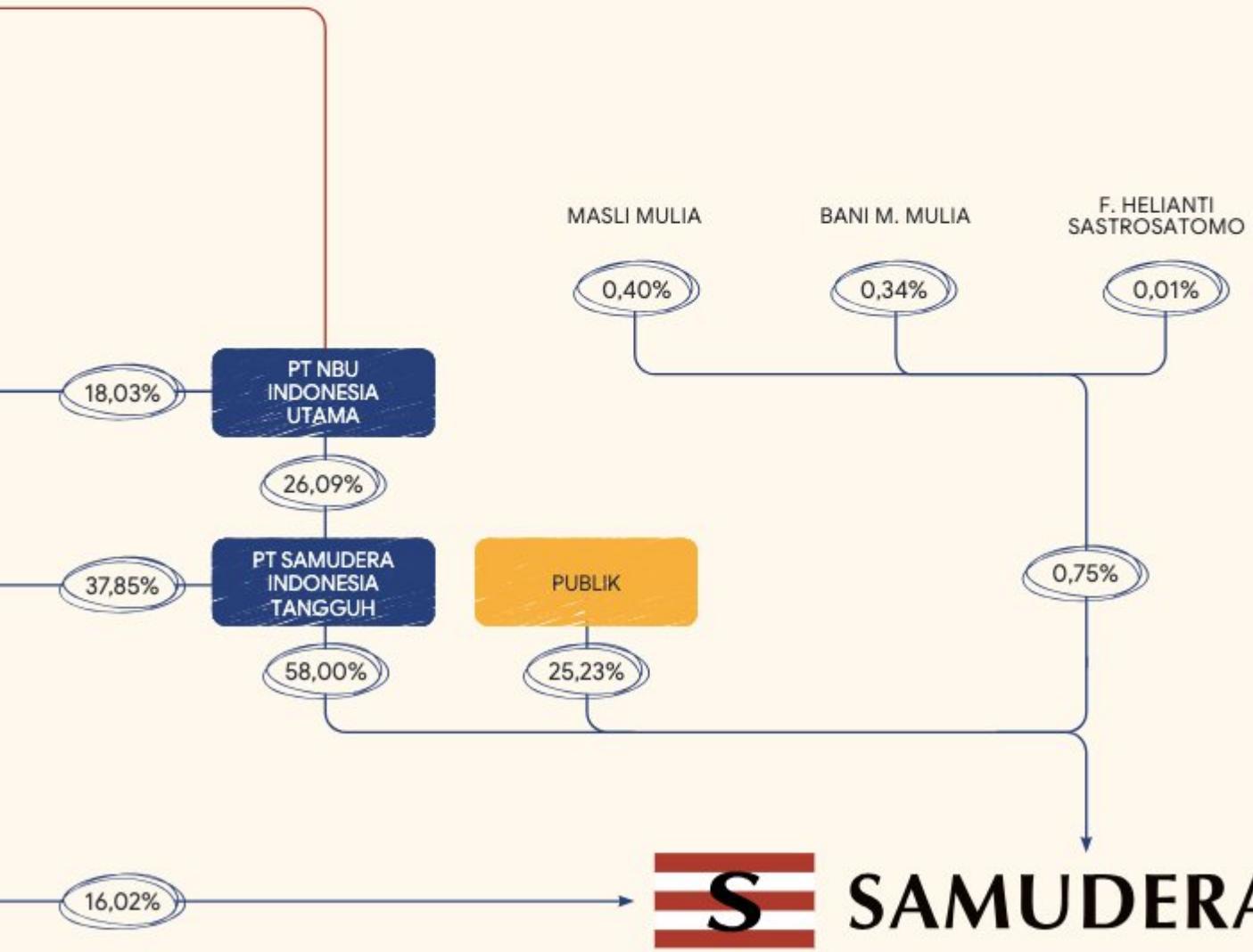
The owners and shareholders of PT NBU Indonesia Utama are Shanti Lasminingsih Poesposoetjipto, Ratna Djuwita Hatma, and Chandraleika Masli Mulia, each holding 27.32% of shares, while PT Ngrumat Bondo Utomo holds 18.03% of shares.

The owners and shareholders of PT Ngrumat Bondo Utomo are Shanti Lasminingsih Poesposoetjipto, Ratna Djuwita Hatma, and Chandraleika Masli Mulia, each holding 33.33% of shares.

The only member of the Board of Commissioners with indirect ownership of the Company's shares is Shanti Lasminingsih Poesposoetjipto. No members of the Board of Directors hold any indirect ownership of the Company's shares.

Shareholders

Structure



Capital Market Supporting Institutions And Professionals

Securities Administration Bureau

Name	PT BIMA REGISTRA
Address	Jl. Prof. Dr. Satrio Kav. C4, Kuningan, Setiabudi, South Jakarta 12950

Custodian

Name	Kustodian Sentral Efek Indonesia (KSEI)
Address	Indonesia Stock Exchange Building, Tower 1, 5th Floor Jl. Jend. Sudirman Kav. 52–53, Jakarta 12190, Indonesia, Tel: +62 21 515 2855

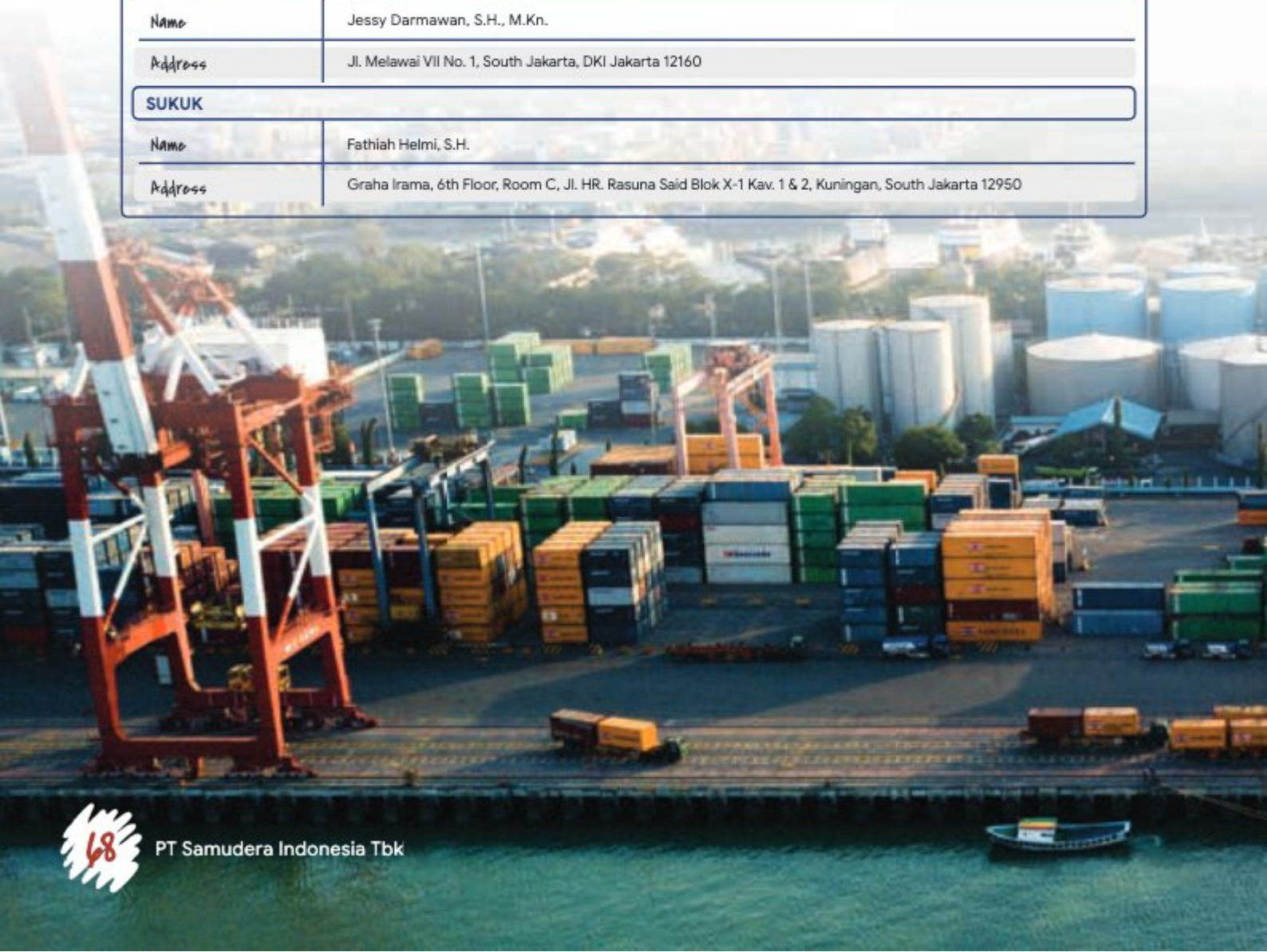
Notary

General Meeting of Shareholders (GMS)

Name	Jessy Darmawan, S.H., M.Kn.
Address	Jl. Melawai VII No. 1, South Jakarta, DKI Jakarta 12160

SUKUK

Name	Fathiah Helmi, S.H.
Address	Graha Irama, 6th Floor, Room C, Jl. HR. Rasuna Said Blok X-1 Kav. 1 & 2, Kuningan, South Jakarta 12950



Stock Listing

Name	PT BURSA EFEK INDONESIA
Address	Indonesia Stock Exchange Building, Tower I, 6th Floor, Jl. Jend. Sudirman Kav. 52–53, Jakarta 12190, Indonesia

Public Accounting Firm

Name	KAP PURWANTO SUSANTI & SURJA – Member of Ernst & Young Global Limited
Address	Indonesia Stock Exchange Building, Tower 2, 7th Floor, Jl. Jend. Sudirman Kav. 52–53, Jakarta 12190
Services Provided	General Audit
Assignment Period	Fiscal Year 2025

Wali Amanat

Name	BANK SYARIAH INDONESIA
Address	The Tower Building, 25th Floor, Jl. Gatot Subroto No. 27, South Jakarta 12930

Securities Rating Agency

Name	PT PEMERINGKAT EFEK INDONESIA (PEFINDO)
Address	Panin Tower, Senayan City, 17th Floor, Jl. Asia Afrika Lot 19, Jakarta 10270, Indonesia

Legal Consultant

Name	ALI, BUDIARDJO, NUGROHO, REKSODIPUTRO COUNSELLORS AT LAW
Address	Graha CIMB Niaga, Jl. Jenderal Sudirman Kav. 58, Senayan, Kebayoran Baru, South Jakarta 12190

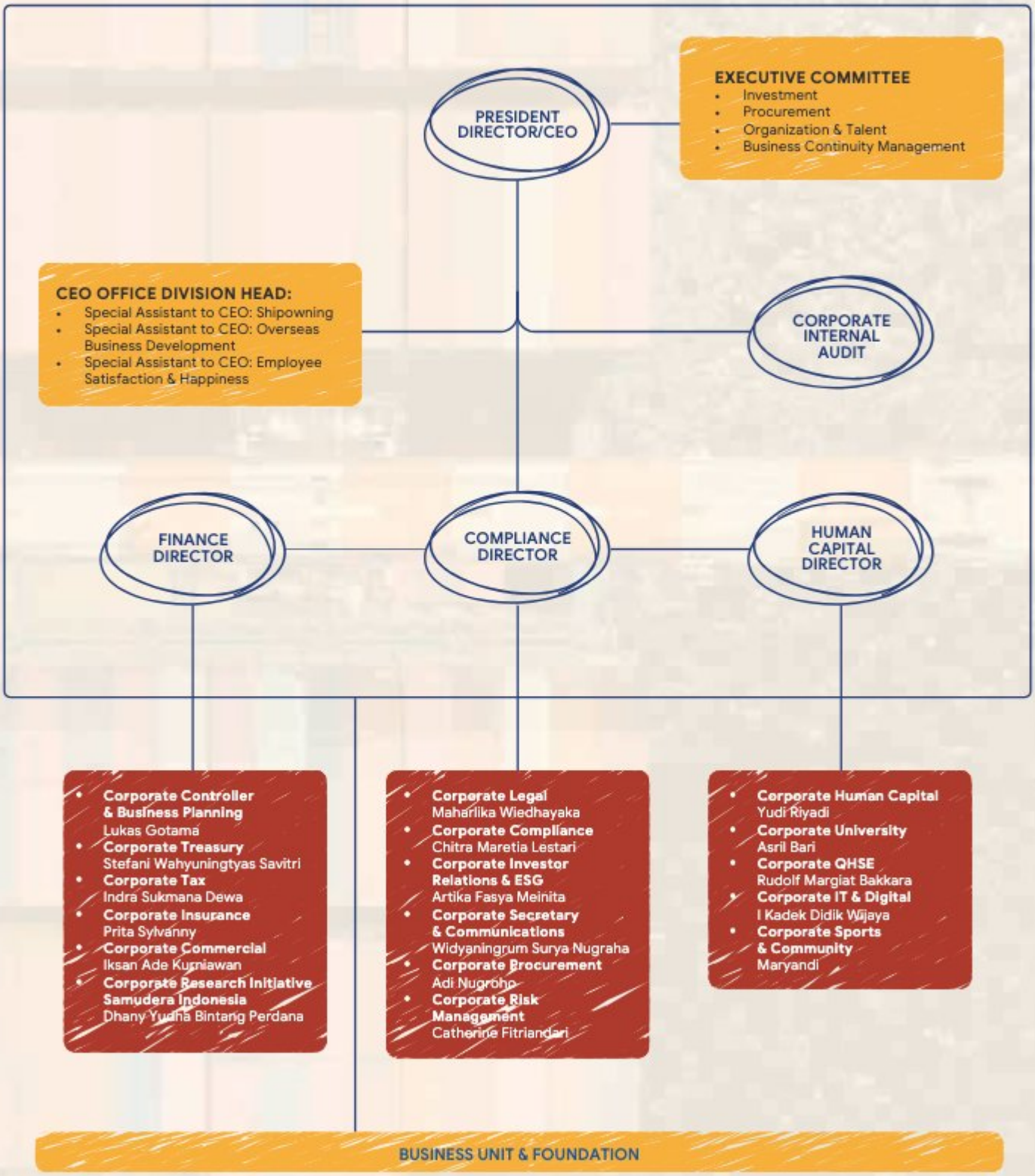


Association Memberships

- Indonesian National Shipowners' Association (INSA)
- Kamar Dagang dan Industri Indonesia (Kadin Indonesia)
- Indonesia Corporate Secretary Association (ICSA)
- United Nations Global Compact (UNGC)
- Asosiasi Emiten Indonesia (AEI)
- Indonesia Business Council (IBC)



Organizational Structure



Board of

Commissioners

Profile



President Commissioner

SHANTI Lasminingsih Poesposoetjipto



Date and Legal Basis of Appointment:
Deed No. 58 dated 28 June 2023

Date of Birth and Nationality:
Born in 1948, Indonesian citizen

Educational Background:
- Diplom-Ingenieur (Dipl.Ing.)
  Technische Universitaet Muenchen (TUM)
  majoring in Electronics with specialization
  in Computer Science (1974)

Current Positions:
- President Commissioner of
  PT Samudera Indonesia Tbk (2008–present)
- President Commissioner of
  PT Samudera Indonesia Tangguh (2019– present)
- Member of Nomination & Remuneration Committee of
  PT Samudera Indonesia Tbk (2018– present)
- Independent Commissioner of
  PT Adi Sarana Armada Tbk (2022– present)
- Member of Non-Executive Board of Commissioners of
  PT Inter Pariwara Global (2022– present)
- President Director of
  PT NBU Indonesia Utama (2014– present)
- President Director of
  PT Ngrumat Bondo Utomo (2008– present)

Organizational Activities:
- Chairman of the Board
  Konservasi Alam Nusantara (YKAN) Foundation
- Chairman of Board
  Fitrah Bisnis Keluarga Nusantara (YFBN) Foundation
- Executive Director
  Bung Hatta Anti-Corruption Award Association
  (BHACA)
- Founder & Member of the Governing Board
  Singapore Chamber of Commerce Indonesia (SCCI)
- Founder & Ambassador
  Family Business Network Asia (FBN-Asia)
- Member of the Honorary Council
  German-Indonesian Chamber of Commerce (EKONID)
- Member of Board of Trustee
  US-Indonesia Society (USINDO)
- Member of Asia Pacific Council
  The Nature Conservancy (APC-TNC)
- Member of Steering Committee &
  Head of Executive Board
  Rumah Mentor Indonesia (RUMI) Hub

Educational Activities:
- Chairman of the Board
  Pendidikan dan Pembinaan Manajemen (YPPM)
  Foundation
- Chairman of the Board
  Indonesia International Education Foundation (IIEF)
- Member of the Advisory Board
  AIESEC-Indonesia
- Member of School Council
  School of Business & Management of Institut
  Teknologi Bandung (SBM-ITB)
- Member of the Advisory Board
  IPMI International Business School
- Founder of Wharton e-fellow
  Wharton Business School
  University of Pennsylvania, USA

Awards:
- "Conservation Champion Award 2024"
  The Nature Conservation, Asia Pacific
- "The Most Powerful Women 2023"
  Fortune Magazine, June 2023 edition
- "IIE CENTURY MEDAL"
  Institute of International Education, USA
  December 2022
- "Certificate of Appreciation for Ethical Culture
  Persons", Pusat Etika & Budaya Organisasi Soedarpo
  Sastrosatomo (PPM-PEBOSS), July 2020
- "Woman Inspire Award 2002"
  Information Technology, organized by
  Singaswiss Event Services Pte Ltd, Singapore
- "Conservation Guardian Awards"
  15th Anniversary of The Nature Conservancy's
  Indonesia Program, December 2006
- "Woman Entrepreneur of the Year 2009"
  Asia Pacific Entrepreneurship Award 2009
  organized by Enterprise Asia
- "Ganesa Wirya Jasa Utama"
  Bandung Institute of Technology (ITB), July 2013
- "The Order of the Crown"
  Kingdom of Belgium, March 2016
- "Women of the Year"
  Outstanding achievement in responsible leadership
  Asia Corporate Excellence & Sustainability Awards
  2018 (ACES Awards), organized by
  MORS Group, Singapore

She is affiliated with the Board of Commissioners (Masli Mulia & Ken Narotama Hidayatullah), President Director (Bani Maulana Mulia) & Controlling Shareholders (Ratna Djuwita Hatma & Chandraleika Masli Mulia).

Dewan

Komisaris



Commissioner

AMIR Abadi Jusuf

Date & Legal Basis of Appointment:
Deed No. 58 dated 28 June 2023

Date of Birth & Nationality:
Born in 1951, Indonesian citizen

Educational Background:

- Master of Accounting, University of Hawaii Manoa, United States of America
- Bachelor of Economics Accounting Universitas Indonesia

Current Positions:

- Commissioner of PT Samudera Indonesia Tbk (2010– present)
- Member of Nomination & Remuneration Committee PT Samudera Indonesia Tbk (2018– present)
- Chairman & Chief Executive Partner RSM Indonesia (1985– present)
- Lecturer at the Department of Accounting Faculty of Economics, Universitas Indonesia (1975– present)
- Member of the Steering Committee Development of Financial Accounting Policy Bank Indonesia (2012– present)

Work Experience:

- Member of Audit Committee PT Bank Danamon Tbk (2008–2014)
- Member of Audit Committee PT HM Sampoerna Tbk (2002–2011)
- President Commissioner PT Asuransi Bintang Tbk (1999–2008)
- Member of Initial Public Offering (IPO) Committee The Jakarta Stock Exchange (1999–2006)
- Independent Commissioner & Audit Committee PT Bank Universal Tbk (1999–2001)
- Commissioner PT Bank Tiara Tbk (1998–2000)
- Vice Head of Accounting Department Faculty of Economics, Universitas Indonesia
- Head of Accounting Department Faculty of Economics, Universitas Andalas
- Lecturer of Master of Accounting & Professional Accounting Programs, Universitas Indonesia

Organizational Activities:

- Member of the Honorary Council Indonesian Institute of Accountants (2018–2022)
- Chairman of Professional Division & Chairman of CPA Examination Board Indonesian Institute of Accountants (IAI)
- Chairman of Public Accountants Compartment & Chairman of the Certification Board Indonesian Institute of Public Accountants (IAPI)
- Founder & First Vice Chairman Indonesian Curators & Trustees Association (AKPI)
- Board of Member Indonesia Financial Executive Association (IFEA)
- Chairman of the Supervisory Board Lontar Foundation

He has no affiliation with the management or owners of the Company.

Date & Legal Basis of Appointment:
Deed No. 78 dated 30 June 2025

Date of Birth & Nationality:
Born in 1946, Indonesian citizen

Educational Background:
Indonesian Maritime Academy (1970)

Current Positions:

- Commissioner
  PT Samudera Indonesia Tbk (2020– present)
- Commissioner
  PT Samudera Indonesia Tangguh (2020– present)
- Non-Independent Chairman & Non-Executive Director
  Samudera Shipping Line Ltd (2022– present)
- Commissioner
  PT Samudera Wadah Mitra (2019– present)
- President Commissioner
  PT Ngrumat Bondo Utomo (2016– present)
- President Commissioner
  PT NBU Indonesia Utama (2016– present)

Work Experience:

- Executive Chairman
  Samudera Shipping Line Ltd (2018–2022)
- President Director
  PT Samudera Indonesia Tbk (2010–2020)
- President Director
  PT Samudera Indonesia Tangguh (2019–2020)
- President Commissioner
  PT Samudera Indonesia Tangguh (2009–2019)
- Corporate Managing Director of Logistics Group
  PT Samudera Indonesia Tbk (1990–2010)

Organizational Experience:

- Chairman
  Indonesian Logistics & Forwarders Association
- Chairman
  ASEAN Federation of Forwarders Associations
  (2008–2010)
- Chairman of Intermodal & Logistics Executive Committee
  Indonesian Chamber of Commerce & Industry (KADIN)
  (2010)
- Member of the Advisory Board
  Indonesian National Shipowners' Association (INSA)
  (2015–2019)

He is affiliated with the President Commissioner (Shanti Lasminingsih Poesposoetjipto), Commissioner (Ken Narotama Hidayatullah), President Director (Bani Maulana Mulia), & Controlling Shareholders (Ratna Djuwita Hatma & Chandraleika Masli Mulia).



Commissioner

MASLI Mulia

Dewan

Komisaris



Independent Commissioner

HOESEN

Date and Legal Basis of Appointment:
Deed No. 58 dated 28 June 2023

Date of Birth and Nationality:
Born in 1966, Indonesian citizen

Educational Background:

- Master of Financial Management
  Universitas Pelita Harapan (2005)
- Bachelor's Degree, Faculty of Agriculture
  Universitas Padjadjaran (1990)

Current Positions:

- Independent Commissioner
  PT Samudera Indonesia Tbk (2023– present)
- Commissioner
  PT Central Finansial X (2024– present)
- President Commissioner & Independent Commissioner
  PT Mandiri Sekuritas (2023– present)
- President Commissioner
  PT Kliring Penjaminan Efek Indonesia (2023– present)
- Independent Commissioner & Audit Committee Member
  PT Sawit Sumbermas Sarana Tbk (2022– present)

Work Experience:

- Chief Executive of Capital Market Supervision & Board of Commissioners Member
  Financial Services Authority (OJK)
  (2017–2022)
- Director
  PT Danareksa (Persero)
  (2015–2017)
- Commissioner
  PT Danareksa Investment Management
  (2015–2017)
- Commissioner
  PT Danareksa Capital
  (2015–2017)
- Director of Company Valuation (Listing)
  PT Bursa Efek Indonesia (Indonesia Stock Exchange)
  (2012–2015)
- President Director
  PT Kliring Penjaminan Efek Indonesia (KPEI)
  (2009–2012)
- Director
  PT Kliring Penjaminan Efek Indonesia (KPEI)
  (2005–2009)

He has no affiliation with the management or owners of the Company.

Date and Legal Basis of Appointment:
Deed No. 58 dated 28 June 2023

Date of Birth and Nationality:
Born in 1938, Indonesian citizen

Educational Background:

- Doctor of Philosophy, Business Administration
  University of Southern California (1985)
- Bachelor of Psychology
  Universitas Indonesia (1967)

Current Position:

- Independent Commissioner
  PT Samudera Indonesia Tbk (2021– present)

Work Experience:

- Chairman of Audit Committee
  PT Samudera Indonesia Tbk (2013–2023)
- Independent Commissioner
  PT Samudera Indonesia Tbk (2020–2021)
- Advisory Council
  National Commission on Human Rights (2012–2017)
- Independent Commissioner
  PT Astra Agro Lestari Tbk (2011–2017)
- Independent Commissioner
  PT United Tractors Tbk (2007–2017)
- Member of Board of Wali Amanat
  Universitas Indonesia (2012–2014)
- Independent Director
  Samudera Shipping Line Ltd (2002–2010)

Organizational Activities:

- Member of the International Board of Directors
  Habitat for Humanity International (2004–2012)
- Member of the International Board of Directors
  World Vision International (1995–2004)

He has no affiliation with the management or owners of the Company.



Independent Commissioner

ANUGERAH Pekerti



Dewan
Komisaris

Commissioner
KEN Narotama Hidayatullah

Date and Legal Basis of Appointment:
Deed No. 58 dated 28 June 2023

Date of Birth and Nationality:
Born in 1976, Indonesian citizen

Educational Background:
Bachelor of Engineering in Industrial Engineering
Universitas Indonesia (1999)

Current Positions:
- Commissioner
  PT Samudera Indonesia Tbk (2016– present)
- Commissioner
  PT Samudera Indonesia Tangguh (2009– present)
- President Commissioner
  PT Praweda Sarana Informatika (2016– present)
- President Commissioner
  PT Praweda Ciptakarsa Informatika (2009– present)
- Commissioner
  PT NBU Mitra Manajemen (2014– present)
- Commissioner
  PT NBU Investama Indonesia (2017– present)
- Commissioner
  Soedarpo Informatika Indonesia (2014– present)
- Director
  PT Ngrumat Bondo Utomo (2008– present)
- Director
  PT NBU Indonesia Utama (2014–present)

Work Experience:
- President Director
  PT Bayu Buana Gemilang (2008–2014)
- IT Consulting Service Director
  Soedarpo Informatika (2005–2006)
- Business Process Analyst & Business Representative
  Soedarpo Informatika in San Diego, USA (1990–2001)

Organizational Activity:
- Judge of "101 Indonesian Innovations" program
  Ministry of Research & Technology
  Republic of Indonesia (2009 & 2010)

Award:
- "50 Inspiring Figures" Award
  Faculty of Engineering, Universitas Indonesia (2014)

He is affiliated with the President Commissioner (Shanti Lasminingsih Poesposoetjipto), Commissioner (Masli Mulia), President Director (Bani Maulana Mulia) & Controlling Shareholders (Ratna Djuwita Hatma & Chandraleika Masli Mulia).



Members of

Committees

Herwan Ng

Member of Audit Committee

Basis of Appointment:
Board of Commissioners Decree No. SR.21.05.003/SLP/KOMUT/SITBK dated 1 July 2021

Date of Birth & Nationality:
Born in 1972, Indonesian citizen

Educational Background:
- Diploma in Environmental, Social & Governance (2025)
- Diploma in Corporate Governance from Corporate Governance Institute (2023)
- Master of Business Administration (MBA) from Edinburgh Business School, Heriot-Watt University (2010)
- Bachelor of Economics from Universitas Tarumanagara (1995)

Current Positions:
- Member of Audit Committee PT Samudera Indonesia Tbk (2021– present)
- Independent Commissioner PT Goodyear Indonesia Tbk (2025– present)
- Independent Commissioner PT FKS Food Sejahtera Tbk (2025– present)
- Independent Commissioner PT FKS Multi Agro Tbk (2024– present)
- Member of Audit Committee PT Global Digital Niaga Tbk (2024- present)
- Member of Audit Committee PT GoTo, Gojek Tokopedia Tbk (2021– present)
- Member of Audit Committee PT Industri Jamu & Farmasi Sido Muncul Tbk (2021– present)
- Member of Audit Committee PT Archi Indonesia Tbk (2021– present)

Work Experience:
- Independent Commissioner PT Asuransi Bina Dana Arta Tbk (2022–2025).
- Independent Commissioner Hewlett Packard Finance Indonesia (2016–2022)
- Managing Director AWR Lloyd (2019–2020)
- Finance Director & Chief Financial Officer Rio Tinto Indonesia (2005–2019)
- Senior Manager PwC Indonesia & Netherlands (1995–2005)

He has no affiliation with the management or owners of the Company.



Aria Farahmita

Member of Audit Committee

Basis of Appointment:
Board of Commissioners Decree of PT Samudera Indonesia Tbk No.SR.21.05.002/SLP/KOMUT/SITBK dated 1 July 2021

Date of Birth and Nationality:
Born in 1978, Indonesia citizen

Educational Background:

- Doctorate in Accounting
  Faculty of Economics and Business, Universitas Indonesia (2015)
- Master of Management Science
  Faculty of Economics and Business, Universitas Indonesia (2009)
- Bachelor of Economics
  Faculty of Economics and Business, Universitas Indonesia (1999)

Current Positions:

- Member of Audit Committee
  PT Samudera Indonesia Tbk
  (2021– present)
- Member of Audit Committee
  PT PP Tbk
- Member of Risk Committee
  PT Asuransi Tugu Pratama Indonesia Tbk
- Permanent Lecturer
  Faculty Economics & Business
  Universitas Indonesia

Work Experience:

- Assistant Director of Finance
  Universitas Indonesia (2019)
- Member of Audit Committee
  PT Perusahaan Perdagangan Indonesia (2017–2020)
- IFRS Specialist
  RSM Indonesia (2016–2021)
- Member of Audit Committee
  PT Phapros (2016–2017)
- Member of Audit Committee
  PT Bank Jabar Banten Tbk (2010–2011)

She has no affiliation with the management or the owners of the Company.



Board of Director Profile



President Director

BANI M. Mulia



Date and Legal Basis of Appointment:
Deed No. 78 dated 30 June 2025

Date of Birth and Nationality:
Born in 1980, Indonesian citizen

Educational Background:
- Majoring in Finance
  Deakin University, Australia
- Majoring in Management
  Faculty of Economics, Universitas Indonesia

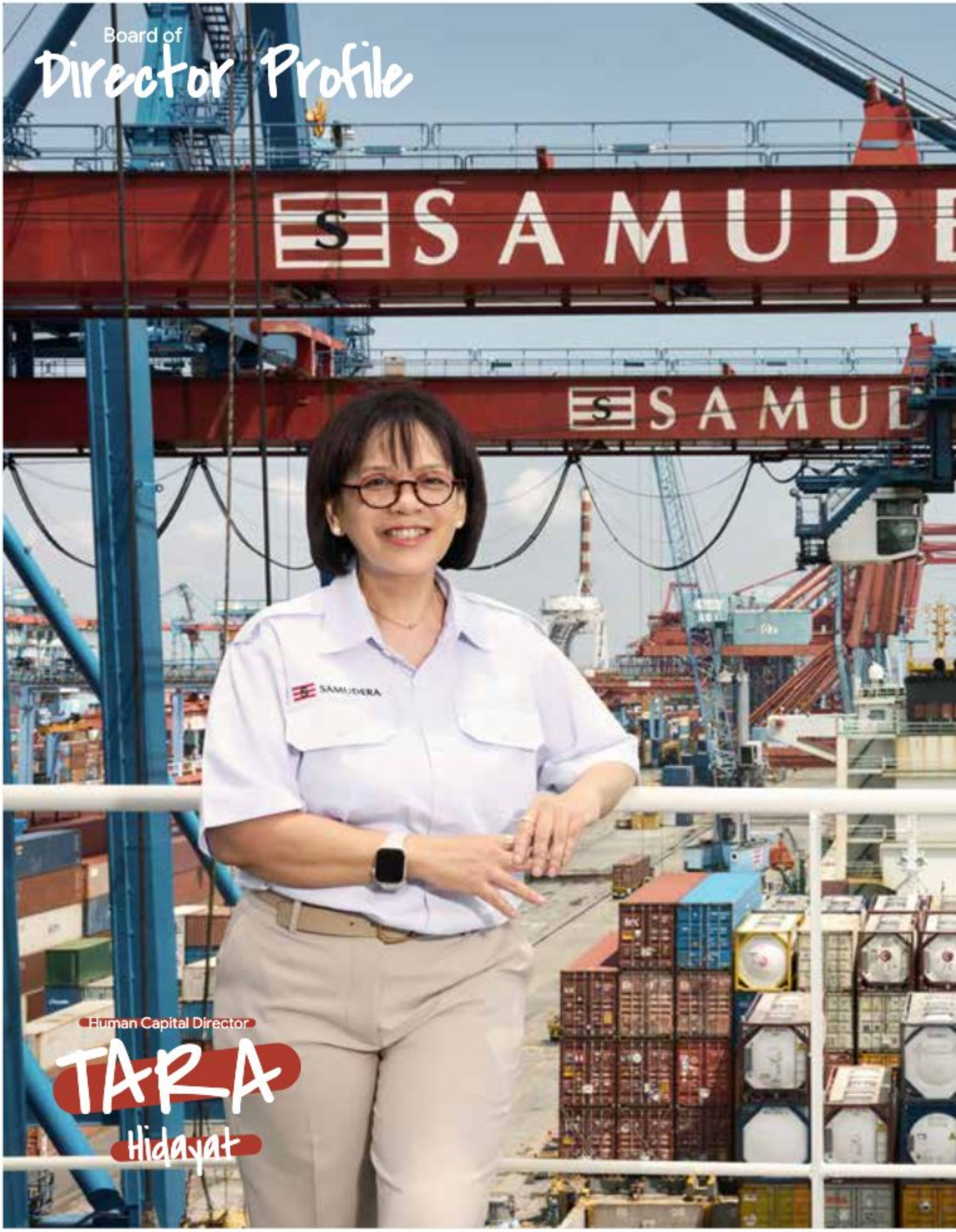
Current Positions:
- President Director
  PT Samudera Indonesia Tbk
  (2020– present)
- President Director
  PT Samudera Indonesia Tangguh
  (2020– present)
- Chief Executive Officer (CEO)
  Samudera Shipping Line Ltd
- Managing Director
  PT Ngrumat Bondo Utomo
- President Commissioner
  in various subsidiaries of the Company

Work Experience:
- Managing Director
  PT Samudera Indonesia Tbk (2016–2020)
- Commissioner Representative
  PT Samudera Indonesia Tbk (2013–2016)
- Secretary of the Board of Commissioners
  PT Samudera Indonesia Tbk (2009–2013)

He is affiliated with the President Commissioner (Shanti Lasminingsih Poesposoetjipto), Commissioners (Masli Mulia & Ken Narotama Hidayatullah) & Controlling Shareholders
(Ratna Djuwita Hatma & Chandraleika Masli Mulia).

Board of

Director Profile



Human Capital Director

TARA Hidayat



Date & Legal Basis of Appointment:
Deed No. 78 dated 30 June 2025

Date of Birth & Nationality:
Born in 1963, Indonesian citizen

Educational Background:
Bachelor of Economics
Management, Universitas Indonesia (1988)

Current Positions:

- Human Capital Director
  PT Samudera Indonesia Tbk (2020– present)
- Human Capital Director
  PT Samudera Indonesia Tangguh
  (2020– present)
- Commissioner
  PT Satuan Harapan Indonesia (2020– present)
- Chairman of the Supervisory Board
  Samudera Indonesia Utama Pension Fund
  (2020– present)

Work Experience:

- Human Resources Director
  PT Jakarta International Container Terminal
  (2017–2019)
- Organizational & Talent Development Director
  PT Pelabuhan Tanjung Priok (2015–2017)
- Deputy IV for Strategic Initiatives & International Relations, Presidential Working Unit
  for Development Supervision & Control (UKP4)
  (2009–2014)
- President Director
  Korn/Ferry International Indonesia (2007–2009)
- Country Leader & Partner
  IBM Global Services (IBM Indonesia)
  (2002–2006)
- Associate Partner
  Accenture Indonesia (1988–2002)

She has no affiliation with the management or owners of the Company.

Board of Director Profile



Date and Legal Basis of Appointment:
Deed No. 59 dated 28 June 2023

Date of Birth and Nationality:
Born in 1963, Indonesian citizen

Educational Background:
Bachelor of Economics
Finance & Accounting
Universitas Padjadjaran (1987)

Current Positions:
- Finance Director
  PT Samudera Indonesia Tbk (2014– present)
- Executive Director of Group Business Support
  Samudera Shipping Line Ltd (2022– present)
- Commissioner
  in various subsidiaries of the Company

Work Experience:
- Chief Executive Officer & President Director
  Anglo Eastern Plantations Group
  including 17 palm oil plantation companies &
  CPO factories, Indonesia (2011–2014)
- International Port Executive Committee
  (2010–2011)
- President Director
  Hutchison Port (2008–2010)
- Chief Finance Officer (CFO)
  Hutchison Port (2005–2008)
- Coca-Cola Amatil Indonesia (1992–2005)
- Prasetio Utomo & SGV-Arthur Andersen
  (1987–1992)

He has no affiliation with the management
or owners of the Company.


SAMUDERA
Finance Director
RIDWAN
Hamid

Board of

Director Profile



Compliance Director

F. HELIANTI Sastrosatomo



Date & Legal Basis of Appointment:
Deed No. 65 dated 26 June 2024

Date of Birth & Nationality:
Born in 1962, Indonesian citizen

Educational Background:
Bachelor of Law from Universitas Indonesia (1986)

Current Positions:
- Compliance Director
  PT Samudera Indonesia Tbk (2019– present)
- Compliance Director
  PT Samudera Indonesia Tangguh
  (2019– present)
- Lecturer at Master's Program
  School of Business Management
  Institut Teknologi Bandung (2019– present)

Work Experience:
- Member of Board Directors
  PT Holcim Indonesia Tbk (2014–2019)
- Temporary HR Director
  PT Holcim Indonesia Tbk (2017–2019)
- Commissioner
  PT Holcim Beton, PT Lafarge Indonesia & 6 other subsidiaries of PT Holcim Indonesia (2014–2019)
- Independent Director
  Holcim Sdn Bhd, Malaysia (2014–2015)
- Director & Member of Executive Committee
  PT Carrefour Indonesia (2007–2014)
- Member of Board Commissioners
  PT Danareksa Investment Management
  (2003–2005)
- Member of Board Directors, Executive Director & Executive Vice President
  PT Danareksa (1995–2005)
- General Counsel for Indonesia (GCO)
  American Express Bank Ltd, Jakarta
  (1990–1995)
- Associate at Ali Budiardjo, Nugroho, Reksodiputro, Counsellors at Law (1987–1990)
- PT Bormindo Nusantara (1986–1987)

She has no affiliation with the management or owners of the Company.

Key Executives

Left to right

ADI Martadinata
Managing Director
Ports & Logistics
Indonesia, Singapore

ADI Setiawan
Director
Project Logistics
Indonesia

ADITYA Girindra Wardhana
Director
Shipowning
Indonesia, Singapore

AFRA Mirdal Adya
Director
Container Shipping
Indonesia

AGNES WONG Pui Yee
Finance Director
Shipping
Singapore



Left to right

AMELIA Rahmawati
Senior Managing Director
Corporate Services
Indonesia

ANDI Irvan Zulfikar
Managing Director
Trucking
Malaysia

ANDREANA Yunizar
Managing Director
Cold Storage, Warehouse,
Distribution
Indonesia

ANGELINA Tan
Director
Logistics
Singapore

API Rando Permana
Managing Director
Technology, Services
Indonesia



Key Executives

Left to right

ARTIKA
Fasya Meinita
Finance Director
Investor Relations & ESG,
Renewables
Indonesia

ASRIL
Bari
Senior Managing Director
Corporate University, CSR
Indonesia

BIAN
Adiantoro
Managing Director
Ports
Indonesia

BOBBY
Irianto
Managing Director
Logistics Services Provider
Indonesia

CATURYANTO
Cahya Septanugraha
Managing Director
Ports
Indonesia



Left to right

CHARLES
Paulinus M. Sitanggang
Commercial Director
Trucking
Indonesia

CHRISTINA
Enita Hernawati
Managing Director
Shipping Agencies
Indonesia

CYPRIANUS
Andriyanto
Managing Director
Shipping
Thailand

DEDDY
Ony Setiawan
Finance Director
Shipping
Indonesia

DHANY
Yudha Bintang Perdana
Senior Managing Director
Research Initiative,
Ports, Renewables
Indonesia



Key Executives

Left to right

EIJI Matsumura
Director
Shipping
Japan

FAHMI Fitri M. Noor
Commercial Director
Warehouse, Distribution
Indonesia

FARIS Aidid
Senior Managing Director
Trucking
Indonesia, Malaysia

FAUZAN Thaha
Senior Managing Director
Property
Indonesia

FIAN Indiyawanto
Managing Director
Ports
Indonesia



Left to right

FIRMAN
Kartasasmita
Senior Managing Director
Ports
Indonesia

HARUN
Gemilang
Senior Managing Director
Ports
Indonesia

HENDI
Agoes Hermawan
Senior Managing Director
Project Logistics, Ports
Indonesia

HENDRA
Wijanoko
Senior Managing Director
Ports
Indonesia

HERMAWAN
Fridiana Herman
Director
Internal Audit, Services
Indonesia



Key Executives

Left to right

I KADEK
Didik Wijaya
Senior Managing Director
People & Human Capital, Technology
Indonesia, Singapore

IBNU
Syauki
Finance Director
Project Logistics, Ports
Indonesia

IDAMAN
Putri Erwin
Managing Director
Communications, Services
Indonesia

IKSAN
Ade Kurniawan
Director
Commercial, Logistics
Indonesia

INDRA
Sukmana Dewa
Director
Tax, Trucking
Indonesia



Left to right

IRIANTY Wulandari
Director
Logistics
Malaysia

IWAN Amisi
Finance Director
Logistics Services Provider
Indonesia

JAZZY Isya Perdana
Commercial Director
Shipping, Logistics
Indonesia, UAE

JHON Radiaman Purba
Senior Managing Director
Logistics Services Provider
Indonesia

JOSHUA Akira
Director
Commercial, Property
Indonesia, Singapore



Key Executives

Left to right

JULIAN
A.F. Smith
Senior Managing Director
Logistics
Indonesia, Australia

KEITH
Choo
Director
Shipping
Thailand

LISTYO
Prihantoro
Director
Shipyard, Services
Indonesia

LUKAS
Gotama
Finance Director
Finance, Shipping
Indonesia

M. YANWAR
Zulkarnain
Director
Tanker Shipping
Indonesia



Left to right

MAHARLIKA Wiedhayaka
Director
Legal, Services
Indonesia

MAHMUD Tarmizi Amir
Senior Managing Director
Shipping, Ship Management
Indonesia, Singapore

MARIO Siahaan
Director
Overseas Bussines
Development, Shipping
Indonesia

MARYANDI
Managing Director
Tanker Shipping, Services
Indonesia

MUSTHOFA
Senior Managing Director
Shipyard
Indonesia



Key Executives

Left to right

NADYA Anette
Managing Director
Ports, CSR
Indonesia

NASEER Ali
Managing Director
Ship Management
Indonesia, Singapore

NGATNO Prabowo
Senior Managing Director
Shipping Agencies
Indonesia

OH KIAN Beng
Managing Director
Logistics
Singapore

ONG JIAN Xiang
Director
Logistics
Malaysia, Singapore



Left to right

PRITA Sylvanny
Director
Insurance,
Ship Management
Indonesia

RAHMAWANI Harahap
Director
CEO Office, Services
Indonesia

RAKESH P. Vijay
Managing Director
Shipping, Logistics
India, UAE

RIFIANDI Indrajaya
Finance Director
Shipping Agencies, Technology
Indonesia

RIMA Joko Dwikaryuni
Finance Director
Shipyard
Indonesia



Key Executives

Left to right

Rizky Hanggono Bahanadewa
Managing Director
Shipping, Logistics, Property
UAE

Romi Syahril
Finance Director
Cold Storage, Warehouse, Distribution, Logistics
Indonesia

Rubianto Wibowo
Commercial Director
Logistics Service Provider
Indonesia

Rudolf Margiat Bakkara
Director
QHSE, Renewables
Indonesia

Ruhuluddin Kudus
Managing Director
Property
Indonesia



Left to right

SANDHIKA
M. Stamboel

Director
Investor Relation & ESG,
Services
Indonesia, Singapore

SIGIT
Rapiyanto Surahman

Finance Director
Container Shipping, Logistics,
Property
India

SIGIT
Brototjahjono

Managing Director
Ports
Indonesia

STEFANI
Wahyuningtyas Savitri

Finance Director
Treasury, Ports
Indonesia

SUDIBYO

Senior Managing Director
Shipyard
Indonesia



Key Executives

Left to right

SUNU
Aji Tarjono
Managing Director
Logistics
Indonesia

TAN MENG
Toon
Senior Managing Director
Shipping
Singapore

TEGUH
Basuseto
Director
Shipping
Indonesia

THOMAS LEE
Thuan Aun
Director
Container Shipping
Singapore

TIMOR
Mahendra Nuansyah
Managing Director
Logistics
Malaysia



Left to right

TRISNADI
Sukur Muslim Mulia

Senior Managing Director
Shipping, Crew Management
Singapore, Indonesia

TRY
Prasetya

Director
Ports, Project Logistics,
Services
Indonesia

WAHYU
Widodo

Director
Shipyard
Indonesia

WIDYANINGRUM
Surya Nugraha

Director
Communications Services
Indonesia

YUDI
Riyadi

Senior Managing Director
People & Human Capital,
Services
Indonesia



SAMUDERA

Group Structure



SHANTI LASMININGSIH POESPOSOETJIPTO — 27.32% — 33.33%

RATNA DJUWITA HATMA — 27.32% — 33.33%

CHANDRALEIKA MASLI MULIA — 27.32% — 33.33%

PT NGRUMAT BONDO UTOMO — 18.03% → PT NBU INDONESIA UTAMA — 26.09% → PT SAMUDERA INDONESIA TANGGUH — 58.00%

37.85% → PT SAMUDERA INDONESIA TANGGUH

16.02% → PT SAMUDERA INDONESIA TBK

MASLI MULIA — 0.40%

BANI M. MULIA — 0.34% — 0.75%

F. HELIANTI SASTROSATOMO — 0.01%

PUBLIC — 25.23%

PT SAMUDERA INDONESIA TBK

- 95.33% → PT MASAJI PRAYASA CARGO
- 0.70% / 49.30% → PT SAMUDERA LOGISTICS SERVICES
- 50.00% / 65.14% → SAMUDERA SHIPPING LINE LTD
  - 5.00% → PT SAMUDERA SHIPPING SERVICES
  - 100.00% → SAMUDERA SHIPS INVESTMENT PTE LTD
    - 100.00% → FOREMOST MARITIME PTE LTD → 95.00% → PT SAMUDERA SHIPPING SERVICES
    - 100.00% → OCEAN SHIPS INVESTMENT PTE LTD
    - 100.00% → SILKARGO LOGISTICS (SINGAPORE) PTE LTD → 51.00% → SHAL HAWK SILKARGO SDN BHD
    - 100.00% → SAMUDERA SHIPPING LINE (INDIA) PVT LTD
    - 60.00% / 40.00% → SAMUDERA LOGISTICS DWC LLC → 49.00% → SAMUDERA CARGO SERVICES LLC
    - 100.00% → SAMUDERA SHIP HOLDINGS PTE LTD
    - 100.00% → SAMUDERA JAPAN K K
    - 100.00% → OCEAN TECHNOLOGIES PTE LTD
    - 51.00% → PRIME MARITIME DWC LLC
  - 49.00% → SAMUDERA TRAFFIC CO LTD
  - 50.00% → LNG EAST-WEST SHIPPING COMPANY (SINGAPORE) PTE LTD
  - 60.00% → SAMUDERA SHIP MANAGEMENT PTE LTD
  - 65.00% → SAMUDERA INTERMODAL SDN BHD
  - 100.00% → SAMUDERA TANKERS PTE LTD
  - 49% → PT SAMUDERA SHIPPING INDONESIA
  - 100.00% → SAMUDERA PROPERTY LIMITED
  - 100.00% → SAMUDERA AUSTRALIA PTY LTD
  - 100.00% → SAMUDERA SHIP BROKERS PTE LTD
- 99.93% → PT SAMUDERA INDONESIA SHIP MANAGEMENT
- 67.56% / 16.22% → PT SATUAN HARAPAN INDONESIA
- 50.00% → PT SAMUDERA INDONESIA MITRA MANAJEMEN
- 88.72% → PT SAMUDERA DAYA MITRA
- 99.99% → PT CUMAWIS
- 90.00% → PT SAMUDERA AGENCIES INDONESIA
- 99.04% → PT GALANGAN SAMUDERA MADURA

40.00%

2.50%

- 99.99% → PT SAMUDERA SARANA LOGISTIK
- 48.50% → PT MARUZEN SAMUDERA TAIHEIYO
- 99.99% → PT SILKARGO INDONESIA
- 99.98% → PT SAMUDERA PELABUHAN INDONESIA
  - 99.99% → PT TANGGUH SAMUDERA JAYA
  - 93.33% → PT PELABUHAN SAMUDERA PALABAN
  - 99.99% → PT PRIMA NUR PANURJWAN
  - 51.00% → PT SAMUDERA SARANA TERMINAL INDONESIA
  - 21.00% → PT PATIMBAN GLOBAL GATEWAY TERMINAL
- 50.00% → PT PRAWEDA SARANA INFORMATIKA
- 56.09% → PT ISTA INDONESIA
  - 99.29% → PT ISTA RASA INDONESIA
  - 37.03% → PT SAMUDERA GOLDEN MITRA → 90.00% → PT SAMUDERA MITRA DEPO
- 99.10% → PT SAMUDERA PROPERTI INDONESIA
- 99.99% → PT SAMUDERA PERKAPALAN INDONESIA
  - 98.00% → PT SAMUDERA NUSANTARA INDONESIA
  - 43.00% → PT SAMUDERA ASAHI SHIPPING
  - 21.05% → PT PERUSAHAAN PELAYARAN NUSANTARA PANURJWAN
- 33.33% → PT ASTA RIKA STUWARINDO

50%

- 99.92% → PT MASAJI TATANAN KONTAINER INDONESIA → 51.00% → PT MITRA TANKI KONTAINER INDONESIA
- 99.96% → PT MASAJI KARGOSENTRA TAMA
- 40.00% → PT KOREA MARINE CARGO SERVICES JAKARTA
- 51.00% → PT SAMUDERA JWD LOGISTICS → 86.32% → PT ADIB COLD LOGISTIC
- 90.00% → PT SAMUDERA PERDANA
  - 44.00% → PT SAMUDERA LAKSANA PERDANA
  - 49.00% → SAMUDERA LAUTAN EMAS SDN BHD
- 9.99%



Group

Structure


SINAR BAJO
YANG MING
PIL

Subsidiaries & Associates

SAMUDERA Shipping

Samudera Shipping is a core pillar of the Company's business operations. This shipping business provides fully integrated end-to-end shipping services across upstream and downstream operations. Its business segments include dry bulk, containers, and tanker shipping; agency services; ship and crew management; as well as offshore support and salvage services.

Name	Description
PT Perusahaan Pelayaran Nusantara Panurjwan	This business unit provides container shipping services in Indonesia.
Samudera Shipping Line Ltd	This business unit provides feeder services for container transport, covering Southeast Asia, the Middle East, and the Indian subcontinent.
PT Samudera Agencies Indonesia	This business unit operates in ship agency services in Indonesia, with all of the Company's agency activities managed through this unit.
PT Samudera Indonesia Ship Management	This business unit was established to manage all of the Company's vessels and to provide ship management services to third parties.
PT Samudera Perkapalan Indonesia	This business unit operates in domestic and international shipping for dry bulk cargo and general cargo transport.
PT Samudera Shipping Services	This business unit provides maritime transport services that support the chemical, oil and gas industries, as well as bulk cargo transportation.
PT Samudera Shipping Indonesia	This business unit focuses on providing maritime transportation services in bulk shipping, oil and gas, mining, smelter industries, and other marine-related projects.
PT Samudera Asahi Shipping	This business unit operates in vessel ownership and domestic maritime transport for specialized cargo.
Samudera Tankers Pte Ltd	This business unit operates in maritime transport services for the chemical, oil, and gas industries.
Ocean Ships Investment Pte Ltd	This business unit operates in vessel ownership.
Samudera Intermodal Sdn Bhd	This business unit handles agency activities at various ports in Malaysia.
Samudera Shipping Line (India) Pvt Ltd	This business unit provides container shipping services connecting India with the Middle East, Southeast Asia, and East Asia.
Samudera Traffic Co Ltd	This business unit acts as an agent of Samudera Shipping Line Ltd, handling agency activities in Thailand.
PT Cumawis	This business unit operates in offshore support services.
Foremost Maritime Pte Ltd	This business unit serves a range of destinations, both domestic and international.
LNG East-West Shipping Company (Singapore) Pte Ltd	This business unit is a joint venture with NYK, operating liquefied natural gas (LNG) tanker vessels.
Prime Maritime DWC LLC	This business unit acts as an agent of Samudera Shipping Line Ltd, handling agency activities in the Middle East.

Name	Description
Samudera Ship Management Pte Ltd	This business unit operates in vessel management services.
Samudera Ship Investment Pte Ltd	This business unit operates in vessel investment.
PT Galangan Samudera Madura	This business unit's scope of activities includes the construction of motorized ships from steel and wood, shipyard repair and maintenance, and the fabrication of floating equipment.
Samudera Australia Pty Ltd	This business unit operates in investment activities.
Samudera Ship Brokers Pte Ltd	This business unit operates to provides ship brokering services.
Samudera Japan K K	This business unit operates in vessel ownership and chartering as well as ship agency services in Japan.
Samudera Ship Holdings Pte Ltd	This business unit operates in vessel ownership.

SAMUDERA Ports

Samudera Ports was established from the development of port services, covering the management of bulk, container, and multipurpose terminals, as well as the provision of port support equipment.

Name	Description
PT Samudera Pelabuhan Indonesia	This business unit serves to accommodate and manage terminal and port operations.
PT Samudera Sarana Terminal Indonesia	This business unit is a joint venture with SEIC Resources (M) Sdn Bhd. It provides maintenance and repair services, troubleshooting, and the supply of spare parts for cargo handling equipment at ports.
PT Pelabuhan Samudera Palaran	This business unit provides container handling and stacking services at the Palaran Container Terminal in Samarinda, East Kalimantan.
PT Prima Nur Panurjwan	This business unit provides loading and unloading services at Tanjung Priok Port for domestic vessels, handling both cargo and containers.
PT Tangguh Samudera Jaya	This business unit provides loading and unloading services at Tanjung Priok Port for international container vessels.
PT Asta Rika Stuwarindo	This business unit operates in cargo handling and project cargo services.
PT Patimban Global Gateway Terminal	This business unit is a joint venture established to manage terminal operations at Patimban Port.

Subsidiaries & Associates

SAMUDERA Logistics

Samudera Logistics is a business line that provides integrated logistics services, from warehousing to transportation across multiple modes, delivering goods to their final destinations.

Name	Description
PT Samudera Sarana Logistik	This business unit operates in multimodal transportation and supporting activities, including container depots, warehousing, transportation management services, and customs services.
PT Samudera Laksana Perdana	This business unit operates in land transportation support services.
PT Samudera Perdana	This business unit provides land transportation services for container cargo, bulk cargo, container repositioning, cargo distribution, project cargo transport, and port transportation.
PT Adib Cold Logistic	This business unit operates in cold logistics, including refrigerated storage and transportation facilities.
PT Masaji Kargosentra Tama	This business unit provides services in Container Freight Station (CFS) operations and warehouse management.
PT Masaji Prayasa Cargo	This business unit specializes in freight forwarding services for project logistics.
PT Masaji Tatanan Kontainer Indonesia	This business unit provides container depot services.
PT Silkargo Indonesia	This business unit provides integrated logistics services to customers, including third-party logistics, international and domestic freight forwarding, project logistics, as well as customs and administrative handling.
Silkargo Logistics (Singapore) Pte Ltd	This business unit provides comprehensive logistics and freight forwarding services, including air and sea transportation, customs processing, warehousing, and land transportation.
Samudera Logistics DWC LLC	This business unit provides end-to-end logistics services worldwide for a diverse range of end users, including manufacturers, buyers, exporters, and importers.
PT Samudera Logistics Services	This business unit primarily provides warehousing and distribution center services, particularly for the Fast Moving Consumer Goods (FMCG) sector, and also serves as a third-party logistics provider by offering multimodal transportation, supply chain management, warehouse insurance, and other value-added services for customers.
PT Maruzen Samudera Taiheyo	This business unit provides project logistics services and is a joint venture between the Company, Maruzen Showa Unyu Co Ltd, and Taiheiyo Kisen Kaisha Ltd.
PT Samudera JWD Logistics	This business unit is a joint venture with JWD Asia Holding Pvt Ltd, operating in multimodal transportation and its supporting activities.
Shal Hawk Silkargo Sdn Bhd	This business unit provides warehouse management services at the Port Klang Free Trade Zone, Malaysia.
Samudera Lautan Emas Sdn Bhd	This business unit is a joint venture with Golden Sea Haulage Sdn Bhd, operating in land transportation in Malaysia.

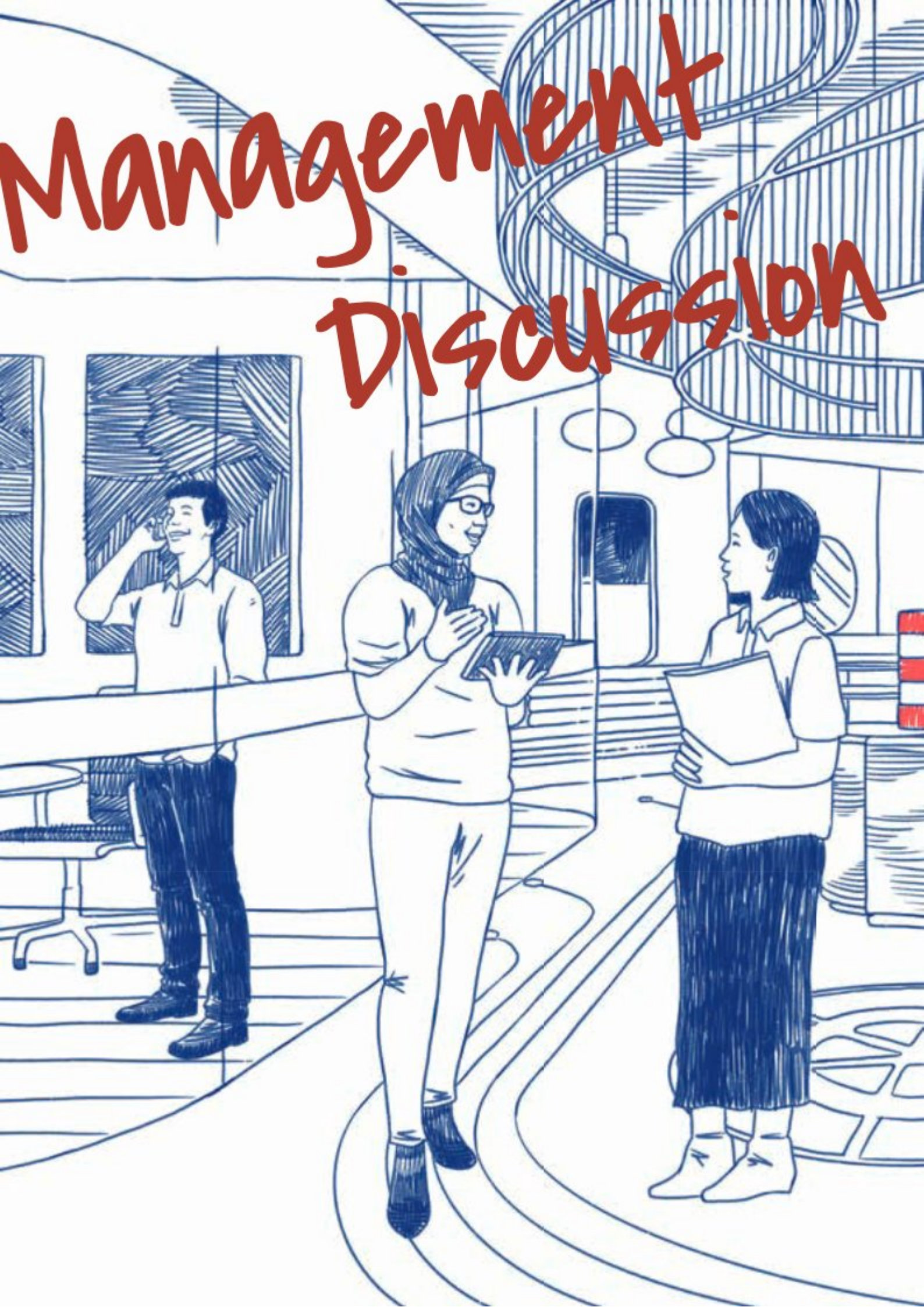
Name	Description
PT Mitra Tanki Kontainer Indonesia	This business unit provides warehouse management services and is a joint venture with Mitra Bintang Samudera in the Belawan area.
PT Korea Marine Cargo Services Jakarta	This business unit operates in multimodal transportation and supporting activities is a joint venture between KMTC Co Ltd.
PT Samudera Golden Mitra	Established as a joint venture with a local business group, this business unit provides container stacking, stuffing and stripping, and haulage services to support cargo handling activities at the Palaran Container Terminal.
PT Samudera Mitra Depo	Not yet operational.
Samudera Cargo Services LLC	This business unit provides shipping agency, customs and administrative services, warehousing, distribution, and shipping to, from, and within the United Arab Emirates.

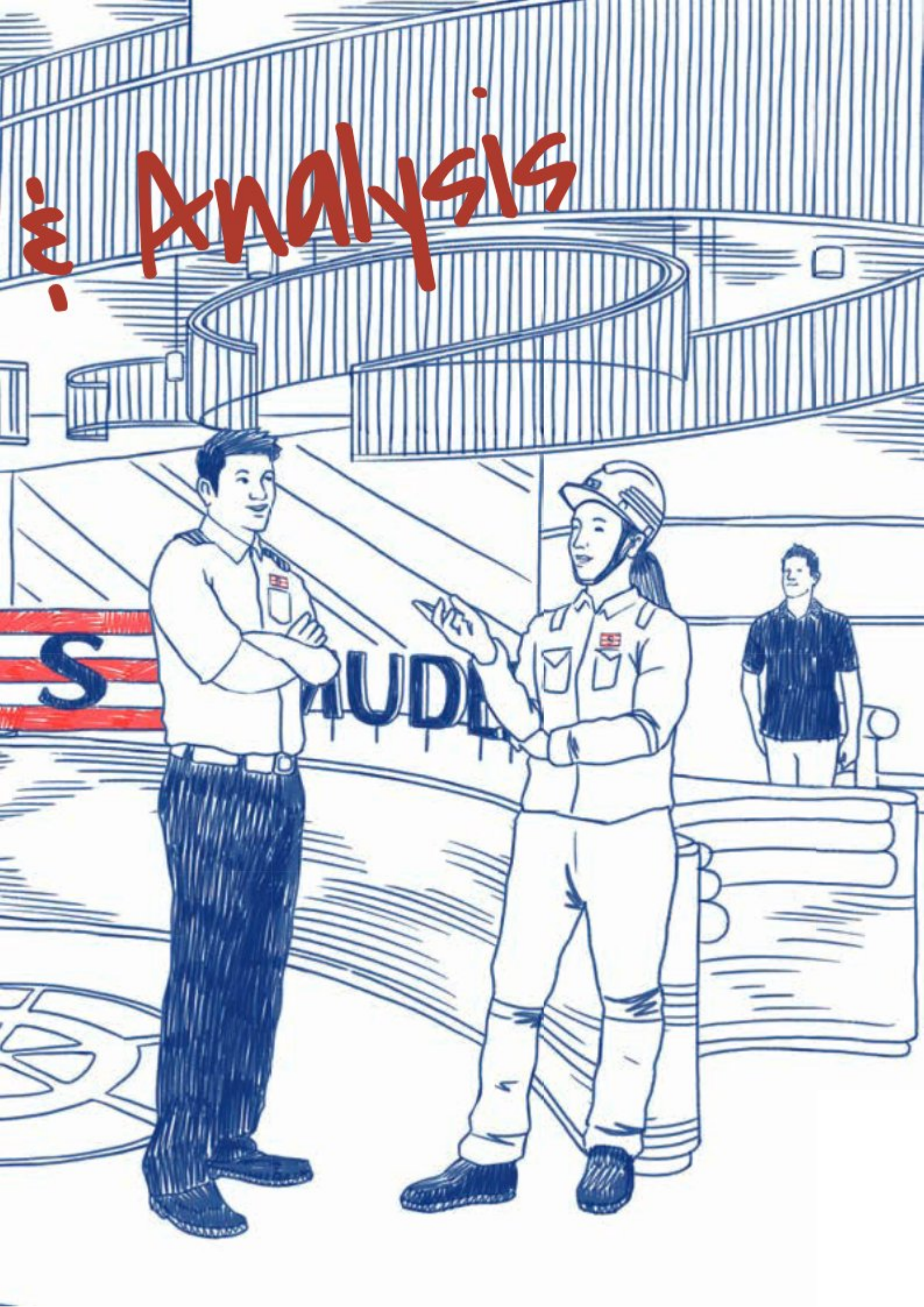
SAMUDERA Services

Samudera Services is a business line that provides operational support to all of the Company's business units. It also serves as a platform to integrate and synergize the business group and to drive the development of the Company's business units.

Name	Description
PT Samudera Properti Indonesia	This business unit aims to oversee the ownership and management of Samudera property assets.
Samudera Property Limited	This business unit manages the Company's property assets in Dubai, United Arab Emirates.
PT Samudera Daya Mitra	This business unit operates in human resource management services for the Company.
PT Praweda Sarana Informatika	This business unit provides information technology solutions services to the Company, its subsidiaries, financial institutions, government agencies, and private companies.
PT ISTA Indonesia	This business unit provides travel document management, domestic and international ticketing, Meeting, Incentive, Convention, and Exhibition (MICE) services and tours, as well as operational vehicle procurement.
Ocean Technologies Pte Ltd	This business unit operates in data analytics, processes, and related activities.
PT Samudera Indonesia Mitra Manajemen	This business unit provides services and consulting related to finance, legal, procurement, risk management, and other areas for the Company's business group.
PT Satuan Harapan Indonesia	This business unit provides workforce services in security, cleaning, and drivers for the Company and all of its subsidiaries.
PT ISTA Rasa Indonesia	This business unit operates in the food and beverage sector as well as product management.

Management Discussion




& Analysis



ECONOMIC REVIEW

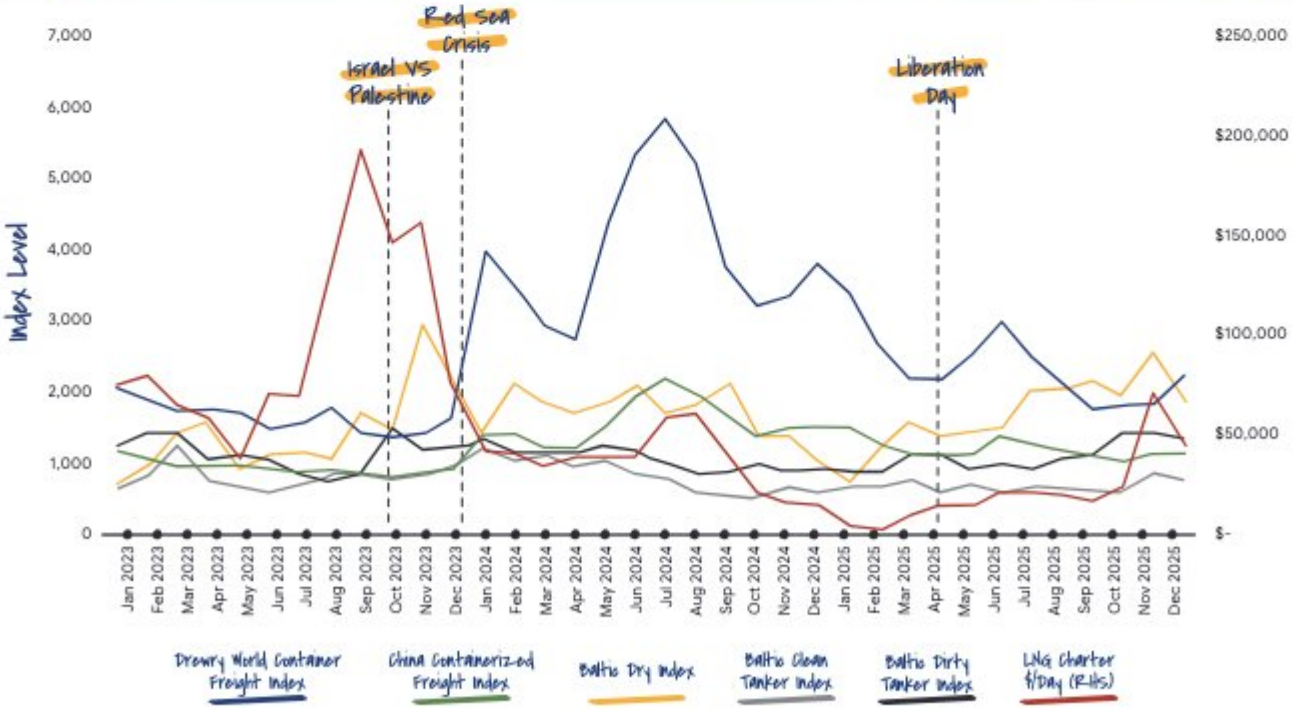
The global economy in 2025 demonstrated resilience amid geopolitical fluctuations and a structural transformation of the international trade landscape, primarily driven by shifting trade policies between the United States (U.S) and China. Escalating tensions in the first half of 2025, marked by U.S. reciprocal tariff threats of up to 245% on Chinese imports and significant tariff pressures on Asian and ASEAN countries, triggered a massive front-loading phenomenon across major global logistics routes. However, a strategic "tariff pause" and subsequent diplomatic negotiations led to a substantial reduction in effective tariffs by August 2025. This de-escalation structurally rerouted global trade flows through a spillover effect, while Chinese exports to the U.S. contracted by 20%, they recorded robust growth in ASEAN (13.4%), India (12.8%), and the European Union (8.4%).

These dynamics catalyzed global trade volume, prompting the WTO to upwardly revise its 2025 global merchandise trade growth forecast to 2.4% YoY. Despite contractionary pressures in North America, where exports and imports declined by -3.1% and -4.9% respectively, Asia remained the primary growth engine, recording a 5.7% increase in import volumes and a 5.3% rise in exports. This trend aligned with Container Trade Statistics (CTS) data, which shows a 5% YoY growth in global container shipment volumes. The strongest performance was observed on the Asia-Europe (8%) and Intra-Asia (6%) routes, whereas Asia-North America volumes slowed by -4% due to prevailing geopolitical shifts.

From a maritime fundamental perspective, the container segment faced capacity challenges as new vessel orders surged to 33% of active capacity, the highest ratio since 2008. The growth of fleet supply by 6.9%, which exceeded demand growth, has put pressure on global container freight rates. This is reflected in the China Containerized Freight Index (CCFI) which decreased by 24% YoY. Similarly, the refined product tanker market (BCTI) saw a 17% decline due to a 5% expansion in fleet capacity. In contrast, the crude tanker market (BDTI) grew by 5% to 1,099 points, supported by limited fleet additions and heightened geopolitical risks in the Strait of Hormuz.

Freight Rate

Source: Bloomberg Intelligence, March 2026

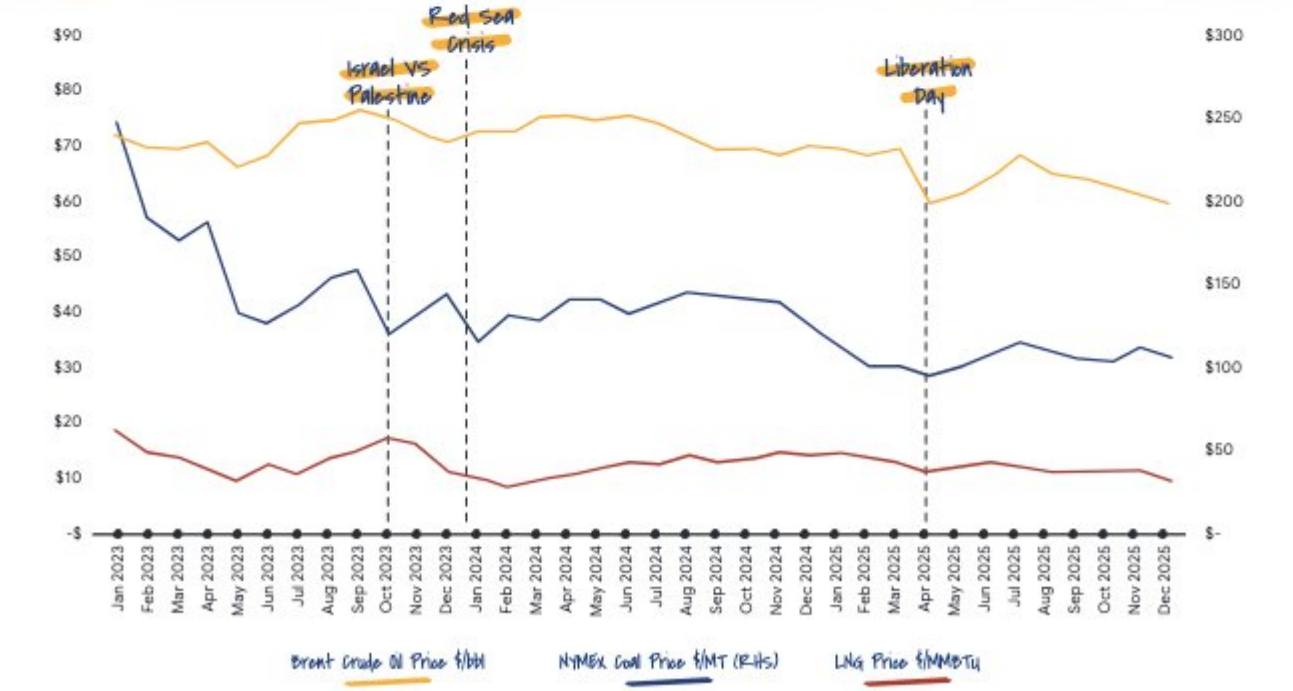




In the energy and commodity sectors, Brent crude prices corrected by 11% to an average of USD65.5/bbl, as a 2% increase in global production outpaced demand growth. Stagnation was also observed in the dry bulk market, with the Baltic Dry Index (BDI) rising marginally by 1% to 1,702 points, primarily driven by weakening coal demand from China, which contributed to a 21% correction in global coal prices to USD107.5/MT. Meanwhile, the LNG transportation market is facing pressure to reduce time charter rates in Q4 2025 by -5% YoY, triggered by the inequality between the wave of new vessel operations and global gas demand growth that remains weak below the 1% level.

Energy Price

Source: Bloomberg Intelligence, March 2026





In 2025, the global inflation trend continued to ease, prompting more accommodative monetary policies. According to the IMF, global inflation was projected to decline significantly to 4.2% YoY, down from 5.8% YoY in the previous year. A similar trend was observed in the United States, where inflation fell to 2.6% YoY from 2.9% YoY in the same period. Price stability encouraged the Federal Reserve to implement monetary easing by cutting the benchmark interest rate by 75 basis points, from a range of 4.25%–4.50% to 3.50%–3.75% by the end of the year.

Based on the January 2026 edition of the *World Economic Outlook*, the IMF estimated global economic growth at 3.3% YoY in 2025. This figure represents a significant upward revision from the initial April estimate of 2.8% YoY and remains stable compared to 2024. The projection reflects the resilience of the global economy amid ongoing geopolitical dynamics. Key major economies contributed to this stability, with China's growth expected to remain stable at 5.0%. Japan recorded an acceleration in growth to 1.1% from -0.2% in the previous year, while India showed an improved growth trend at 7.3% YoY, up from 6.5% the prior year. Europe also emerged from a stagnation period, growing by 1.2% YoY in 2025, exceeding its 2024 growth of 0.9% YoY. Within ASEAN, Vietnam recorded robust growth of 8.02% YoY in 2025, higher than 7.09% in the previous year. Conversely, the United States experienced a slowdown, with growth moderating to 2.1% from 2.8% in the previous year.

Asia as a region achieved economic growth above the global average, and even higher than in the previous year. The IMF recorded Asia's economy growing 5.4% YoY in 2025, compared to 5.3% YoY in 2024. Meanwhile, the ASEAN economy grew 4.2% YoY, slightly slower than 4.6% YoY in 2024, yet still exceeding global growth rate of 3.3% YoY.

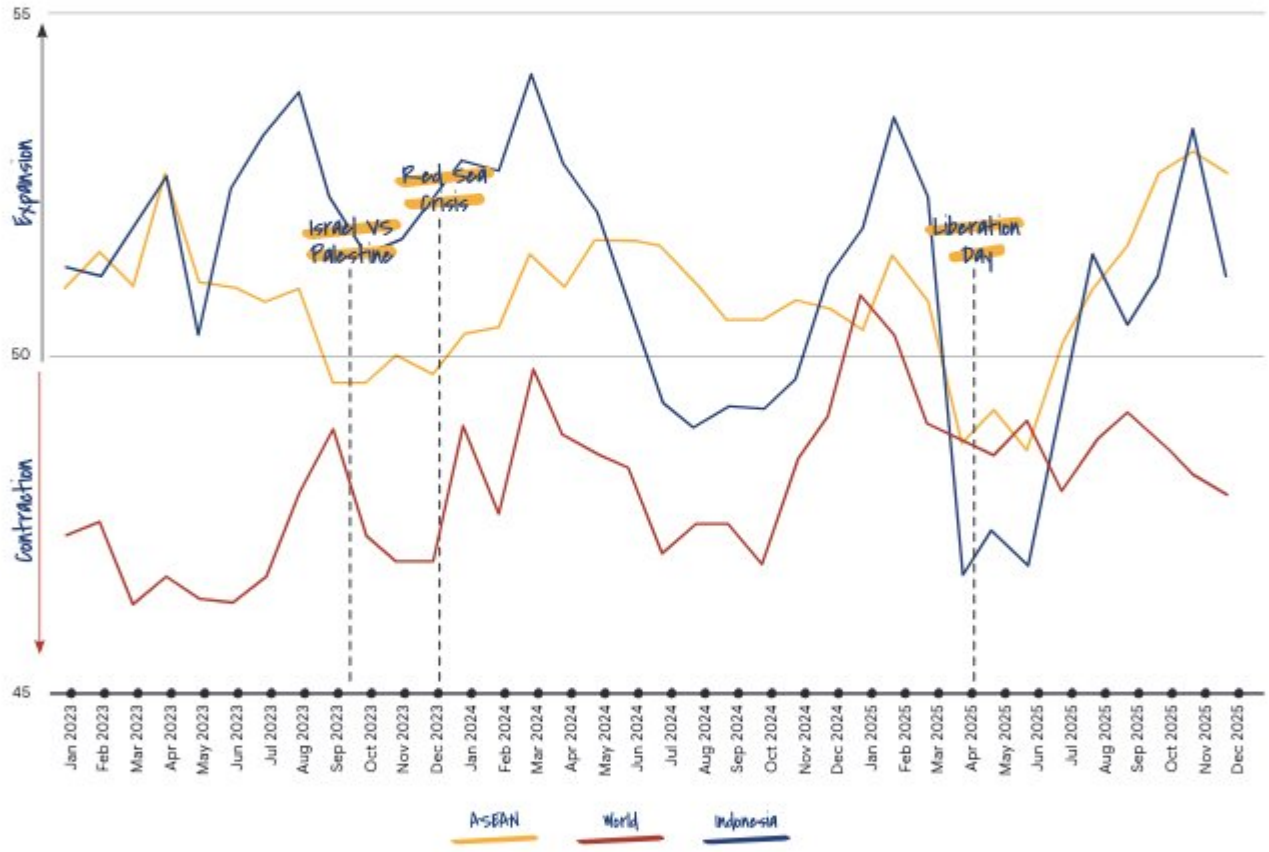
Indonesia's economy, as reported by BPS-Statistics Indonesia, expanded by 5.11% in 2025, slightly higher than 5.03% in 2024. By sector, manufacturing contributed the most to economic growth, accounting for 19.20% of the national economy with 5.40% YoY growth.

Other significant contributors included trade and automotive repair at 13.24% with 6.07% growth, agriculture, forestry, and fisheries at 11.56% with growth of 5.14% YoY growth, and construction at 10.16% with 3.89% growth. Meanwhile, mining and quarrying contributed 8.93% to GDP but recorded a negative growth of -1.31% YoY. On the expenditure side, household consumption remained dominant, contributing 53.63% and growing by 5.11% YoY.

The manufacturing sector in Indonesia and Southeast Asia showed resilience despite global fluctuations in 2025. This was reflected in the Purchasing Managers' Index (PMI) for manufacturing in Indonesia and Southeast Asia, which generally returned to expansionary levels in the second half of the year. Although Indonesia experienced a contraction in manufacturing for four consecutive months from April to July, reaching a low of 46.7 points in April due to sharp declines in output and new orders from both domestic and export markets. However, the sector recovered, with the PMI returning to expansionary territory at 51.2 points by December 2025. This recovery trend contributed to ASEAN's PMI, which reached 52.7 points, keeping Indonesia in the expansionary territory. This stands in contrast to global manufacturing, which remained below 50.0 throughout 2025. The strong manufacturing conditions in Asia supported consistent demand for logistics services both in Indonesia and Southeast Asia, despite ongoing global volatility.

Manufacturing Purchasing Manager Index (PMI)

Source: Bloomberg Intelligence, March 2026



To manage inflation and the Rupiah exchange rate, Bank Indonesia (BI) adjusted the BI-7 Day Repo Rate four times in 2025, with a total change equivalent to 100 basis points. The adjustments included a 25 bps increase in May to 5.5%, followed by a 25 bps reduction in July to 5.25%, another 25 bps reduction in August to 5.00%, and a final 25 bps cut in September to 4.75%. This accommodative monetary policy, implemented amid a low-inflation environment, was intended to stimulate household consumption. Inflation reached a low of -0.90% in February 2025, reflecting a brief deflationary period, before gradually increasing and closing at 2.92% by the end of December 2025. This level represents an increase compared to 1.57% in 2024.

The Rupiah exchange rate also experienced volatility in 2025. It weakened to its lowest point of the year on 9 April 2025, at IDR16,943/USD, while reaching its strongest level on 14 August 2025, at IDR16,109/USD.

According to BPS-Statistics Indonesia, Indonesia's total exports in 2025 amounted to USD282.91 billion, up 6.15% YoY, while imports reached USD241.86 billion, an increase of 2.83% YoY. As a result, Indonesia recorded a trade surplus of USD41.05 billion for the year. This surplus comprised a non-oil and gas surplus of USD60.75 billion and an oil and gas deficit of USD19.71 billion, marking the 6th consecutive years of annual trade surpluses since 2020.

Non-oil and gas exports remained the main contributor, accounting for 95.38% of total exports, or USD269.84 billion, up 7.66% YoY. The sectors with the highest export growth were the fats and oils sector, which grew 27.94% YoY, followed by the machinery and electrical equipment sector with 26.55% YoY growth. In contrast, exports from the mining sector declined by 23.00% YoY.

The increase in imports was driven by a 5.11% YoY rise in non-oil and gas imports, while oil and gas imports fell by 9.67% YoY. Among imported goods, capital goods saw the largest increase of 20.06%, whereas raw materials and consumption goods declined by 0.83% and 1.35% YoY.

INDUSTRY OVERVIEW

The Government of Indonesia continued to strengthen economic fundamentals to ensure positive growth and enhance resilience against global economic volatility. In line with this, the Company successfully navigated challenges and seized opportunities throughout 2025, resulting in positive performance. The following is an overview of the Company's business sector developments during 2025.

SHIPPING INDUSTRY in global experienced volume growth that was lower than the expansion of fleet capacity. This oversupply pressured freight rates, however, continued volume growth along Asia trade routes supported container segment performance in 2025.

According to Bloomberg, container shipment volumes on major global trade routes continued to grow despite ongoing geopolitical developments and route adjustments. Global container shipment volume increased by 5% YoY, rising from 184 million TEUs in 2024 to 192 million TEUs in 2025. For major routes, Intra-Asia shipments reached 50.2 million TEUs, up 5.9% YoY, while Asia–Europe shipments expanded by 8.1% YoY, reaching 19.6 million TEUs in 2025. However, two other major routes experienced declines, with Europe–Asia shipments declining by 5% YoY and Asia–US shipments falling by 4.5% YoY.

In line with that, the container shipping industry in Indonesia in 2025 will also experience positive growth at the level of 6.87% YoY. PT Pelabuhan Indonesia noted that container flows on domestic routes between islands and export-import flows grew by 5.2% and 10%, respectively, compared to the previous year. Container ship visits at 7 major ports grew by 7.2% YoY with a volume increase of 2% YoY. Ship visits at Tanjung Priok and Tanjung Perak Ports increased by 6% YoY and 11% YoY, respectively. In line with that, container ship transportation volume at Tanjung Priok Port grew 1.2% YoY, while ship cargo volumes at Tanjung Perak Port increased by 4.9% YoY.

Global tanker shipping activity recorded a 4% YoY increase in port call frequency in 2025, up from 3% in 2024. This growth trend was also reflected in the domestic market, which demonstrated significant performance. Specifically, tanker vessel visits at the seven main ports increased by 9% in 2025 compared to the previous year.

In contrast, the global bulk carrier market remained relatively stable, with port visit growth of 3%, similar to 2024. However, domestic conditions diverged, as bulk carrier vessel calls at Indonesian ports declined by 2% YoY.

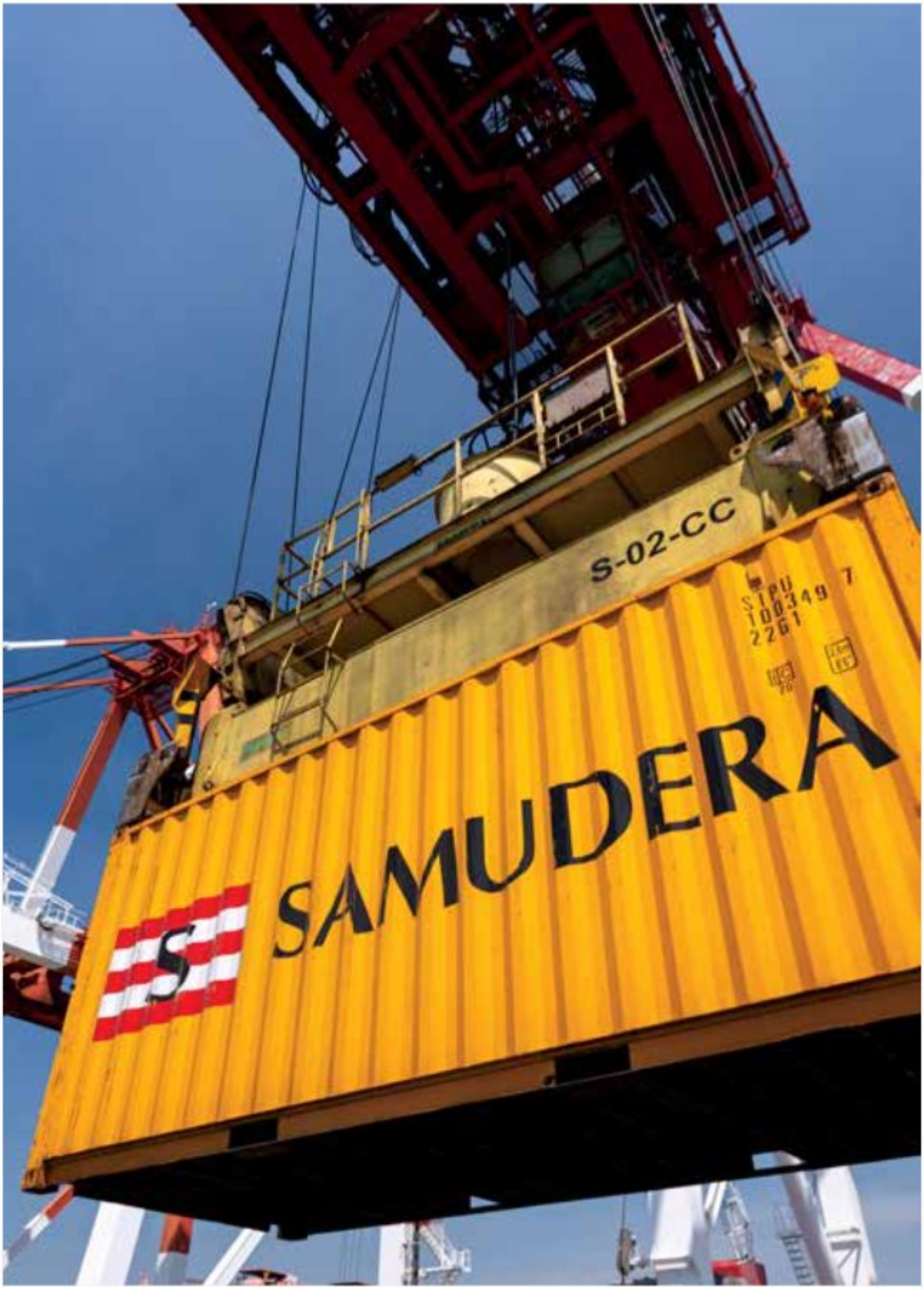
PORT INDUSTRY container throughput at several major global ports showed an increase in 2025.

The Marine Port Authority (MPA) of Singapore noted that port throughput in Singapore recorded an increase of 8.6% YoY in 2025 with a volume of 44.66 million TEUs. Similarly, the Jawaharlal Nehru Port Authority (JNPA) recorded a growth in the throughput of the port of Nava Sheva by 12.6% YoY with a volume of 7.94 million TEUs.

In line with global developments, port performance in Indonesia also recorded an increase. BPS noted that the volume of loading and unloading at 5 main ports in Indonesia in the January-December period in 2025 will grow positively at 7% YoY. In addition, Bloomberg also recorded that the number of ship visits at the 5 main ports grew by 8.1% YoY.

LOGISTICS INDUSTRY covering transportation and warehousing, recorded growth of 6.16% YoY in 2025, with land transportation contributing 48% to the sector. During 2025, several subsectors within the logistics industry demonstrated solid growth, including rail transportation, which grew by 6% YoY, land transportation, which increased by 10% YoY, and river, lake, and ferry transportation, expanded by 8% YoY, as well as warehousing and supporting transport services (including postal and courier services) also grew by 10% YoY. Meanwhile, the sea transportation subsector recorded a significant increase of 10% YoY, a marked improvement compared to its 2% YoY growth in 2024. This growth highlights the increasingly strategic role of maritime transportation as the primary mode in the national supply chain, particularly for large-scale and long-distance cargo shipments. In contrast, air transportation contracted slightly, declining by 0.2% YoY.

SERVICE INDUSTRY commercial property performance in Q4 2025 remained positive in terms of demand, supply, and prices, although growth was more moderate. Bank Indonesia's survey reported that the commercial property demand index increased 0.7% YoY, slowing from 1% YoY in Q3. The slowdown in demand was primarily due to a high office vacancy rate of around 34.3%, according to JLL, limiting occupancy recovery and office space expansion. The warehousing and logistics segment, in contrast, maintained a relatively low vacancy rate of approximately 5.6%. Meanwhile, the commercial property supply index grew 2.31% YoY, exceeding demand, which pressured rental growth to a modest 1.39% YoY.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SAMUDERA

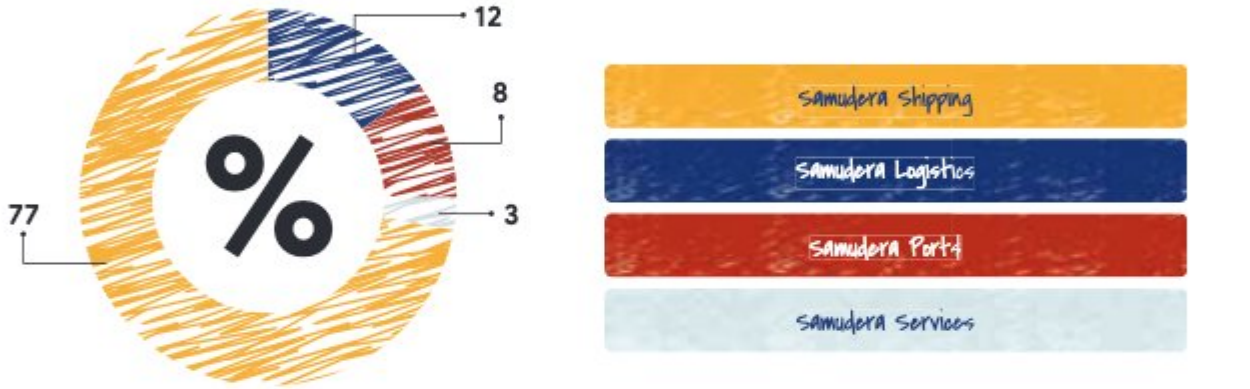
OPERATIONS AND SEGMENTS REVIEW

As discussed earlier, the global shipping business was affected by the dynamics of international trade conflicts and an oversupply of vessels, which put pressure on freight rates. Nevertheless, strong demand and trade growth in the Asian region helped support stable economic growth. These factors also influenced the Company's financial performance in 2025.

During 2025, total revenue from the Company's 4 business lines reached USD801.7 million, representing an increase of 8.7% compared to the previous year, while gross profit amounted to USD147.3. Revenue from the Shipping business line remained dominant contributing 76.4% of total revenue in 2025, followed by Logistics at 12.1%, Ports at 8.2%, and Services at 3.3%.



Revenue Contribution per Line Of Business



SAMUDERA SHIPPING

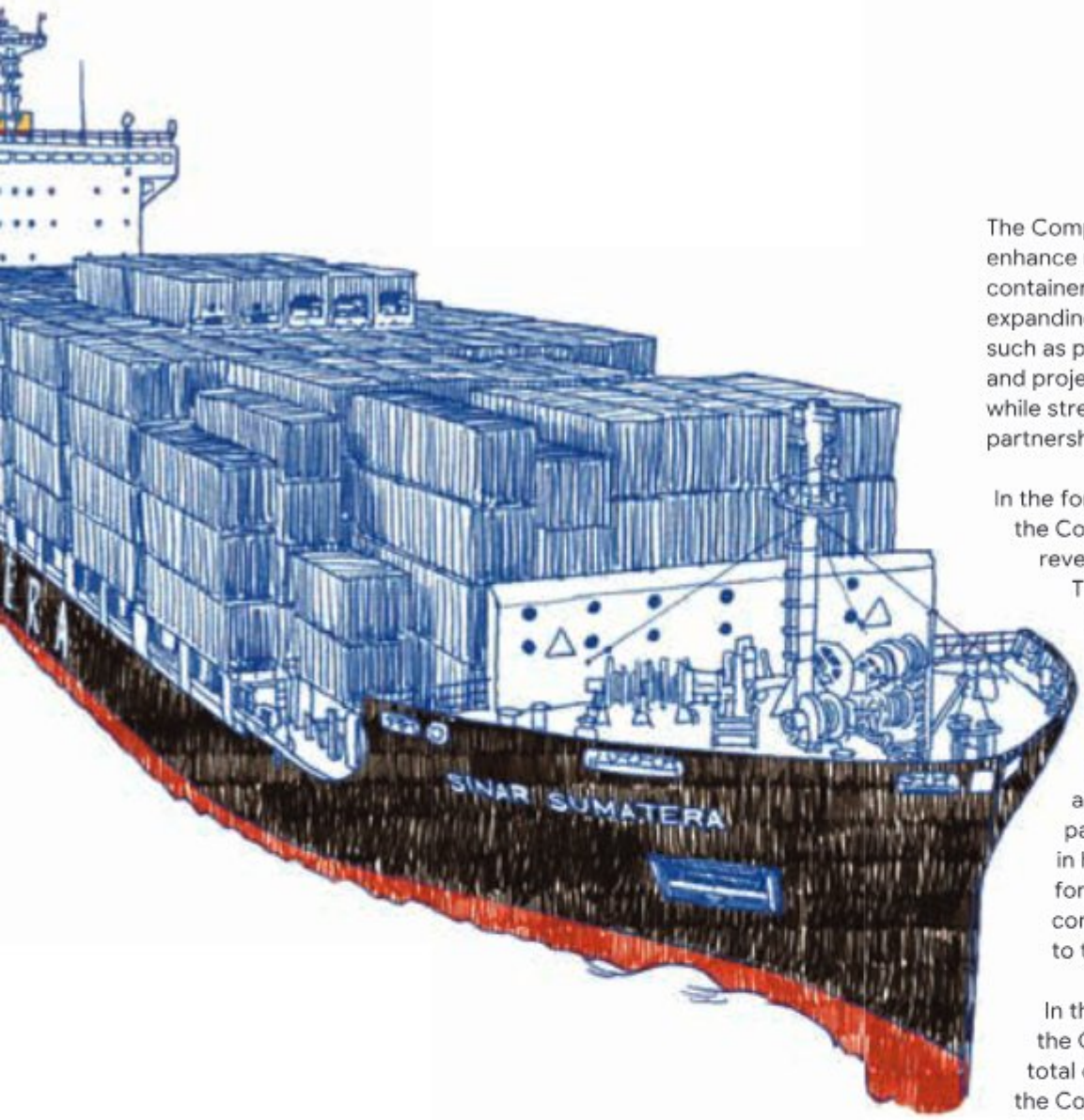
Throughout 2025, the Shipping business line recorded revenue of USD640.3 million, representing an increase of 12.3% compared to USD 570.2 million in the previous year. This segment remained the Company's primary revenue contributor, accounting for 76.4% of total revenue in 2025. Meanwhile, net profit generated by this segment amounted to USD84.8 million.

In year 2025, the container shipping segment operated 30 vessels with a total capacity of 48.405 TEUs. In addition, the Shipping business line managed 8 tanker vessels and 5 dry bulk vessels, with a combined carrying capacity of 574,673 DWT. Of the 8 tankers, 2 were deployed for domestic routes, while the remaining 6 served international routes.

In year 2025, the Shipping business line sought to maximize new opportunities arising from the strong growth of intra-Asia trade volumes on global routes. Robust demand from India and Japan encouraged Samudera to open new routes, initiate new operations, and increase the number of vessels in operation. In line with this, the Company's international container volume reached 2.1 million TEUs, growing by 8.1% compared to the previous year.

On the other hand, the tanker segment recorded a slight decline in cargo volume. This was mainly due to the expiration of several partnership contracts, as well as route adjustments in response to market dynamics. Nevertheless, the Company strengthened its portfolio by securing 2 (two) new vessel charter agreements with strategic partners during 2025.

In line with the increase in both international trade volumes and domestic inter-island cargo movements, the agency segment recorded a 9.8% increase in revenue in 2025, reaching USD26.6 million compared to the previous year. Meanwhile, ship services revenue declined by USD2.4 million, or 45.8% compared to the previous year.



SAMUDERA LOGISTICS

The Logistics business line was the second-largest contributor, accounting for 12.1% of the Company's total revenue in 2025. Total revenue for the Logistics business line reached USD101.7 million.

Profit in the Logistics business line was contributed by the warehouse subsegment in the domestic market through increased volume and the implementation of operational cost discipline in the trucking business.

In the warehousing segment, the Company recorded significant profit growth of 58%, supported by the addition of new customers.

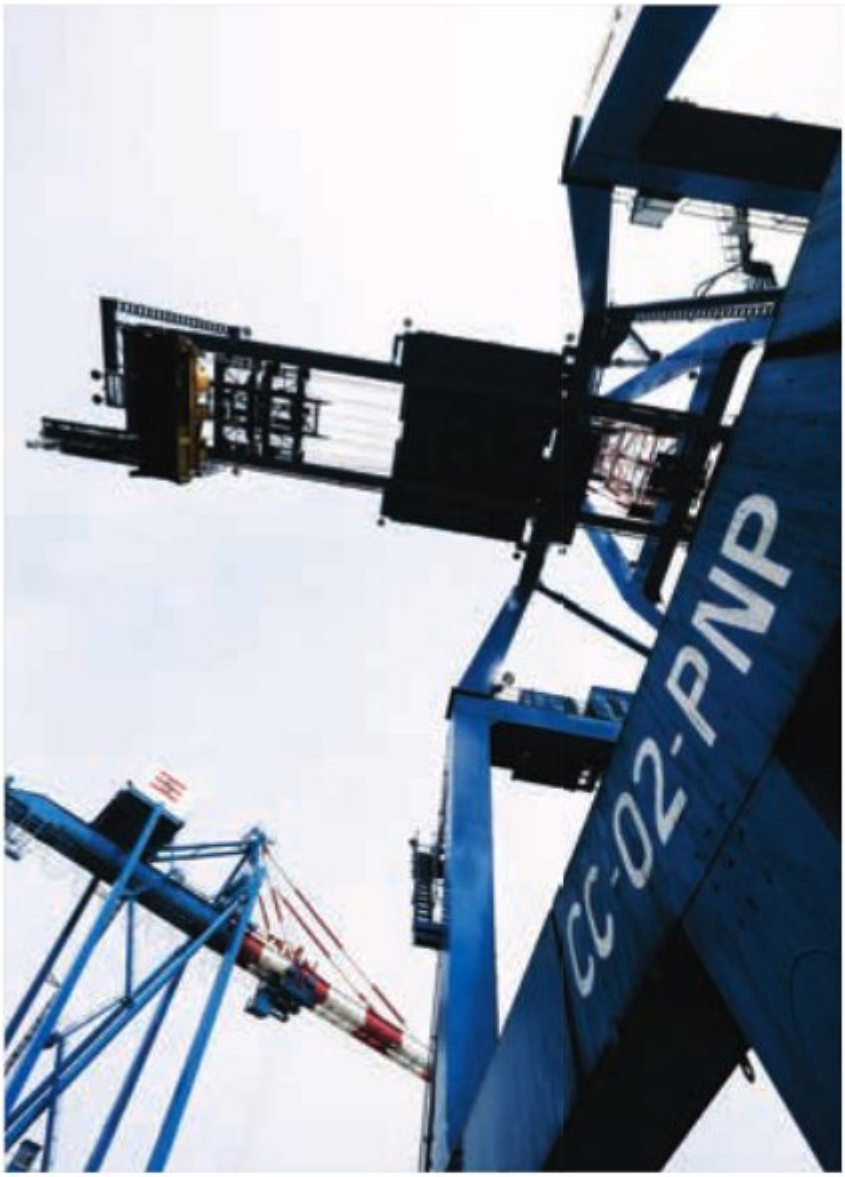
In the container depot segment, the Company managed a total land area of 40.5 hectares in 2025. This segment recorded revenue of USD26.0 million, representing a decline compared to the previous year.

The Company continues to enhance revenue from the container depot segment by expanding non-depot activities, such as portacamp development and project-based services, while strengthening strategic partnerships with key partners.

In the forwarding segment, the Company recorded revenue of USD26.8 million. This was mainly due to a decline in revenue from logistics partners. However, the Company implemented service expansion strategies and established new partnerships, resulting in higher domestic forwarding volumes compared to the previous year.

In the trucking segment, the Company operated a total of 342 trucks serving the Company, its subsidiaries, and third parties. In 2025, the Company recorded a 33.9% increase in trips, in line with strong manufacturing and trade activity.

To anticipate future growth in cargo volumes, the Company invested in operational support vehicles for the Logistics business line, including the procurement of operational equipment and container trucks.



SAMUDERA PORTS

The Ports business line recorded revenue of USD68.5 million, contributing 8.2% to the Company's total revenue. With this performance, the Company recorded operating profit of USD8.8 million. Despite prevailing challenges, the Company successfully secured new partnerships, resulting in port throughput of 960.000 TEUs.

The Ports business line also includes port support services, which provide maintenance and spare parts procurement for port equipment used by its subsidiaries and third parties, ensuring that equipment remains in optimal condition and supporting operational efficiency.

To enhance future port service performance, the Company realized various infrastructure investments and additional supporting equipment for port operations in 2025, with a total value of USD5.7 million.

SAMUDERA SERVICES

The Services business line operates through 2 main activities:

1. **Property Segment:**
   This segment develops its business activities in the management and maintenance of strategic property assets, construction supervision, property assets development, and the exploration of various opportunities in the construction sector.

2. **Services Segment:**
   This segment is established to strengthen and support business units within the Company by providing operational support services. Through these services, each business unit can focus more effectively on its core business development and operations.

In 2025, the Services business line recorded revenue of USD27.8 million, representing an increase of 6.2% from USD26.2 million in the previous year. The Company will continue to expand this business line by diversifying its service offerings in line with developments in the shipping and transportation industries, while supporting the future scaling of the Services business line.

FINANCIAL REVIEW

The analysis and discussion of the Company's financial performance are based on the consolidated financial statements for the period ended 31 December 2025. These financial statements have been audited by Purwanto Susanti dan Surja Public Accounting Firm, a member of the global Ernst & Young Limited network.

Based on the audit results, the consolidated financial statements have been fairly presented, in all material respects, reflecting the consolidated financial position of PT Samudera Indonesia Tbk and its Subsidiaries as of 31 December 2025. This includes the consolidated statements of financial performance and cash flows for the financial year ended on that date, in accordance with Indonesian Financial Accounting Standards (SAK).

In reviewing this financial overview, readers are advised to refer to the disclosures in the Notes to the Consolidated Financial Statements, which form an integral and inseparable part of this Annual Report.

SUMMARY OF THE COMPANY'S STATEMENT OF PROFIT OR LOSS

Table of Summary of the Company's Statement of Profit or Loss

Description	2025	2024	Changes
	Million (in USD)	Million (in USD)	%
Service Revenues	801.7	737.4	8.7
Cost of Services	(654.4)	(588.0)	11.3
Gross Profit	147.3	149.4	(1.4)
General and Administrative Expenses	(53.6)	(52.9)	(1.3)
Other Income (Expenses)	(7.3)	(11.8)	(38.1)
Profit before Income Tax	86.4	84.7	2.0
Income Tax Expenses	(7.3)	(7.7)	(5.2)
Profit for the Year	79.1	77.0	2.7
Total Other Comprehensive Income (Loss) Net of Tax	(9.1)	(7.4)	23.0
Total Comprehensive Income for the Year	70.0	69.6	0.6
Profit for the Year Attributable to:			
Owners of the Parent Entity	52.1	50.7	2.8
Non-Controlling Interests	27.0	26.3	2.7
Total	**79.1**	**77.0**	**2.7**

In 2025, the Company recorded service revenue of USD801.7 million, representing an increase of 8.7% compared to the previous year's achievement of USD737.4 million. The increase in average freight rates was a key factor driving the growth in service revenue throughout 2025. Correspondingly, the Company's service costs increased by 11.3%, bringing total service costs to USD654.4 million, up from USD588.0 million in the previous year. As a result, the Company maintained a gross profit of USD147.3 million, a decrease of only 1.4% from USD149.4 million in the prior year.

The Company continued to improve efficiency in General and Administrative Expenses, which amounted to USD53.6 million from USD52.9 million in the previous year. In addition, other expenses were recorded at USD7.3 million, reflecting a significant decrease of 38.1% from USD11.8 million in the prior year.

In 2025, the Company's finance costs increased to USD28.4 million, while interest income amounted to USD14.4 million. On the other hand, the Company recognized share of profit from associates and joint ventures of USD3.9 million, as well as net other profit of USD1.5 million.

As a result, profit before income tax for 2025 increased slightly by 1.9% to USD86.4 million, compared to USD84.7 million in the previous year.

In line with this performance, net profit after tax attributable to owners of the parent entity was recorded at USD52.1 million, representing a 2.8% increase from the previous year. Furthermore, the Company recognized other comprehensive losses of USD9.1 million, primarily due to translation adjustment. As a result, total comprehensive income for the year rose slightly by 0.6% to USD70.0 million.

CHANGES IN CONSOLIDATED STATEMENT OF FINANCIAL POSITION

Assets

Description	2025	2024	Changes
	Million (in USD)	Million (in USD)	%
Cash and Cash Equivalents	317.7	333.2	(4.7)
Other Current Financial Assets	119.0	110.0	8.2
Trade Receivables	142.4	128.4	10.98
Other Current Financial Assets	44.5	39.0	14,1
Total Current Assets	**623.6**	**610.6**	**2.1**
Investments in Associates and Joint Venture	44.6	36.7	21.5
Fixed Assets, Net of Accumulated Depreciation and Impairment of Assets	501.2	459.5	9.1
Right of Use Assets	225.9	154.4	46.3
Other Non-Current Assets	31.0	27.5	12.7
Total of Non-Current Assets	**802.7**	**678.1**	**18.4**
Total Assets	**1,426.3**	**1,288.7**	**10.7**

As of 31 December 2025, the Company's total assets increased by 10.7% to USD1,426.3 million, up from USD1,288.7 million in the previous year. The primary contributors to this growth were an increase in property, plant, and equipment and right of use assets, by 9.1% and 46.3%, respectively, to USD501.2 million and USD225.9 million.

The Company's asset composition is dominated by non-current assets, which accounted for 56.3% of total assets. Although cash decreased by 4.7% in 2025, the Company maintained a strong cash position, totaling USD317.7 million.

LIABILITIES

Description	2025	2024	Changes
	Million (in USD)	Million (in USD)	%
Short-Term Bank Loans			
Short-Term Bank Loans	11.6	11.3	2.7
Trade Payables	55.2	54.1	2.0
Accrued Expenses	66.7	57.9	15.2
Current Maturities of Long-Term Liabilities			
Loans	30.7	28.9	6.2
Lease Liabilities Right-of-Use Asset	86.9	35.1	147.6
Other Current Liabilities	37.7%	37.4	0.8
Non-Current Liabilities	288.8	224.7	28.5
Non-Current Liabilities			
Long-Term Liabilities, Net of Current Portion			
Loans	160.5	183.8	(12.7)
Lease Liabilities Right-of-Use Asset	146.0	124.6	17.2
Sukuk Ijarah	49.7	20.8	138.9
Post-Employment Benefit Liabilities	6.4	5.8	10.3
Other Non-Current Liabilities	1.4	1.8	(22.2)
Total Non-Current Liabilities	364.0	336.8	8
Total Liabilities	652.8	561.5	16.3

As of 31 December 2025, the Company's total liabilities increased by 16.3% to USD652.8 million, up from USD561.5 million in the previous year.

This increase was primarily driven by higher balances of long-term Sukuk Ijarah and lease liabilities for right-of-use assets, partially offset by a decrease in the Company's long-term borrowings.

With the growth in current liabilities, the Company's liability structure in 2025 remained dominated by non-current liabilities, which accounted for 55.8% of total liabilities.

EQUITY

Description	2025	2024	Changes
	Million (in USD)	Million (in USD)	%
Issued and Fully Paid Share Capital	47,4	47,4	0,0
Retained Earnings	522,0	481,6	8,4
Total Equity Attributable to the Owners of the Company	546,3	514,7	6,1
Total Equity Attributable to Non-Controlling Interests	227,2	212,5	6,9
Total Equity	773,5	727,2	6,4

TOTAL EQUITY

As of 31 December 2025, the Company's total equity increased by 6.4% to USD 773.5 million, up from USD 727.2 million in the previous year. This growth was primarily driven by an increase in the Company's retained earnings in 2025, as well as an increase in equity attributable to non-controlling interests.

CASH FLOWS

At the end of 2025, the Company's cash and cash equivalents stood at USD 317.7 million, representing a decrease of 5.6% from USD 333.2 million at the end of the previous year. This decline was mainly due to a reduction in net cash inflows from financing activities. The table below provides a summary and explanation of the factors contributing to this decrease.

CASH FLOWS

Description	2025	2024	Changes
	Million (in USD)	Million (in USD)	%
Net Cash Provided by Operating Activities	151.6	137.2	10.5
Net Cash Used for Investing Activities	(95.2)	(148.5)	(35.9)
Net Cash Used for Financing Activities	(72.0)	(43.6)	65.1
Net Decrease in Cash and Cash Equivalents	(15.6)	(54.9)	(71.6)
Cash and Cash Equivalents at the Beginning of Year	333.2	387.8	(14.1)
Effect of Foreign Exchange Rate Changes	0.1	0.3	(66.7)
Cash and Cash Equivalents at the End of Year	**317.7**	**333.2**	**(5.6)**

- **Cash Flows from Operating Activities**

  In 2025, net cash generated from operating activities amounted to USD151.6 million, representing an increase of 10.5% compared to USD137.2 million in the previous year. The primary source of operating cash inflows was customer receipts totaling USD786.9 million. Meanwhile, cash outflows were primarily allocated to payments to suppliers, employees, income taxes, and interest expenses, totaling USD635.3 million.

- **Cash Flows from/Used in Investing Activities**

  In 2025, investing activities recorded net cash outflows of USD95.2million, a decrease of 35.9% from USD148.5 million in the previous year. Cash inflows in this segment were derived from proceeds from the sale of fixed assets, totaling USD0.5 million. On the other hand, cash outflows were primarily allocated to the acquisition of new fixed assets of USD80.3 million and placement of other financial assets of USD8.7 million.

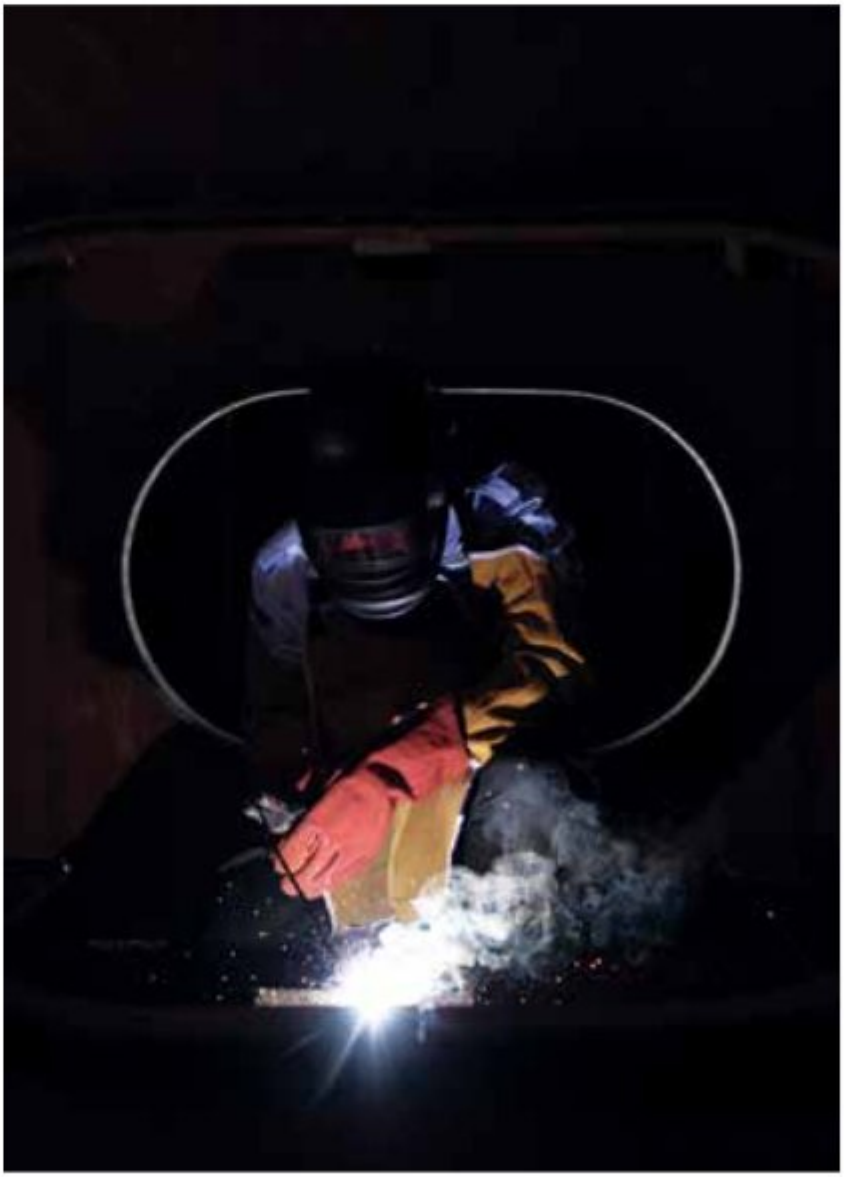
- **Cash Flows from/Used in Financing Activities**

  Net cash used in financing activities in 2025 was USD72.0 million, an increase compared to USD43.6 million in the previous year.
  The Company received cash inflows from loans , short-term bank loans and sukuk ijarah totaling USD49.2 million. Cash outflows of USD121.2 million were utilized for the repayment of loans, short-term bank loans, lease liabilities, and dividend distributions.

DEBT-PAYING ABILITY (SOLVENCY)

The Company's ability to meet its obligations can be assessed through the debt-to-equity ratio and cash ratio analysis. In 2025, the debt-to-equity ratio stood at 84.4%, an increase from 77.2% in the previous year.

In addition, the Company maintained ample cash availability to settle all obligations due in the near term. This strong liquidity position is reflected in a current ratio of 216%, indicating that current assets are more than sufficient to cover current liabilities with a wide margin. Management considers the Company's capacity to meet its financial commitments to remain at a healthy level, posing no pressure on operational financial stability.



ACCOUNTS RECEIVABLE COLLECTIBILITY

The Company's ability to collect receivables (collection period) improved in 2025, as indicated by an increase in the percentage of receivables not yet due.

As of the end of 2025, the Company's total trade receivables amounted to USD142.4 million, up from USD128.4 million in the previous year. The majority of these receivables, or 75.8%, were not yet due. Overall, the average collection period in 2025 showed improvement compared to the prior period.

To maintain a healthy collection period, the Company consistently monitors the collectibility of each customer and applies a more selective credit policy.

CAPITAL STRUCTURE AND CAPITAL STRUCTURE POLICY

Capital structure represents a combination of debt and equity. In 2025, the Company's equity contributed a larger portion to the capital structure, amounting to 54.2%. Compared to the previous year, the equity proportion increased, as shown in the following table.

CAPITAL STRUCTURE

Components	2025	Portion	2024	Portion
	Million (in USD)	%	Million (in USD)	%
Current Liabilities	288.8	44.2	224.7	40.0
Non-Current Liabilities	364.0	55.8	336.8	60.0
Total Liabilities	**652.8**	**45.8**	**561.5**	**43.6**
Total Equity (Capital)	773.5	54.2	727.2	56.4
Total Liabilities and Equity	**1,426.3**	**100**	**1,288.7**	**100**

Capital Structure Policy

The Company's primary focus in capital management is to ensure the maintenance of an optimal capital ratio to support operational continuity and maximize value for stakeholders. In managing its capital structure, the Company actively adapts to changing economic conditions while ensuring the fulfillment of its obligations to creditors.

The main instrument used by the Company to monitor its capital structure is the net gearing ratio, calculated by comparing net debt to total equity (debt to equity ratio/ DER). In addition, the Company is committed to maintaining the net gearing ratio at a safe level, thereby ensuring that flexibility in raising funds can be optimally utilized to support business expansion.

The Company is committed to maintaining an optimal capital structure to achieve its business objectives by preserving a healthy capital ratio, maintaining strong credit ratings, and maximizing returns to shareholders.

MATERIAL COMMITMENTS FOR CAPITAL EXPENDITURES

Throughout 2025, the Company established material capital expenditure commitments, primarily allocated for the acquisition of new vessel fleets.

CAPITAL EXPENDITURE REALIZATION

Throughout 2025, the Company and its subsidiaries realized capital expenditures in the form of fixed asset acquisitions amounting to USD82.3 million to support operational needs. The largest portion of the investment was allocated to fleet management and rejuvenation programs, totaling USD67.5 million.

In addition, the Company allocated USD4.9 million for the procurement of vehicles and operational equipment, followed by building construction and renovation costs amounting to USD3.3 million. The remaining USD1.0 million was used for office equipment purchases, while USD6.1 million was allocated for various other expenditures.

TABLE OF CAPITAL EXPENDITURE REALIZATION BY INVESTMENT CATEGORY

Investment Category	2025	2024
	Million (in USD)	Million (in USD)
Vessels and Barges (including vessel improvements)	67.5	73.8
Wharf, Buildings, and Building Improvements	3.3	2.2
Operational Equipment and Vehicles	4.9	6.1
Office Furniture, Fixtures and Equipment	1.0	1.1
Land	0	0.3
Construction in Progress	6.1	4.4
Total	**82.8**	**87.9**

TABLE OF CAPITAL EXPENDITURE REALIZATION BY BUSINESS LINE

Investment Category	2024
	Million (in USD)
Shipping	73.6
Logistics	2.8
Ports	5.7
Services	0,7
Total	**82.8**



REALIZATION OF THE USE OF SUKUK IJARAH PROCEEDS

As part of its commitment to transparency and compliance with POJK No. 30/POJK.04/2015, the Company hereby discloses the realization of the use of proceeds from the Public Offering of Sustainable Sukuk Ijarah I Phase I (2023) and Phase II (2025), as follows:

Sustainable Sukuk Ijarah I Phase I (2023)

Based on the effective date of 25 July 2023, the Company raised total proceeds of IDR550,000,000,000. After deducting issuance costs of IDR6,273,801,487, the net proceeds amounted to IDR543,726,198,513.

As of 31 December 2023, the entire proceeds (100%) had been fully utilized, with the following details:

- Vessel Acquisition: IDR400,993,198,513 (73.75%) was allocated to strengthen the Company's fleet.
- Debt Repayment: Rp96,000,000,000 (17.66%) was paid to HSBC and IDR46,733,000,000 (8.59%) to OCBC to optimize the Company's capital structure.

Accordingly, as of 31 December 2023, there was no remaining balance from the proceeds of Phase I.



Sustainable Sukuk Ijarah I Phase II (2025)

Continuing its sustainable financing program, the Company issued Phase II with an effective date of 1 July 2025, amounting to IDR500,000,000,000. Issuance costs totaled IDR4,024,000,000, resulting in net proceeds of IDR495,976,000,000.

As of 31 December 2025, the Company had fully utilized the entire net proceeds (100%) for the development of productive assets and infrastructure, as follows:

- Strategic Facilities: Financing for shipyard, jetty, and floating area facilities.
- Supporting Infrastructure: Development of operational support facilities, including offices, workshops, hangars, and Waste Management systems.

The realization is in line with the planned use of proceeds as stated in the Prospectus. Accordingly, as of 31 December 2025, there was no remaining balance from the proceeds of Phase II.

MARKETING ASPECTS

As part of Indonesia's shipping industry, the Company continues to demonstrate resilience by closely monitoring global and domestic economic dynamics, including supply and demand fluctuations affecting freight rates, as well as geopolitical factors. Amid these challenges, the Company has successfully maintained its competitive position through stable operational performance, reflected in volume growth across major routes and effective fleet management.

To strengthen and expand its market share, the Company implements a comprehensive marketing strategy, both externally and internally, as follows:

- **Market Expansion and Penetration**

  The Company consistently participates in international exhibitions such as the Indonesia International Furniture Expo, Coaltrans Exhibition in Bali, and SEA Indonesia to enhance brand awareness and strengthen its positioning within the shipping industry.

- **Strengthening Synergies and Human Capital Capabilities**

  Internally, the Company fosters alignment and collaboration across business units through knowledge-sharing sessions and the Commercial Summit Class. These initiatives aim to enhance strategic alignment and strengthen cross-functional collaboration to support sustainable target achievement.

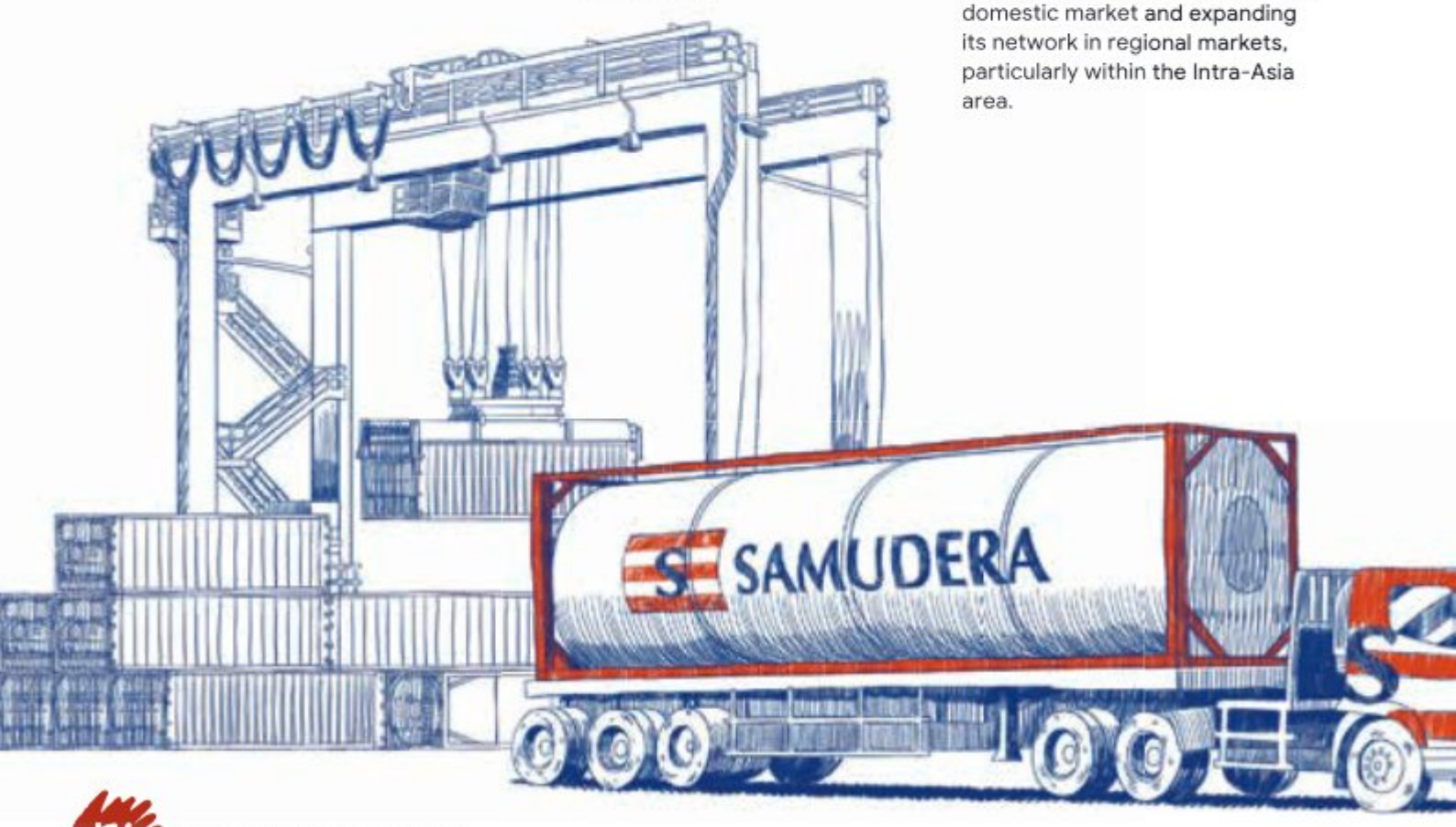
- **Digitalization and Efficiency**

  In addition to optimizing routes and leveraging data analysis to ensure efficient and safe operations, the Company introduces digital innovations such as Samudera Connect platform and chatbot services.

- **Enhancing Customer Service**

  Customer complaint management remains a top priority, with dedicated teams in each business unit to provide prompt and effective solutions. In 2025, all customer complaints were successfully resolved within a reasonable timeframe.

Through these strategic initiatives, the Company is committed to continuous growth and reinforcing its position as a key player in the shipping industry by leveraging opportunities in the domestic market and expanding its network in regional markets, particularly within the Intra-Asia area.



Promotion Program

Samudera Indonesia consistently implements promotion programs across all business units to strengthen market presence. At the Corporate Commercial level, brand positioning is reinforced through active participation in international events such as the Indonesia International Furniture Expo, Coaltrans Bali, and SEA Indonesia. In addition to external market penetration, the Company focuses on internal strengthening through knowledge-sharing sessions across business units. Initiatives such as the Commercial Summit Class are held to create strategic synergy and alignment, ensuring that all marketing teams are able to achieve the Company's targets collectively and sustainably.

Customer Complaint Services

To maintain customer trust, the Company ensures that each business unit has a dedicated rapid response team to investigate and resolve issues in accordance with applicable policies. This commitment is reflected in the successful resolution of all complaints in 2025 within a short time manner. Beyond providing solutions, the Company leverages customer feedback as a basis for continuous service improvement. Digital innovations such as Samudera Connect and chatbot features have been introduced to facilitate seamless customer interaction at any time.

Market Share

Stable inter-island distribution demand has supported solid growth in the Company's operational volume. This success is driven by effective fleet management and precise route planning. All major routes recorded volume growth, reflecting the Company's competitiveness in a dynamic market environment. As part of sustainability efforts, route efficiency and data analytics are prioritized to ensure profitability and operational safety across all business lines.

DIVIDEND REALIZATION

The Company is committed to delivering added value to shareholders through dividend distribution as a form of return on net income. Dividend payments are always carried out in accordance with the resolutions adopted at the Annual General Meeting of Shareholders (AGMS) or Extraordinary General Meeting of Shareholders (EGMS).

In line with the Company's Articles of Association, interim dividends may also be distributed before the end of the financial year. The determination of interim dividends is made by the Board of Directors with the approval of the Board of Commissioners, and will subsequently be submitted for ratification at the next AGMS.

In determining the dividend amount, the Company consistently adheres to the principle of fairness, taking into account various fundamental parameters, including:

1. Net profit recorded.
2. Overall stability and financial health of the Company.
3. Adequacy of funds for operational requirements.
4. Funding needs for future business development and expansion plans.

The dividend distribution realized is as follows:

Description	Payment in the Year			
	Interim 2025	2024	Interim 2024	2023
Cash Dividend Distributed (Rp Million)	40,939.0	147,380.4	32,751.2	196,507.0
Dividend per Share (IDR)	2.5	9	2	12
Payout Ratio (%)	22	22	9	21
Announcement Date	30 July 2025	30 July 2025	29 July 2025	26 June 2025
Payment Date	29 August 2025	27 August 2025	27 Agustus 2025	26 July 2025



MATERIAL INFORMATION AND FACTS POST AUDITOR'S REPORT DATE

To date, no material facts or information have emerged following the issuance of the auditor's report.

MANAGEMENT AND EMPLOYEE STOCK OPTION PROGRAM (ESOP and MSOP/MESOP)

As of the close of the 2025 financial year, the Company has not implemented any stock option program for management or employees (MESOP).

CORPORATE ACTIONS RELATED TO INVESTMENT, EXPANSION, AND RESTRUCTURING

Throughout 2025, there were no material corporate actions involving significant investments, business expansion, divestments, acquisitions, or debt and equity restructuring.

MATERIAL TRANSACTIONS INVOLVING CONFLICT OF INTEREST

The Company confirms that there were no transactions involving conflicts of interest during 2025. While certain transactions were conducted with affiliated parties in the course of operational activities, all such arrangements were carried out on an arm's length basis and on commercial terms equivalent to those with third parties.

RELATED-PARTY TRANSACTIONS

In all business interactions with related parties, whether involving sales, purchases, or lease agreements, the Company applies terms equivalent to those used with external parties. This ensures service quality and cost efficiency for mutual benefit. Details regarding related entities and transaction amounts are disclosed in Note 33 of the Consolidated Financial Statements.

CHANGES IN REGULATORY FRAMEWORK

During the reporting period, there were several significant changes in legislation, particularly in taxation, which affected the Company's strategic policies and financial statement presentation, as outlined below:

Implementation of Global Minimum Tax (PMK 136/2024)

As part of alignment with global standards, the Government of Indonesia issued Minister of Finance Regulation (PMK) No. 136 of 2024 on the implementation of the Global Minimum Tax (GMT), adopting the OECD Global Anti-Base Erosion (GloBE) Pillar 2 framework, as disclosed in the Company's Consolidated Financial Statements as of 31 December 2025. Under the regulation, if the Company's ETR in an operational jurisdiction falls below 15%, it is required to pay additional top-up tax. For Indonesia, GMT obligations apply from the 2025 fiscal year, with payment due by December 2026. Accordingly, any material increase in Current Tax Expense will only be reflected in the 2026 Financial Statements. Management remains committed to monitoring regulatory developments and coordinating with professional tax consultants to ensure full compliance while maintaining financial efficiency.

Regarding electric vehicle tax incentives under PMK No. 8 of 2024 on VAT borne by the Government (PPN DTP), the Company considers the impact on overall performance to be immaterial, as the use of electric vehicles in current operations remains limited.

CHANGES IN ACCOUNTING POLICIES

During 2025, there were no modifications to accounting policies that had a material or significant impact on the presentation of the Company's financial statements.





BUSINESS OUTLOOK FOR 2026

According to the IMF's April 2026 World Economic Outlook (WEO), the global economy is projected to experience a slight deceleration in 2026, with growth easing to 3.1% from the previously estimated 3.3%. This forecast reflects moderate optimism, although it remains tempered by vigilance regarding ongoing geopolitical risks. Meanwhile, the WTO anticipates a sharp correction in global merchandise trade volume, decelerating from 2.4% in 2025 to 1.4% in 2026. This decline is driven by the conclusion of the front-loading phenomenon and intensifying geopolitical conflicts in the Middle East, which have surged global crude oil and bunker prices. Consequently, rising inflationary pressures across various nations are expected to delay planned monetary easing by the Federal Reserve and other major central banks.

Nevertheless, economic and trade growth within the intra-Asia region—including ASEAN, India, and China—is projected to remain higher than the global average. At the national level, the Indonesian Government and Bank Indonesia forecast improved economic growth within the range of 5.0% to 5.3%, underpinned by external stability and a robust financial system.

- Shipping Business Line:
  The Company will focus on maximizing revenue potential through fleet expansion and rejuvenation to maintain operational cost efficiency and service quality. This strategy includes the divestiture of non-performing vessels and expansion into broader market segments. Growth will also be driven by the opening of new container shipping routes and strategic cooperation with Imoto Line to strengthen the Company's presence in the Japanese market. Furthermore, new shipyard operations are scheduled to commence in a newly established area by the end of 2026.

- Ports Business Line:
  Throughput volume is expected to increase significantly in 2026 with the effective commencement of operations at Patimban Port. The Company also continues to invest in operational equipment and infrastructure, including port equipment, electrification, and quay enhancements, to improve operational efficiency.

- Logistics & Services Business Line:
  Volume growth is expected to continue with a focus on strengthening integrated logistics services. This is supported by the optimization

of the warehousing business, which currently manages 15 warehouses, as well as increased volumes from 4PL (Fourth-Party Logistics) activities. Additionally, container depot operations will be optimized by expanding into new operational areas in Singapore and developing non-depo activities, such as portacamp projects, to diversify revenue streams.

- Organizational Resilience and GCG: To ensure long-term business sustainability amid market volatility, the Company prioritizes cost efficiency, digitalization through the Human Capital Management System (HCMS), and strengthening strategic partnerships. ESG pillars are also integrated into governance and risk management structures to mitigate climate change impacts and create long-term value for shareholders.

By optimizing service integration and operational efficiency strategies, the Board of Directors is confident that performance in 2026 will continue the growth trend and deliver positive returns.

FINANCIAL PROJECTIONS FOR 2026

Entering the 2026 fiscal year, the Company views its financial prospects as favorable and resilient amid global economic dynamics. The Company projects healthy and sustainable financial performance through asset optimization and the strengthening of integrated services across all business lines.

The Company targets revenue growth driven primarily by the Shipping segment, which contributed approximately 76.4% of total revenue in the previous year. This growth will be supported by plans for fleet expansion and vessel rejuvenation to maintain operational cost efficiency. In addition, optimization of throughput volume in the Ports segment, particularly with the operationalization of Patimban Port, as well as expansion of 4PL logistics services and warehousing business, is expected to serve as new revenue growth drivers in 2026. Profitability is projected to remain stable through strict cost discipline and effective operational efficiency strategies.

The Company is committed to managing its capital structure prudently to maintain financial flexibility in support of business expansion plans. The main focus will be on maintaining healthy

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financial ratios and strong cash flow to fund strategic capital expenditures. The Company will continue monitoring debt profiles and financing costs to ensure financial resilience against global interest rate fluctuations.

In line with positive performance expectations, the 2026 dividend policy will continue to balance the need for business development with providing value to shareholders. Dividend determination will be based on net income while ensuring adequate capital reserves for future investments.

As part of its long-term strategy, the Company continues to integrate sustainability considerations into its financial strategy. More comprehensive ESG risk management, as reflected in risk ratings from international agencies, is expected to enhance investor confidence and provide access to more efficient financing instruments in the future.

Through business line synergies and strengthened governance, the Company is confident in delivering solid financial performance and generating sustainable value for all stakeholders in 2026.

STRATEGY

To navigate global maritime market dynamics and sustain growth, the Company has established a comprehensive strategy based on four key pillars:

1. **Business Expansion and Fleet Optimization**

   The Company focuses on international business development, prioritizing overseas expansion. This is implemented through a fleet rejuvenation program and the addition of new vessels to ensure operational efficiency and service excellence. The strategy also includes entry into new routes and strengthening strategic partnerships with global players to expand the reach of container shipping and other cargo services.

2. **Integration of Logistics and Port Services**

   The Company is committed to strengthening synergies across business lines to provide integrated end-to-end logistics services. Focus is placed on increasing throughput volume in the Ports segment through the operation of new terminals and infrastructure modernization. In the Logistics segment, the strategy is directed toward developing warehousing business, enhancing 4PL (Fourth-Party Logistics) service capacity, and optimizing container depots to expand the customer base.

3. **Digital Transformation and Cost Efficiency**

   To enhance competitiveness, the Company is implementing digital transformation through the development of the Human Capital Management System (HCMS) and digitization of operational processes across all business units. This initiative aims to improve productivity, accelerate data-driven decision-making, and enforce strict cost discipline to mitigate fluctuations in service costs and global operational expenses.

4. **Sustainability and Governance (ESG)**

   The Company integrates Environmental, Social, and Governance (ESG) aspects into its core corporate strategy. Through alignment between the Corporate Investor Relations Division and Corporate ESG Division, the Company ensures transparent communication of sustainability performance to stakeholders. This commitment is demonstrated through compliance with international standards (GRI) and local regulations (POJK 51/2017), as well as ongoing efforts to improve ESG risk scores from international rating agencies.

Through a combination of measured expansion, strong service integration, and commitment to good governance, the Company is confident in maintaining its position as an industry leader and creating long-term value for all shareholders.


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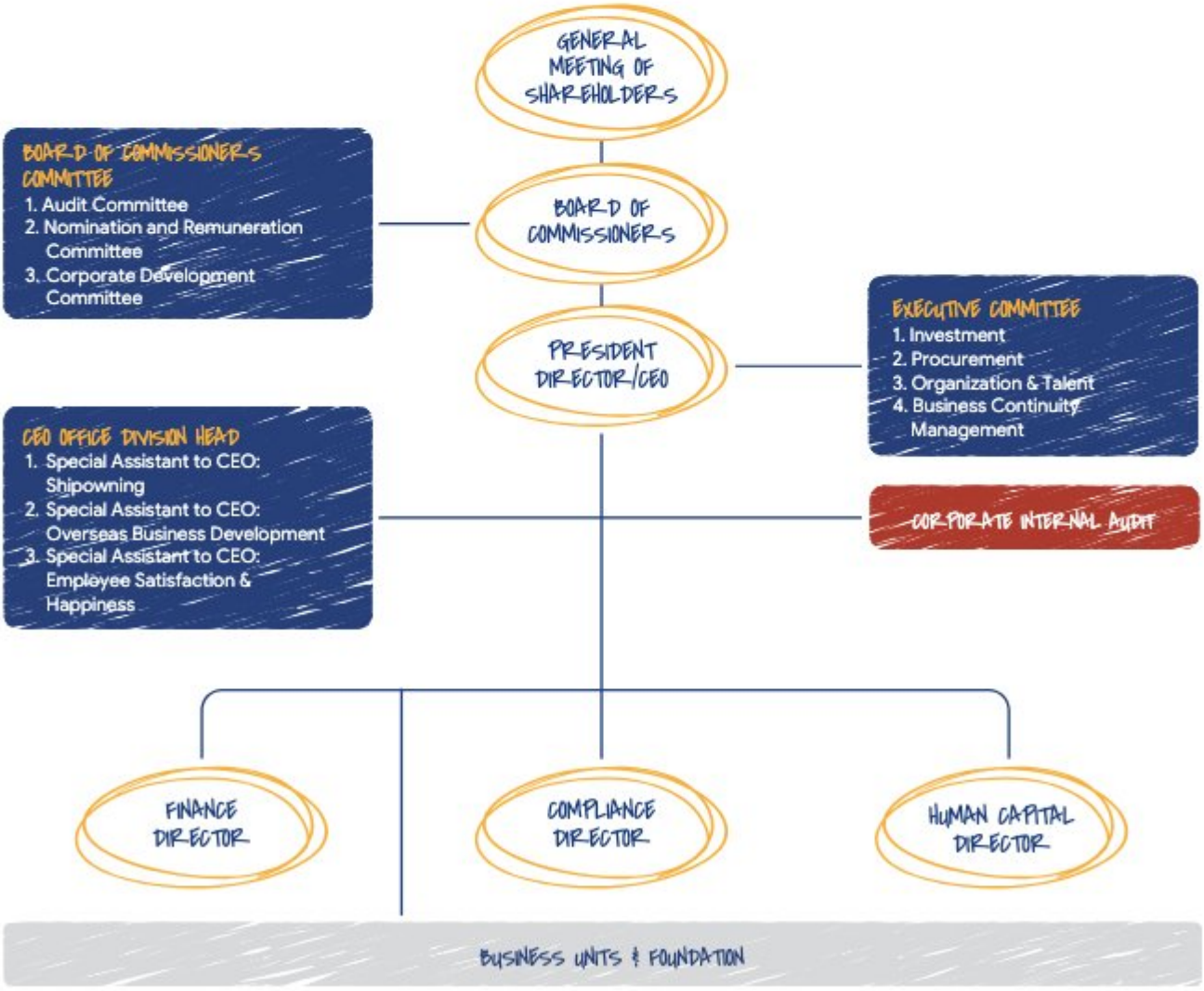
The Company is committed to implementing best practices in Good Corporate Governance (GCG) and Environmental, Social, and Governance (ESG) based on the principles of Transparency, Accountability, Responsibility, Independence, and Fairness. These practices are not merely intended to ensure compliance with prevailing laws and regulations, but also reflect the Company's commitment to upholding integrity in conducting its business and managing the Company responsibly, while considering environmental and social impacts in order to create long-term value for all stakeholders.

CORPORATE GOVERNANCE STRUCTURE

In accordance with the prevailing law and regulations, the Company adopts a two-tier Board system that ensures a clear separation of duties and authority between the supervisory function performed by the Board of Commissioners and the executive function carried out by the Board of Directors.

In carrying out its supervisory function, the Board of Commissioners is supported by the Audit Committee as well as the Nomination and Remuneration Committee. In alignment with this governance structure, the Board of Directors is supported by the Corporate Secretary in implementing corporate governance practices and ensuring information disclosure. The President Director, in performing his or her strategic and operational responsibilities, is supported by the Executive Committee and the CEO Office, as well as the Corporate Internal Audit, which reports directly to the President Director in accordance with prevailing laws and regulations.





COMPANY GCG POLICIES

To ensure transparent and accountable Corporate Governance, the Company has established guidelines and policies based on prevailing regulations that serve as the primary references within the Company, as follows:

- Guidelines and Code of Ethics for the Board of Commissioners
- Guidelines and Code of Ethics for the Board of Directors
- Audit Committee Charter
- Guidelines and Code of Ethics for the Nomination and Remuneration Committee
- Internal Audit Charter
- Company Regulations
- Code of Ethics and Business Conduct
- Anti-Bribery, Gratification, and Money Laundering Policy
- Anti-Monopoly Practices and Unfair Business Competition Policy
- Whistleblowing System
- Sustainable Development and Environmentally Friendly Business Policy
- Risk Management Policy

As a commitment to transparency, these guidelines and policies are publicly available and fully accessible through the Company's official website.

ACCOUNTABILITY FOR CONTINUITY BUSINESS IMPLEMENTATION AND SUSTAINABILITY GOVERNANCE STRUCTURE

The Company upholds a strong commitment in accordance with the Sustainable Finance Guidelines issued by the Financial Services Authority (Otoritas Jasa Keuangan or "OJK"). The Board of Directors plays a central role in determining ESG direction, strategy, and policies. The Board of Directors is fully responsible for ensuring that ESG implementation is carried out comprehensively across all business lines in order to deliver maximum positive impact for stakeholders.

Responsibility for regulatory compliance and optimal implementation is delegated to the Compliance Director, who oversees the following divisions: Corporate Legal, Corporate Secretary & Communications, Corporate Investor Relations & ESG, Corporate Compliance, Corporate Risk Management, and Corporate Procurement.

In particular, the Corporate Investor Relations & ESG Division was established to ensure that the Company complies with applicable standards, manages risks, and leverages sustainability opportunities, thereby supporting the achievement of the Company's long-term objectives in a sustainable manner.

This division focuses on strengthening ESG awareness among employees, leading initiative development in each business unit, and collaborating across all divisions to ensure the optimal implementation of sustainability practices.

GENERAL MEETING OF SHAREHOLDERS (GMS)

The Annual GMS for Fiscal Year 2024 was held on Monday, 30 June 2025, at Samudera Kirana, 2nd Floor, Amanah Kirana Room, Jalan Yos Sudarso No. 88, Sunter Jaya, North Jakarta 14350.

Shareholders participation in the Annual GMS for Fiscal Year 2024 was very high, as evidenced by the presence of 13,744,715,243 shares, representing 83.93411688% of the Company's issued and fully paid-up shares.

The Annual GMS for Fiscal Year 2024 was also attended by independent parties, namely:

1. Notary : Jessy Darmawan, S.H., M.Kn.
2. Securities Administration Bureau : PT Bima Registra
3. Public Accounting Firm : Purwantono, Sungkoro & Surja (a member firm of Ernst & Young Global Limited).

The agenda and resolutions of the Annual General Meeting of Shareholders for Fiscal Year 2024 were as follows:

1. Approval of the Board of Directors' Annual Report, including the Supervisory Report of the Board of Commissioners for the fiscal year ended 31 December 2024, and ratification of the Company's Financial Statements for the fiscal year ended 31 December 2024

   a. Approved the report of the Board of Directors on the conduct of the Company's business, including the supervisory report of the Board of Commissioners for Fiscal Year 2024;
   b. Ratified the Company's Consolidated Financial Statements for Fiscal Year 2024; and
   c. 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 their management and supervisory actions performed during Fiscal Year 2024.

Decision-Making by Voting

Votes in Favor	Votes Against	Abstained Votes	Total Votes in Favor
534,008,623 shares or 3.88519233%	1,223,300 shares or 0.00890015%	13,209,483,320 shares or 96.10590752%	13,743,491,943 shares or 99.99109985%

2. Determination of Allocation of the Company's Profit for the Fiscal Year Ended 31 December 2024

   a. Approved the allocation of the Company's profit for Fiscal Year 2024 with the details as follows:
      - Total cash dividends of Rp180,131,600,000 (one hundred eighty billion, one hundred thirty-one million, six hundred thousand Rupiah), equivalent to a dividend of Rp11 (eleven Rupiah) per share, consisting of the following components:
        - An interim dividend of Rp32,751,200,000 (thirty-two billion, seven hundred fifty-one million, two hundred thousand Rupiah), equivalent to Rp2 (two Rupiah) per share, which has been paid and distributed to the Company's shareholders on 28 August 2024 based on the Circular Resolution of the Board of Commissioners dated 29 July 2024; and
        - The remaining amount will be distributed as the final dividend of Rp147,380,400,000 (one hundred forty-seven billion, three hundred eighty million, four hundred thousand Rupiah), or Rp9 (nine Rupiah) per share, to be distributed in accordance with applicable regulations.

- Recorded the remaining net profit for Fiscal Year 2024 as retained earnings to be used for working capital and investments;
- The Company did not allocate funds for the statutory reserve, as it has already met the minimum statutory reserve requirement as stipulated in Law No. 40 of 2007 concerning Limited Liability Companies.

b. Granted the Board of Directors, with substitution rights, the authority to further manage the implementation of the final dividend for the fiscal year ended 31 December 2024 in accordance with applicable regulations.

Decision-Making by Voting

Votes in Favor	Votes Against	Abstained Votes	Total Votes in Favor
769,786,988 shares or 5.60060339%	1,332,755 shares or 0.00969649%	12,973,595,500 shares or 94.38970012%	13,743,382,488 shares or 99.99030351%

3. Appointment of Public Accountant(s) and/or Public Accounting Firm(s) to Audit the Company's Financial Statements for the Fiscal Year Ended 31 December 2025

Delegated the authority to the Company's Board of Commissioners to appoint the Public Accountant(s) and/or Public Accounting Firm(s), as well as to determine the amount of professional audit service fees for the fiscal year.

Decision-Making by Voting

Votes in Favor	Votes Against	Abstained Votes	Total Votes in Favor
725,776,765 shares or 5.28040598%	45,301,878 shares or 0.32959488%	12,973,636,600 shares or 94.38999914%	13,699,413,365 shares or 99.67040512%

4. Determination of the Salaries and Allowances of the Company's Board of Directors and the Remuneration of the Board of Commissioners

a. Approved the maximum remuneration of the Board of Commissioners for 2025 at Rp16,000,000,000 (sixteen billion Rupiah) before tax; and
b. Granted the Board of Commissioners the authority to determine the salaries and allowances of the Company's Board of Directors for Fiscal Year 2025.

Decision-Making by Voting

Votes in Favor	Votes Against	Abstained Votes	Total Votes in Favor
726,017,665 shares or 5.28215865%	45,345,078 shares or 0.32990918%	12,973,352,500 shares or 94.38793217%	13,699,370,165 shares or 99.67009082%

5. Approval of the Reappointment of Company's Management

   a. Approved the reappointment of the members of the Board of Directors and Board of Commissioners, as follows:
      1) Mr. Bani Maulana Mulia as President Director;
      2) Mrs. Tara Hidayat as Human Capital Director;
      3) Mr. Masli Mulia as Commissioner;

      The appointments shall be effective from the closing of this meeting until the closing of the Annual General Meeting of Shareholders to be held in 2030, without prejudice to the right of the GMS to dismiss at any time.

   b. Approved the composition of the Company's management as follows:
   c. Granted the Board of Directors, with substitution rights, the authority to restate the resolutions of this Fifth Agenda in a separate notarial deed.

President Commissioner	Shanti Lasminingsih Poesposoetjipto	Independent Commissioner	Hoesen
Commissioner	Masli Mulia	President Director	Bani Maulana Mulia
Commissioner	Amir Abadi Jusuf	Finance Director	Ridwan Hamid
Commissioner	Ken Narotama Hidayatullah	Compliance Director	Farida Helianti Sastrosatomo
Independent Commissioner	Anugerah Pekerti	Human Capital Director	Tara Hidayat

REALIZATION OF THE RESOLUTIONS OF THE ANNUAL GMS FOR FISCAL YEAR 2023

Decision-Making by Voting			
Votes in Favor	Votes Against	Abstained Votes	Total Votes in Favor
388,031,807 shares or 2.82313457%	383,485,136 shares or 2.79005515%	12,973,198,300 shares or 94.38681028%	13,361,230,107 shares or 97.20994485%

The resolutions of the Annual GMS for Fiscal Year 2023 have been fully implemented (100%) as of 31 December 2023, as documented in the deed titled "Minutes of the Annual General Meeting of Shareholders of PT SAMUDERA INDONESIA Tbk" dated 26 June 2024, Number 64, drawn up before Jessy Darmawan, S.H., M.Kn., a Notary in Jakarta.

REALIZATION OF THE RESOLUTIONS OF THE ANNUAL GMS FOR FISCAL YEAR 2024

The resolutions of the Annual GMS for Fiscal Year 2024 have been fully implemented (100%) as of 31 December 2024, as documented in the deed titled "Minutes of the Annual General Meeting of Shareholders of PT SAMUDERA INDONESIA Tbk" dated 30 June 2025, Number 77, drawn up before Jessy Darmawan, S.H., M.Kn., a Notary in Jakarta.



BOARD OF COMMISSIONERS

The Board of Commissioners, as the Company's governing body responsible for supervisory and advisory functions, has fulfilled the requirements and criteria as stipulated in Financial Services Authority Regulation ("POJK") No. 33/POJK.04/2014.

COMPOSITION OF THE BOARD OF COMMISSIONERS

The Company's Board of Commissioners consists of 6 (six) members, 2 (two) of whom serve as Independent Commissioners, with the details as follows:

Name	Position	Basis of Appointment	Term of Office
Shanti Lasminingsih Poesposoetjipto	President Commissioner	Approval of the GMS on 28 June 2023	2023-2028
Masli Mulia	Commissioner	Approval of the GMS on 30 June 2025	2025-2030
Ken Narotama Hidayatullah	Commissioner	Approval of the GMS on 28 June 2023	2023-2028
Amir Abadi Jusuf	Commissioner	Approval of the GMS on 28 June 2023	2023-2028
Anugerah Pekerti	Independent Commissioner	Approval of the GMS on 28 June 2023	2023-2028
Hoesen	Independent Commissioner	Approval of the GMS on 28 June 2023	2023-2028

DUTIES AND RESPONSIBILITIES OF THE BOARD OF COMMISSIONERS

The Board of Commissioners carries out its duties and responsibilities in accordance with the Board of Commissioners' Guidelines and Code of Ethics, as follows:

1. To supervise and be responsible for overseeing management policies and the general management of the Company, both in relation to the Company and its business activities, and to provide advice to the Board of Directors.
2. To convene a GMS under certain circumstances in accordance with its authority.
3. To perform its duties and responsibilities in good faith, with full responsibility and due care.
4. To undertake management actions of the Company under certain circumstances and for specific periods, based on the Articles of Association or resolutions of the GMS.
5. To be jointly and severally liable for any losses incurred by the Company due to errors or negligence of members of the Board of Commissioners in performing their duties.
6. To jointly formulate, together with the Board of Directors, a code of ethics applicable to all Board of Directors, Board of Commissioners, employees, and Company's supporting organs.
7. To approve the annual work plan, including the annual budget for the forthcoming fiscal year, as prepared by the Board of Directors.
8. To conduct performance evaluations in relation to the remuneration received by each member of the Board of Directors and/or Board of Commissioners.

BOARD OF COMMISSIONERS MEETINGS

The Board of Commissioners has conducted meetings in accordance with the provisions of POJK No. 33/POJK.04/2014, with the attendance frequency for 2025 as follows:

Name	Position	Number of Attendances	Persentase
		(times)	(%)
Shanti Lasminingsih Poesposoetjipto	President Commissioner	5	100
Masli Mulia	Commissioner	5	100
Ken Narotama Hidayatullah	Commissioner	5	100
Amir Abadi Jusuf	Commissioner	5	100
Anugerah Pekerti	Independent Commissioner	5	100
Hoesen	Independent Commissioner	4	80

TRAINING AND COMPETENCY DEVELOPMENT OF THE BOARD OF COMMISSIONERS

During 2025, the Board of Commissioners participated in training programs aimed at strengthening their oversight capabilities and providing strategic guidance to support the sustainable achievement of the Company's objectives.

PERFORMANCE APPRAISAL OF THE BOARD OF COMMISSIONERS

In accordance with the provisions set forth in the Board of Commissioners' Guidelines and Code of Ethics, the performance appraisal of the Board of Commissioners for Fiscal Year 2025 was conducted through a self-assessment method based on criteria recommended by the Nomination and Remuneration Committee.

PERFORMANCE APPRAISAL OF COMMITTEES SUPPORTING THE BOARD OF COMMISSIONERS

The Board of Commissioners has conducted a positive appraisal of the committees supporting the Board of Commissioners for Fiscal Year 2025, using a self-assessment method in accordance with the Board of Commissioners' Guidelines and Code of Ethics.

REMUNERATION OF THE BOARD OF COMMISSIONERS

The remuneration of the Board of Commissioners is determined through resolutions of the GMS, which consider the recommendations of the Nomination and Remuneration Committee based on the Company's financial performance and operational efficiency.

BOARD OF DIRECTORS

The Board of Directors is the governing body of the Company fully responsible for the management of the Company in accordance with its purposes and objectives, and for representing the Company both inside and outside the court, in compliance with the Company's Articles of Association and POJK No. 33/POJK.04/2014.

COMPOSITION OF THE BOARD OF DIRECTORS

The Company's Board of Directors consists of 4 (four) members, with the details as follows:

Name	Position	Basis of Appointment	Term of Office
Bani M. Mulia	President Director	Approval of the GMS on 30 June 2025	2025-2030
Ridwan Hamid	Finance Director	Approval of the GMS on 30 June 2023	2023-2028
F. Helianti Sastrosatomo	Compliance Director	Approval of the GMS on 28 June 2024	2024-2029
Tara Hidayat	Human Capital Director	Approval of the GMS on 30 June 2025	2025-2030

DUTIES AND RESPONSIBILITIES OF THE BOARD OF DIRECTORS

The Board of Directors carries out its duties and responsibilities in accordance with Board of Directors' Guidelines and Code of Ethics, as follows:

1. To hold full authority and responsibility for managing the Company in the best interest of the Company, and to represent the Company both inside and outside of court.
2. To prepare the annual report in accordance with the applicable laws and regulations, to be signed by all members of the Board of Directors and the Board of Commissioners.
3. To convene the GMS in accordance with the prevailing laws and the Company's Articles of Association.
4. To perform its duties and responsibilities in good faith, with full responsibility and due care.
5. To bear joint and several liability for any losses incurred by the Company resulting from errors or negligence of the Board of Directors in performing their duties.
6. To maintain the register of shareholders, special registers, minutes of the GMS, and Board of Directors' meetings.
7. To prepare the annual work plan, including the Company's annual budget for the upcoming fiscal year.
8. To submit the annual report to the GMS following review and signing by the Board of Commissioners, no later than 6 (six) months after the end of the Company's fiscal year.

BOARD OF DIRECTORS MEETINGS

The Board of Directors has conducted meetings in accordance with the provision POJK No. 33/POJK.04/2014, as well as the Board of Directors' Guidelines and Code of Ethics. The meetings are held at least once (1) every month, with the attendance frequency for 2025 as follows:

Name	Position	Number of Attendances	Persentase
		(times)	(%)
Bani M. Mulia	President Director	12	100
Ridwan Hamid	Finance Director	12	100
F. Helianti Sastrosatomo	Compliance Director	12	100
Tara Hidayat	Human Capital Director	12	100

JOINT MEETINGS OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

Name	Position	Number of Attendances	Persentase
		(times)	(%)
Shanti Lasminingsih Poesposoetjipto	President Commissioner	5	100
Masli Mulia	Commissioner	5	100
Ken Narotama Hidayatullah	Commissioner	5	100
Amir Abadi Jusuf	Commissioner	5	100
Anugerah Pekerti	Independent Commissioner	5	100
Hoesen	Independent Commissioner	4	80
Bani M. Muliа	President Director	5	100
Ridwan Hamid	Finance Director	5	100
F. Helianti Sastrosatomo	Compliance Director	5	100
Tara Hidayat	Human Capital Director	5	100

ATTENDANCE OF THE BOARD OF DIRECTORS AND THE BOARD OF COMMISSIONERS AT THE GENERAL MEETING OF SHAREHOLDERS FOR FISCAL YEAR 2025

Name	Position	Number of Attendances	Persentase
		(times)	(%)
Shanti Lasminingsih Poesposoetjipto	President Commissioner	1	100
Masli Mulia	Commissioner	1	100
Ken Narotama Hidayatullah	Commissioner	1	100
Amir Abadi Jusuf	Commissioner	1	100
Anugerah Pekerti	Independent Commissioner	1	100
Hoesen	Independent Commissioner	1	80
Bani M. Muliа	President Director	1	100
Ridwan Hamid	Finance Director	1	100
F. Helianti Sastrosatomo	Compliance Director	1	100
Tara Hidayat	Human Capital Director	1	100



PERFORMANCE APPRAISAL OF THE BOARD OF DIRECTORS

In accordance with the provisions set forth in the Board of Directors' Guidelines and Code of Ethics, the performance appraisal of the Board of Directors for Fiscal Year 2025 was conducted through a self-assessment method, based on criteria recommended by the Nomination and Remuneration Committee, followed by further evaluation by the Board of Commissioners

PERFORMANCE APPRAISAL OF BOARD OF DIRECTOR SUPPORTING ORGANS

When necessary, the President Director and other members of the Board of Directors conduct performance appraisals of the Executive Committee and CEO Office based on the Key Performance Indicators (KPI) of each organ.

TRAINING AND COMPETENCY DEVELOPMENT OF THE BOARD OF DIRECTORS

In 2025, the Board of Directors participated in training programs aimed at enhancing their technical expertise and strategic insight.

REMUNERATION OF THE BOARD OF DIRECTORS

The remuneration of the Board of Directors is determined through resolutions of the GMS, based on the Company's financial performance and operational efficiency.

SUPPORTING ORGANS OF THE BOARD OF COMMISSIONERS

In Carrying out its duties, the Board of Commissioners is assisted by its supporting organs, namely the Audit Committee and the Nomination and Remuneration Committee.

AUDIT COMMITTEE

The Audit Committee was established by the Company based on the Board of Commissioners' Decree No. SR.02/KOM/SP/VI/2009 dated 2 June 2009.

Audit Committee Charter

The Audit Committee has prepared an Audit Committee Charter as a guideline for the implementation of its duties and responsibilities, which was ratified on 27 October 2017.

2025 AUDIT COMMITTEE COMPOSITION

Name	Position	Description	Term of Office	Basis of Appointment
Hoesen	Chairman	Independent Commissioner	2023-2028	SK.23.08.018/DEKOM/SI TBK
Herwan Ng	Member	Independent Party	2021-2026	SR.21.06.007/SK/SP/DK
Aria Farahmita	Member	Independent Party	2021-2026	SR.21.06.007/SK/SP/DK

DUTIES AND RESPONSIBILITIES OF THE AUDIT COMMITTEE

1. Financial Reports and Information
   a. To review financial information to be disclosed by the Company, including financial statements, projections, and other financial information.
   b. To obtain assurance from the Board of Directors regarding the accuracy of information disclosed by the Company to regulators and the public.
   c. To safeguard the confidentiality of the Company's documents, data, and information.
   d. To review complaints related to the Company's accounting processes and financial reporting.

2. Corporate Governance
   a. To assess the Company's compliance with prevailing laws and regulations relevant to its operations.
   b. To review and provide recommendations to the Board of Commissioners regarding potential conflicts of interest.

3. Risk Management
   To ensure that the Company has established and implemented effective risk management systems and procedures.

4. External Audit
   a. To provide recommendations to the Board of Commissioners regarding the appointment of a Public Accountant, taking into consideration independence, scope of engagement, and service fees.
   b. To review the performance, independence, and objectivity of the Public Accountant.
   c. To communicate with the Public Accountant in accordance with the applicable Audit Standard (SA 260).
   d. To provide an independent opinion in the event of disagreements between management and the Public Accountant.

5. Internal Audit
   a. To review the implementations of audit activities conducted by the Internal Audit Division.
   b. To evaluate the performance and independence of the Internal Audit Department.
   c. To oversee the implementation of follow-up actions on audit findings by the Board of Directors.
   d. To review and update the Internal Audit Charter annually or as necessary.

AUDIT COMMITTEE MEETINGS

The Audit Committee has conducted meetings at least once every three (3) months in accordance with the provision of POJK No. 55/POJK.04/2015, with the attendance rate for 2025 as follows:

INTERNAL MEETINGS OF THE AUDIT COMMITTEE

Name	Position	Number of Attendances (times)	Persentase (%)
Hoeson	Chairman	4	100
Herwan Ng	Member	4	100
Aria Farahmita	Member	4	100

INTERNAL AUDIT COMMITTEE MEETINGS WITH THE BOARD OF COMMISSIONERS

Name	Position	Number of Attendances	Persentase
		(times)	(%)
Hoesen	Chairman	4	100
Herwan Ng	Member	4	100
Aria Farahmita	Member	4	100

IMPLEMENTATION OF AUDIT COMMITTEE DUTIES

During Fiscal Year 2025, the Audit Committee carried out its duties and responsibilities in accordance with the Audit Committee Charter, as follows:

1. Reviewed the Company's annual and quarterly financial statements.
2. Held discussions with the Corporate Internal Audit Division regarding internal audit findings.
3. Coordinated and conducted discussions with management, Corporate Divisions, and Subsidiaries.
4. Formally submitted review reports and recommendations to the Board of Commissioners.
5. Prepared and planned audits in coordination with the External Auditors.

AUDIT COMMITTEE INDEPENDENCE

To maintain objectivity and integrity in exercising its oversight function, the Company ensures the independence of the Audit Committee through a solid membership structure. The Committee is chaired by an Independent Commissioner, supported by two (2) independent professional members, as stipulated in POJK No. 55/ POJK.04/2015.

TRAINING AND COMPETENCY DEVELOPMENT OF THE AUDIT COMMITTEE

In 2025, the Audit Committee participated in training programs that were relevant and strategically aligned with the Company's needs.



NOMINATION AND REMUNERATION COMMITTEE

The Nomination and Remuneration Committee was established by the Company based on Board of Commissioners' Decree No. SK.18.09.01/SLP/DK dated 12 September 2018.

Nomination and Remuneration Committee Charter The Nomination and Remuneration Committee carries out its duties and responsibilities in accordance with the Guidelines and Code of Ethics of the Nomination and Remuneration Committee.

COMPOSITION OF THE NOMINATION AND REMUNERATION COMMITTEE

Name	Position	Description	Term of Office	Basis of Appointment
Shanti Lasminingsih Poesposoetjipto	Member	President Commissioner	2023-2028	SK.18.09.01/SLP/DK
Amir Abadi Jusuf	Member	Commissioner	2023-2028	SK.18.09.01/SLP/DK

Note:
Following the passing of the late Kuntoro Mangkusubroto, who served as Chairman of the Nomination and Remuneration Committee, the Company is currently in the process of identifying a suitable replacement for this position.

COMPOSITION OF THE NOMINATION AND REMUNERATION COMMITTEE

1. **Nomination Function:**
   a. To provide recommendations to the Board of Commissioners regarding (i) the composition of members of the Board of Directors and/or Board of Commissioners; (ii) policies and criteria required in the nomination process; and (iii) performance evaluation policies for members of the Board of Directors and/or Board of Commissioners.
   b. To provide recommendations to the Board of Commissioners regarding competency development programs for members of the Board of Directors and/or Board of Commissioners.
   c. To propose qualified candidates for members of the Board of Directors and/or the Board of Commissioners to the Board of Commissioners for approval at the GMS.

2. **Remuneration Function:**
   a. To provide recommendations to the Board of Commissioners regarding (i) the remuneration structure; (ii) remuneration policies; and (iii) the amount of remuneration.
   b. To assist the Board of Commissioners in conducting performance appraisals by considering the alignment between the remuneration received and the responsibilities and performance of each member of the Board of Directors and/or Board of Commissioners.

MEETINGS OF THE NOMINATION AND REMUNERATION COMMITTEE

The Nomination and Remuneration Committee held meetings once every 4 (four) months in accordance with the provisions of the POJK Number 34/POJK.04/2014, with attendance rate during 2025 as follows:

INTERNAL MEETINGS OF THE NOMINATION AND REMUNERATION COMMITTEE

Name	Position	Number of Attendances (times)	Persentase (%)
Shanti Lasminingsih Poesposoetjipto	Member	3	100
Amir Abadi Jusuf	Member	3	100

INTERNAL MEETINGS OF THE NOMINATION AND REMUNERATION COMMITTEE WITH THE BOARD OF COMMISSIONERS

Name	Position	Number of Attendances	Persentase
		(times)	(%)
Shanti Lasminingsih Poesposoetjipto	Member	3	100
Amir Abadi Jusuf	Member	3	100

IMPLEMENTATION OF DUTIES OF THE NOMINATION AND REMUNERATION COMMITTEE

Throughout 2025, the Nomination and Remuneration Committee carried out its duties and responsibilities, which can be summarized as follows:

1. Discussed the performance criteria for the Board of Directors.
2. Discussed the remuneration of the Board of Directors and the Board of Commissioners.
3. Reviewed candidates for Independent Commissioners.
4. Discussed on the change of the Chairman of the Audit Committee.

INDEPENDENCE OF THE NOMINATION AND REMUNERATION COMMITTEE

To maintain objectivity and oversight in integrity, the Company ensures a solid membership structure for the Committee. This composition is fully aligned with the provisions of the POJK No. 55/POJK.04/2015.

TRAINING AND COMPETENCY DEVELOPMENT OF THE NOMINATION AND REMUNERATION COMMITTEE

Throughout 2025, the Nomination and Remuneration Committee participated in training programs that were relevant and strategically aligned with the Company's needs.

CORPORATE DEVELOPMENT COMMITTEE

Corporate Development Committee established by the Company by virtue of the Decree of the Board of Commissioners No. SK.13.06.017e/SK/SP/DK dated 1 June 2013.

COMPOSITION OF THE CORPORATE DEVELOPMENT COMMITTEE

Name	Position	Description	Term of Office	Basis of Appointment
Kon Narotama Hidayatullah	Chairperson	Commissioner	2018-2026	SK.17.08.002/SLP/DK

THE DUTIES OF THE CORPORATE DEVELOPMENT COMMITTEE

Corporate Development Committee discussed on Investment and Financing Plan, also the Company Work Plan and Budgeting for year 2026.

INDEPENDENCY OF THE CORPORATE DEVELOPMENT COMMITTEE

The Chairperson of the Corporate Development Committee is a Commissioner of the Company, which concurrent position is allowed by considering based on the criteria such as independency, confidentiality, code of ethics, duties and responsibilities according to their capacities in accordance with the applicable laws and regulations.

TRAINING AND COMPETENCY DEVELOPMENT OF CORPORATE DEVELOPMENT COMMITTEE

During 2025 the Corporate Development Committee has participated in strategic training programs with the Company's objectives.

SUPPORTING ORGANS OF THE BOARD OF DIRECTORS

In carrying out its duties, the Board of Directors is assisted by the Corporate Secretary and Internal Audit.

CORPORATE SECRETARY

Referring to the POJK No. 35/POJK.04/2014, the Company has appointed a Corporate Secretary who is responsible for ensuring the Company's compliance with capital market laws and regulations, as well as other relevant legislation.

Based on the Board of Directors' Decree No. SK.19.07.039/MM/DIR dated 10 July 2019, the Company appointed Mrs. Farida Helianti Sastrosatomo as Corporate Secretary. The profile of Mrs. Farida Helianti Sastrosatomo can be found in the Board of Directors' profile section, in connection with her role as the Company's Compliance Director.

DUTIES AND RESPONSIBILITIES OF THE CORPORATE SECRETARY

During 2025, the Corporate Secretary carried out the following duties and responsibilities:

1. To keep abreast of developments in the Capital Market, particularly applicable laws and regulations in the Capital Market sector.

2. To provide input to the Board of Directors and Board of Commissioners to ensure compliance with prevailing Capital Market laws and regulations.

3. To assist the Board of Directors and the Board of Commissioners in the implementation of Corporate Governance, including:
   a. Ensuring transparency of information to the public, including the availability of information on the Company's website;
   b. Submitting reports to the Financial Services Authority (OJK) in a timely manner;
   c. Organizing and documenting the GMS;
   d. Organizing and documenting meetings of the Board of Directors and/or Board of Commissioners; and
   e. Conducting the Company orientation programs for members of the Board of Directors and/or Board of Commissioners.

4. To act as a liaison between the Public Company and its shareholders, the Financial Services Authority, and other stakeholders.

IMPLEMENTATION OF DUTIES AND RESPONSIBILITIES OF THE CORPORATE SECRETARY

1. Ensured the implementation of GCG and ESG in accordance with regulatory developments, particularly in the capital market sector, including supporting the Corporate Actions undertaken by the Company.
2. Managed information disclosure and routine as well as incidental reporting to the OJK, Indonesia Stock Exchange (IDX), the Indonesian Central Securities Depository (KSEI), and the public, including ensuring the availability of information on the Company's website.
3. Organized meetings of the Board of Directors and/or Board of Commissioners, including the GMS.
4. Maintained communication with shareholders, as the liaison between the Company and its shareholders.
5. Prepared the Annual Report and Sustainability Report for the year 2025 period.

TRAINING AND DEVELOPMENT OF THE CORPORATE SECRETARY

1. Professional Standards for Corporate Secretary, organized by the Indonesian Corporate Secretary Association (ICSA).
2. In-Depth Discussion on Financial Services Authority Regulation Number 42 Year 2020 concerning Affiliated Transactions and Conflict of Interest Transactions, organized by the Indonesian Corporate Secretary Association (ICSA) and the Financial Services Authority (Otoritas Jasa Keuangan or OJK).
3. In-Depth Discussion on Financial Services Authority Regulation Number 9 Year 2025 concerning the Dematerialization of Equity Securities and the Management of Unclaimed Assets in the Capital Market, organized by the Indonesian Corporate Secretary Association (ICSA) and the Financial Services Authority (Otoritas Jasa Keuangan or OJK).
4. From Policy to Impact: Best Practices in the ESG Journey, organized by the Indonesian Corporate Secretary Association (ICSA) and PT Bukit Asam Tbk.
5. Corporate Readiness in Facing Global Market Volatility: Investor Relations and Corporate Secretary Perspectives, organized by the Indonesia Corporate Secretary Association (ICSA).
6. Obligations for Annual GMS Reporting and Financial Statements following Regulation of the Minister of Law Number 49 Year 2025, organized by Legalo X BP Lawyers.
7. Socialization of the Obligation to Submit Share Ownership Reports and Any Changes Thereof, as well as Electronic Share Pledge Activity Reports, organized by the Financial Services Authority (Otoritas Jasa Keuangan or OJK) and the Indonesian Central Securities Depository (Kustodian Sentral Efek Indonesia or KSEI).



INTERNAL AUDIT UNIT

Guided by the principles of GCG, the Internal Audit Unit plays a strategic role in enhancing the effectiveness of the Company's internal control systems and ensuring that all resources are managed efficiently to support the achievement of the Company's long-term objectives.

The Company has established the Corporate Internal Audit to perform the functions of the Internal Audit Unit in accordance with the POJK No. 56/POJK.04/2015.

INTERNAL AUDIT CHARTER

The Company has established an Internal Audit Charter as a guideline for the implementation of the Corporate Internal Audit Division's duties, which was formally approved on 4 January 2021.

DUTIES AND RESPONSIBILITIES OF THE INTERNAL AUDIT UNIT

The Corporate Internal Audit Division carries out the duties and responsibilities as outlined in the Internal Audit Charter, as follows:

a. To develop and implement the Annual Audit Plan.
b. To examine and evaluate the effectiveness of internal controls and risk management systems in accordance with Company's policies.
c. To conduct audits and assessments of the efficiency and effectiveness of all Company activities.
d. To provide recommendations for improvement and objective information regarding audited activities to all levels of management.
e. To prepare Internal Audit Reports and submit such reports to the Board of Directors and the Board of Commissioners.
f. To monitor, analyze, and report on the implementation of recommended corrective actions.
g. To collaborate with the Audit Committee.
h. To develop programs aimed at evaluating the quality of internal audit activities.
i. To conduct special audits when necessary.



The Corporate Internal Audit Division has the following authorities:

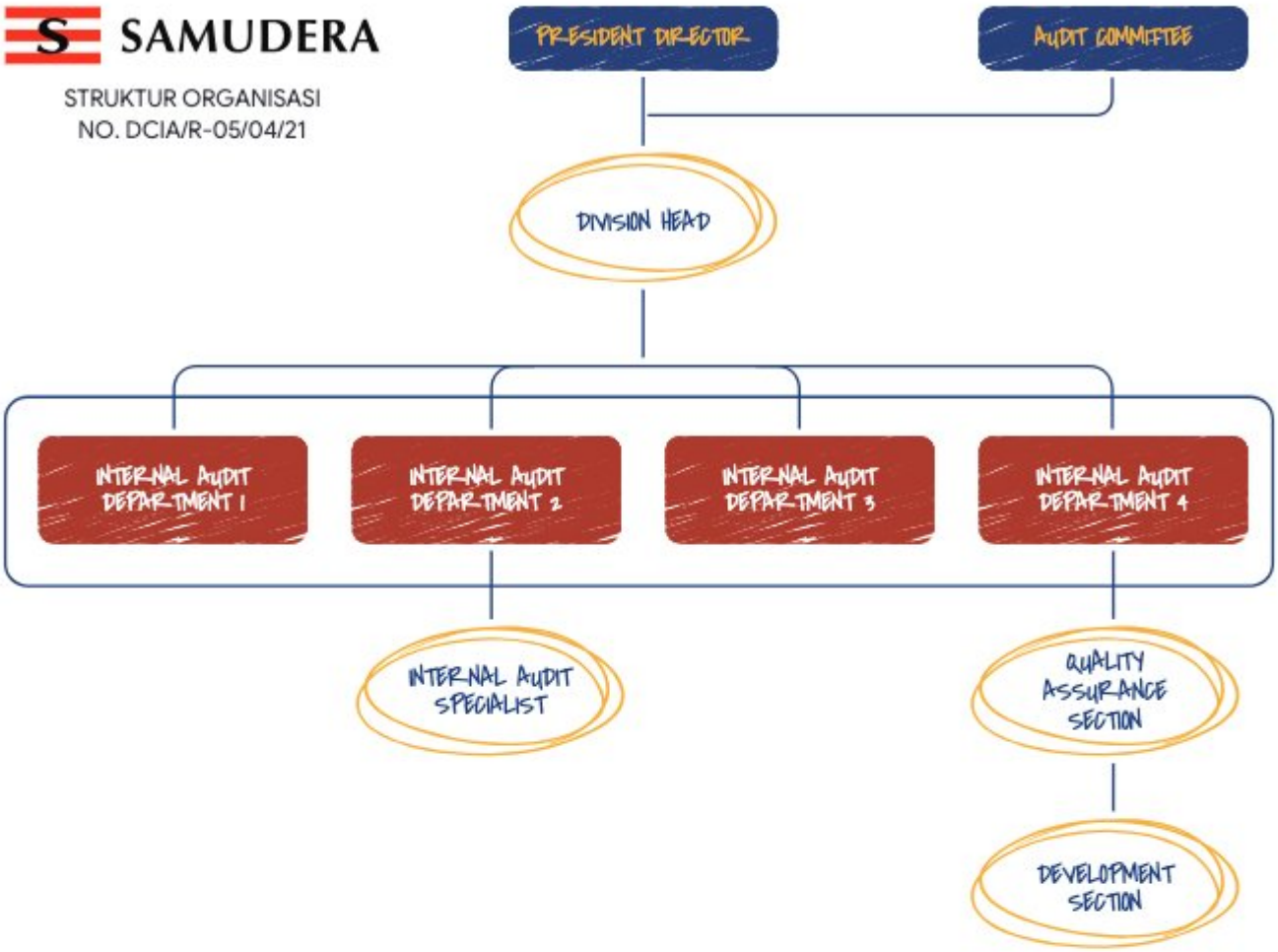
a. Corporate Internal Audit Division has unrestricted access to relevant data, assets, and employees within the Company.
b. To communicate directly, including holding meetings with the Board of Directors, the Board of Commissioners, and/or the Audit Committee.
c. Coordinate the activities of Corporate Internal Audit Division with external auditor.

STATUS OF THE INTERNAL AUDIT UNIT

Corporate Internal Audit is led by the Head of Corporate Internal Audit, who is appointed and dismissed by the Board of Directors with the approval of the Board of Commissioners. Within the organizational structure, the Head of Corporate Internal Audit reports directly to the President Director while coordinating closely with the Audit Committee.

SAMUDERA

STRUKTUR ORGANISASI
NO. DCIA/R-05/04/21



PROFILE OF THE HEAD OF CORPORATE INTERNAL AUDIT DIVISION

Name	Hermawan Fridiana Herman, S.E., QIA	Position	Head of Corporate Internal Audit Division
Nationality	Indonesia	Educational Background	Bachelor of Economics, Accounting Program, Universitas Indonesia

Work Experience

With over 35 years of experience in finance and shipping, he began his career as an external auditor at KAP KPMG Hanadi Sudjendro from 1989 to 1992.

He joined Samudera in 1992 and has since held various strategic positions both domestically and internationally, including Group Finance & Accounting Manager at PT Samudera Indonesia Tbk, Finance & Support General Manager at Samudera Indonesia Singapore Pte. Ltd., and Finance Director (CFO) at Samudera Shipping Line Ltd., for more than two decades.

He also served as President Director of PT Samudera Energi Tangguh, PT Samudera Shipping Indonesia, and PT Samudera Indonesia Ship Management, companies engaged in the maritime transportation of oil and chemicals, as well as vessel management and maintenance.

Since August 2025, he has served as Head of the Internal Audit Division of PT Samudera Indonesia Tbk, with a focus on strengthening corporate governance and risk management.

Legal Basis for Appointment	Board of Directors Decree No. 2232/KM/DIR/SIT/VII/2025

CORPORATE INTERNAL AUDIT DIVISION STRUCTURE

No	Name	Total
1	Head of Corporate Internal Audit Division	1
2	Corporate Internal Audit Department Head	5
3	Quality Assurance	1
4	Development	1
5	Internal Auditor Specialist	4
Total		12

PROFESSIONAL CERTIFICATION OF INTERNAL AUDIT UNIT

No	Certification	Total
1	Certified Forensic Auditor (CFrA)	1
2	Qualified Internal Auditor (QIA)	7
3	Indonesia Internal Audit Practitioner (IIAP)	1
4	Certified Risk Management Officer (CRMO)	1
5	Certified Data Protection Officer (CDPO)	1
6	Certified Information System Auditor (CISA)	1
7	Certified Payment Security Compliance Manager (CPSCM)	1

IMPLEMENTATION OF INTERNAL AUDIT DUTIES

During Fiscal Year 2025, the Corporate Internal Audit Division carried out the following duties:

1. Prepared the Annual Audit Plan.
2. Developed the Corporate Internal Audit training and development program.
3. Developed and implemented an integrated audit management system.
4. Conducted audits of 28 (twenty-eight) subsidiaries both domestically and internationally.

Corporate Internal Audit maintained continuous communication and prepared comprehensive reports for each audit finding, along with corrective recommendations for improvement and strategic follow-up action plans. These reports were submitted periodically to the Audit Committee and the Board of Directors to ensure that identified areas for improvement were addressed in a timely manner, thereby strengthening the Company's Corporate Governance.

In accordance with the mandate set forth in the Internal Audit Charter, the Corporate Internal Audit Division is committed to maintaining close coordination through regular and incidental meetings with the Board of Directors, the Board of Commissioners, and the Audit Committee.

INTERNAL AUDIT UNIT MEETINGS

As part of promoting transparency and strengthening its supervisory function, Corporate Internal Audit held 16 (sixteen) meetings throughout 2025, with details as follows:

Meeting	Number of Meetings
Internal	7
Corporate Internal Audit Meetings with the Board of Directors	5
Corporate Internal Audit Meetings with the Audit Committee	4

TRAINING AND DEVELOPMENT OF THE INTERNAL AUDIT UNIT

To ensure the adequacy of competence and professionalism of internal auditors, throughout Fiscal Year 2025 the Company facilitated the Corporate Internal Audit's participation in 79 (seventy nine) training and development programs relevant to internal audit, risk management, internal controls, and corporate governance.

INTERNAL CONTROL SYSTEM

In order to ensure business continuity, the Company implements an Internal Control System in a continuous and integrated manner across all operational activities, enabling management and all employees to work synergistically to provide reasonable assurance that the Company's objectives are achieved. The internal control system is designed to support the Company's primary objectives, namely:

1. Effective and efficient operational activities;
2. Accuracy and reliability of reporting;
3. Compliance with applicable laws and regulations.

In developing and enhancing the Internal Control System, the Company adopts internationally recognized global standards, specifically the COSO framework (Committee of Sponsoring Organizations of the Treadway Commission).

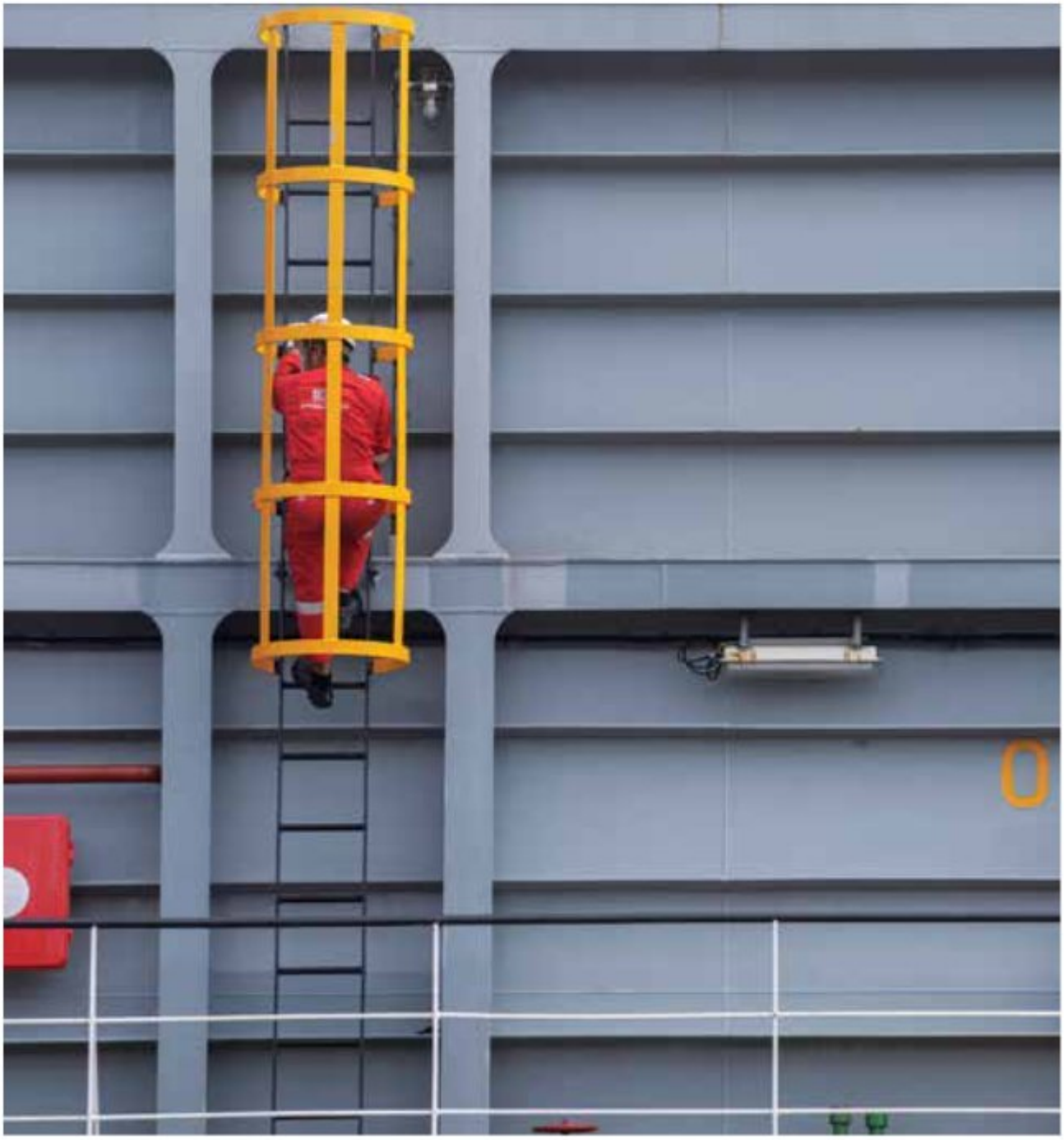
REVIEW OF THE EFFECTIVENESS OF THE INTERNAL CONTROL SYSTEM

As part of this commitment, the Company has established strategic policies supported by a comprehensive Risk Register and ensures that operational procedures are periodically updated in line with business dynamics and operational developments. To ensure effectiveness and efficiency, the Corporate Internal Audit conducts regular oversight to ensure compliance with established policies, procedures, regulations, and the Internal Control System.

Throughout 2025, this oversight process ensured that the Company's organizational control mechanisms operated optimally in accordance with established standards.

STATEMENT BY THE BOARD OF DIRECTORS AND THE BOARD OF COMMISSIONERS ON THE ADEQUACY OF THE INTERNAL CONTROL SYSTEM

The Board of Directors and the Board of Commissioners declare that the Internal Control System currently implemented by the Company meets the minimum standard required to provide reasonable assurance regarding operational effectiveness and efficiency, the accuracy of reporting, and compliance with applicable laws and regulations. Nevertheless, the Company recognizes that continuous improvement is necessary in response to changes in the business environment, whether arising from internal or external factors. The Company remains committed to continuously enhancing and adapting its internal control system to ensure that it remains effective and relevant in supporting the achievement of its objectives.



RISK MANAGEMENT SYSTEM

Risk management is carried out through a proactive approach to changes in both the external and internal business environments. Since 2017, the Company has implemented the Enterprise Risk Management (ERM) framework as the foundation of its risk management policies, strengthening the methodologies and procedures for risk identification, analysis, evaluation, and mitigation. This strategic initiative aims to provide stakeholders with assurance and confidence that the Company's objectives can be achieved effectively.

The Company adopts the Three Lines of Defence to ensure layered oversight through continuous coordination among the Corporate Risk Management, Corporate Compliance, and Corporate Internal Audit Divisions. Risk Management responsibilities lie with the Corporate Risk Management Division, which operates structurally under the Compliance Directorate and is involved in the evaluation of strategic risks. Leaders of Subsidiaries and Corporate Divisions actively assess risks specific to their respective business units, while the overall risk profile is monitored regularly to ensure that risk responses remain adequate and effective.

The Audit Risk Management System (ARMS) platform is used to manage corporate risks systematically and to record risk events accurately. The Company promotes transparency and accountability by requiring consistent reporting of all risk incidents through this platform, ensuring that each event is properly documented for management evaluation. This digitalization strategy is further enhanced through the implementation of a risk management dashboard, which provides real-time information, along with the implementation of information security policies aligned with ISO 27001 standards and Personal Data Protection regulations.

A culture of continuous improvement is reflected in the 2025 Risk Maturity Assessment (RMA) which covered 47 priority business units and achieved a score of 3.57 (Strong Practice). To sustain this level of maturity, the Company has established strategic priorities for 2026, focusing on the implementation of Top Risks and Key Risk Indicators (KRI), the integration of risk considerations into budget meetings, and the development of KPIs and mandatory training programs for Risk Champions.

RISK MANAGEMENT PROCESS



TYPES OF RISKS AND THEIR MANAGEMENT

Type of Risk	Explanation	Mitigation Efforts
Strategic Risks	Challenges arising from global and regional economic and political trends.	Monitoring market dynamics and political developments at both the national and regional levels.
	A decline in contributions from the core business lines.	Maintaining and expanding the business network, improving cost efficiency, and maximizing equipment utilization.
	Imbalances in the primary market and shifts in market trends.	Strengthening the focus on continuously improving commercial and operational quality, while reinforcing the organizational structure through restructuring initiatives and implementing strict investments selection.
Operational Risk	Accidents and pollution involving the vessels and equipment operated by the Company.	Optimizing occupational safety programs, protecting company assets and employees, implementing relevant ISO certification programs across business units, and conducting strict selection, appointment, and evaluation processes for suppliers.
Legal Risk	Non-compliance with applicable laws and regulations.	Regularly updating the Standard Operating Procedures (SOP) and periodically reviewing and standardizing contracts.
Compliance Risk	Non-compliance with the Company's Code of Ethics.	Requiring employees to sign an integrity pact.
Information Technology and Systems Risk	Disruptions to operational systems, IT infrastructure failures, and cyberattacks that may affect the Company's financial performance and operations.	Ensuring the availability of a Disaster Recovery Plan.
Financial Risks	Fluctuations in exchange rates.	Implementing hedging and currency conversion processes for all foreign currency obligations.
	Increase in accounts receivable.	Conducting credit assessments to evaluate customer creditworthiness.
Competition Risk	Pressure on tariffs and declining asset utilization due to increased competition.	Developing strategic partnerships with other principals based on mutually beneficial principles, improving cost efficiency, and expanding into new service areas.

REVIEW OF THE EFFECTIVENESS OF THE RISK MANAGEMENT SYSTEM

The Risk Management System consistently adds value to the Company's strategic planning and decision-making processes based on GRC (Governance, Risk, and Compliance). This achievement is reflected in the results of the Risk Maturity Assessment (RMA), which confirms the maturity level and capability of the Company's business units to independently and effectively identify and mitigate risks.

STATEMENT OF THE BOARD OF DIRECTORS, BOARD OF COMMISSIONERS, AND AUDIT COMMITTEE ON THE ADEQUACY OF THE RISK MANAGEMENT SYSTEM

Based on a comprehensive review, the Risk Management System currently implemented by the Company is considered adequate and capable of safeguarding the continuity of the Company's operations amid the challenges of a dynamic market environment.





ENGAGEMENT OF PUBLIC ACCOUNTANT AND PUBLIC ACCOUNTING FIRM

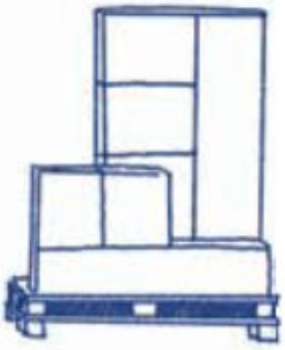
As part of its commitment to transparency and the provision of accountable financial information, the Company engages independent parties to audit its financial statements in accordance with the applicable Financial Accounting Standards (SAK) for the fiscal year ended 31 December 2025.

The Company has appointed Purwanto Susanti and Surja (a member firm of Ernst & Young Global Limited) as the Public Accounting Firm, and Mr. Said Amru as the Public Accountant responsible for auditing the Company's Consolidated Financial Statements.

Fiscal Year	Public Accounting Firm (PAF)	Auditor	Audit Services
2025	Purwanto Susanti and Surja (a member firm of Ernst & Young Global Limited)	Said Amru	Annual Consolidated Financial Statements
2024	Purwantono, Sungkoro & Surja (a member firm of Ernst & Young Global Limited)	Said Amru	Annual Consolidated Financial Statements
2023	Purwantono, Sungkoro & Surja (a member firm of Ernst & Young Global Limited)	Said Amru	Annual Consolidated Financial Statements
2022	Purwantono, Sungkoro & Surja (a member firm of Ernst & Young Global Limited)	Said Amru	Annual Consolidated Financial Statements
2021	Purwantono, Sungkoro & Surja (a member firm of Ernst & Young Global Limited)	Sinarta	Annual Consolidated Financial Statements
2020	Purwantono, Sungkoro & Surja (a member firm of Ernst & Young Global Limited)	Sinarta	Annual Consolidated Financial Statements
2019	Purwantono, Sungkoro & Surja (a member firm of Ernst & Young Global Limited)	Sinarta	Annual Consolidated Financial Statements

The professional fee for audit services for the year ended 31 December 2025, amounted to IDR873,000,000, excluding Value Added Tax (VAT).





SIGNIFICANT LEGAL MATTERS

As of the date of this Annual & Sustainability Report, the Company's significant legal matter concerns a case between PT Pelabuhan Samudera Palaran and Koperasi Tenaga Kerja Bongkar Muat Samudera Sejahtera (TKBM Komura) regarding claims on container handling fees. The Judicial Review Decision of the Supreme Court of the Republic of Indonesia Number 697 PK/PDT/2025 dated 28 July 2025 was ruled in favor of PT Pelabuhan Samudera Palaran.

ADMINISTRATIVE SANCTIONS

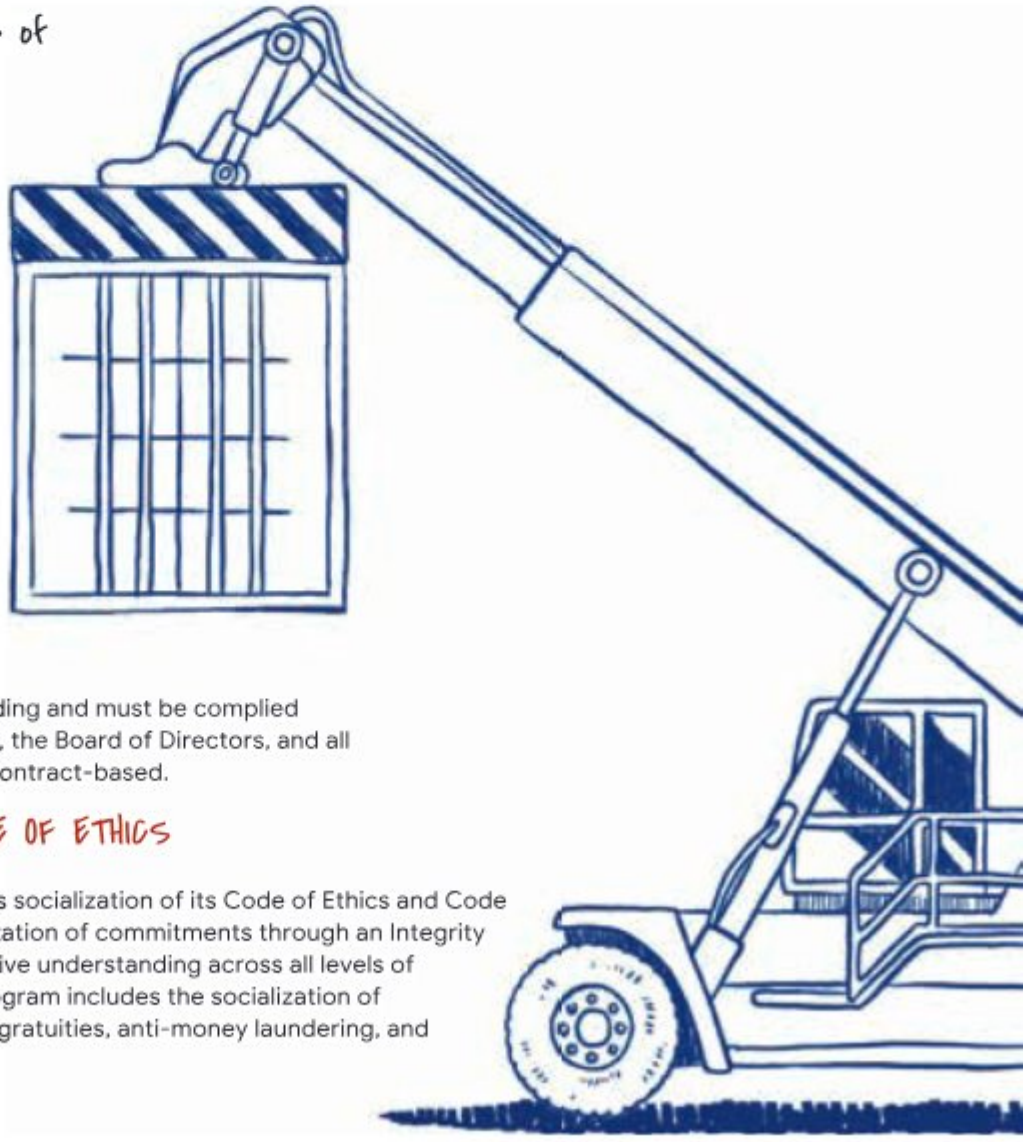
During the 2025 Fiscal Year, neither the Company, the Board of Directors, nor the Board of Commissioners was subject to any administrative sanctions imposed by the Financial Services Authority (OJK) or any other relevant authorities and/or institutions that could have a material impact on the Company.

CODE OF ETHICS

The Company reaffirms its commitment to implementing GCG principles through its Code of Ethics and Code of Conduct, which serve as guidelines for every individual within the Company to uphold integrity, professionalism, and compliance with applicable laws and regulations in conducting business activities and achieving the Company's objectives.

Key Principles of the Code of Ethics

The Company's Code of Ethics and Code of Conduct consist of 20 strategic articles that established standards of professional conduct based on the principle of good faith, responsibility, and prudence, while also setting out clear policies to prevent and mitigate conflicts of interest in order to safeguard objectivity, independence, and integrity in all business decision-making.



Scope and Implementation of the Code of Ethics

The provisions of this Code of Ethics and Code of Conduct are binding and must be complied with by the Board of Commissioners, the Board of Directors, and all employees, whether permanent or contract-based.

SOCIALIZATION OF THE CODE OF ETHICS

The Company continuously conducts socialization of its Code of Ethics and Code of Conduct, including the implementation of commitments through an Integrity Pact, in order to build a comprehensive understanding across all levels of the organizational structure. The program includes the socialization of policies related to anti-bribery, anti-gratuities, anti-money laundering, and

fair business competition. These activities are conducted through face-to-face meetings every three (3) years, annual online sessions, periodic email communications, and special orientation programs for new employees.

ENFORCEMENT AND REVIEW OF THE CODE OF ETHICS

Any violations of the Code of Ethics and Code of Conduct will be addressed firmly in accordance with the applicable Company Regulations.

Sanctions for Code of Ethics Violations

For the fiscal year 2025, the Company reported that there were no violations of the Code of Ethics nor any incidents of conflicts of interest involving members of the Board of Commissioners or the Board of Directors. This reflects the Company's commitment to upholding integrity and the principles of GCG.

LONG-TERM COMPENSATION POLICY FOR MANAGEMENT AND EMPLOYEES

As of the fiscal year 2025, the Company has not implemented any long-term share-based compensation policies, such as a Management Stock Option Plan (MSOP) or an Employee Stock Ownership Plan (ESOP).

INFORMATION DISCLOSURE POLICY

To uphold transparency in line with GCG principles and regulations issued by the Financial Services Authority, every member of the Board of Commissioners and the Board of Directors consistently reports any changes in their share ownership in the Company to the regulator in a timely manner and discloses such information to the public in accordance with applicable laws and regulations.

ANTI-BRIBERY, GRATIFICATION, AND MONEY LAUNDERING

The Company continues to strengthen its commitment to preventing anti-bribery, gratification, and money laundering by maintaining and updating ISO 37001:2016 certification for the Anti-Bribery Management System.

The system is implemented consistently through several strategic measures, including:

1. **Risk Area Mitigation**
   Conducting thorough evaluations and strengthening policies and procedures in operational areas with high anti-bribery, gratification, and money laundering risk profiles.
2. **Integrity Culture**
   Conducting regular socialization programs for employees to internalize the values of transparency and integrity.
3. **Partner Engagement**
   Requiring all suppliers and business partners to sign the Anti-Bribery, Gratification, and Money Laundering Integrity Pact as a condition for collaboration.



VIOLATION REPORTING SYSTEM (WHISTLEBLOWING SYSTEM)

The Company provides a Violation Reporting System, also known as the Whistleblowing System (WBS), as an official channel for all stakeholders to report suspected violations or irregularities in a secure and confidential manner. The WBS serves as a preventive control mechanism that promotes a culture of transparency and integrity within the Company.

To ensure accountability, every report received is reviewed objectively and followed up in accordance with the applicable procedures. Effective communication is maintained up to the highest corporate bodies of the Company, including through meetings of the Board of Directors, meetings of the Board of Commissioners, and joint meetings of the Board of Directors and Board of Commissioners to ensure that each case is resolved appropriately, transparently, and responsibly.

SUBMISSION AND HANDLING OF COMPLAINTS

Mechanism for submission of alleged violation reports, investigation, and whistleblower protection in the Company is outlined in the Whistleblowing Policy, and using the following channels:

- **Email : kode.etik@samudera.id**
- **HP : 081515540000**
- **Mail, addressed to : Samudera Indonesia Compliance Committee**
  Samudera Indonesia, 8th Floor
  Jl. Letjen. S. Parman Kav. 35 Jakarta 11480, Indonesia

With the following reporting mechanism:

- **Reporting can be done anonymously, but must attach supporting documents to the report.**
- **The reporter provides information about the incident along with proof(s).**
- **The reporter informs whether he/she is willing to be contacted for confirmation and follow-up reporting purposes.**

The designated reporting entity, in accordance with its authority to receive reports, will issue a complaint reference number that can be used by the whistleblower to track the status of their report follow-up process.



RESULTS OF COMPLAINT HANDLING

Number of Complaints

The Company ensures that every report received through the WBS is handled objectively and thoroughly in accordance with the applicable policies and procedures. During the fiscal year 2025, the Company received a total of 20 complaints alleged violations of the Code of Ethics and Conduct Guidelines in Subsidiaries.

Follow-up on Complaints

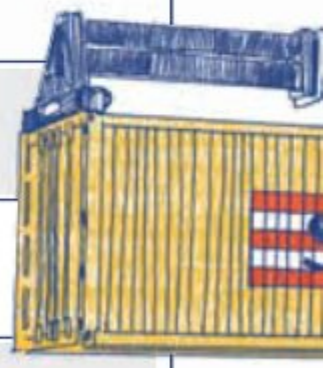
Out of the 20 reports received, 16 have been verified and followed up, consisting of 8 reports that are still under review and 8 reports that have been confirmed as valid. For the confirmed reports, the Company has imposed sanctions on 21 personnel in accordance with the applicable internal regulations.

IMPLEMENTATION OF THE CODE OF GOOD CORPORATE GOVERNANCE OF PUBLIC LISTED COMPANIES

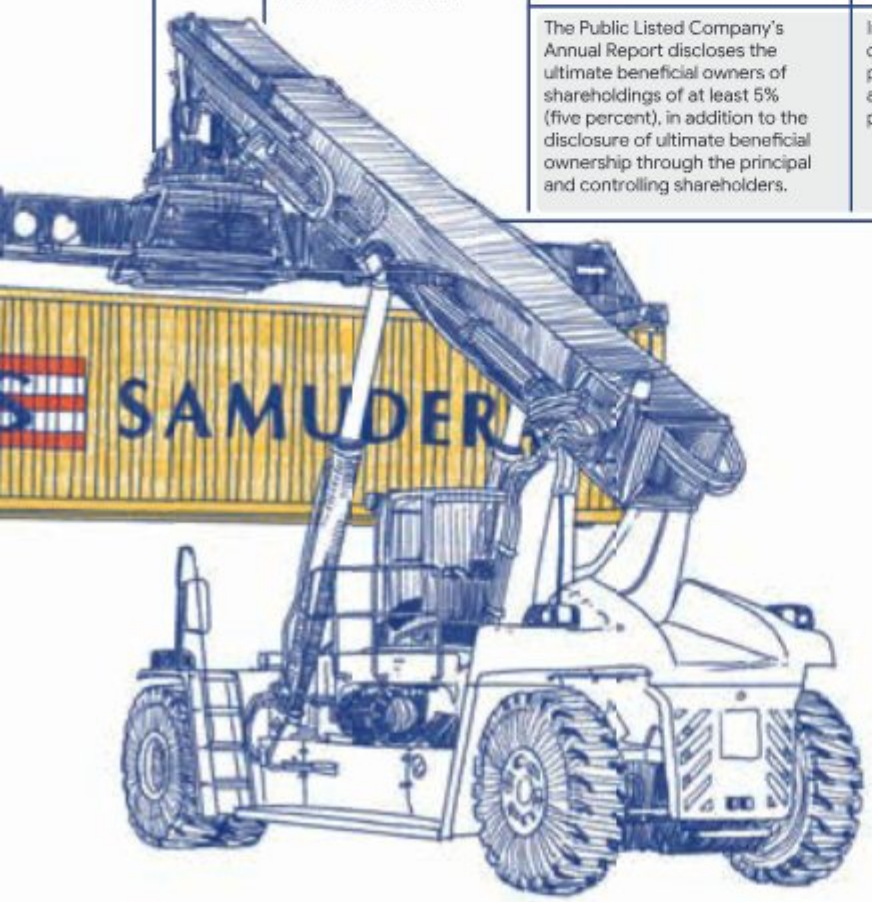
The Company refers to the POJK No. 21/POJK.04/2015 as further elaborated in the SEOJK No. 30/SEOJK.04/2016, consisting of the code covers 5 aspects, 8 principles, and 25 recommendations, detailed as follows:

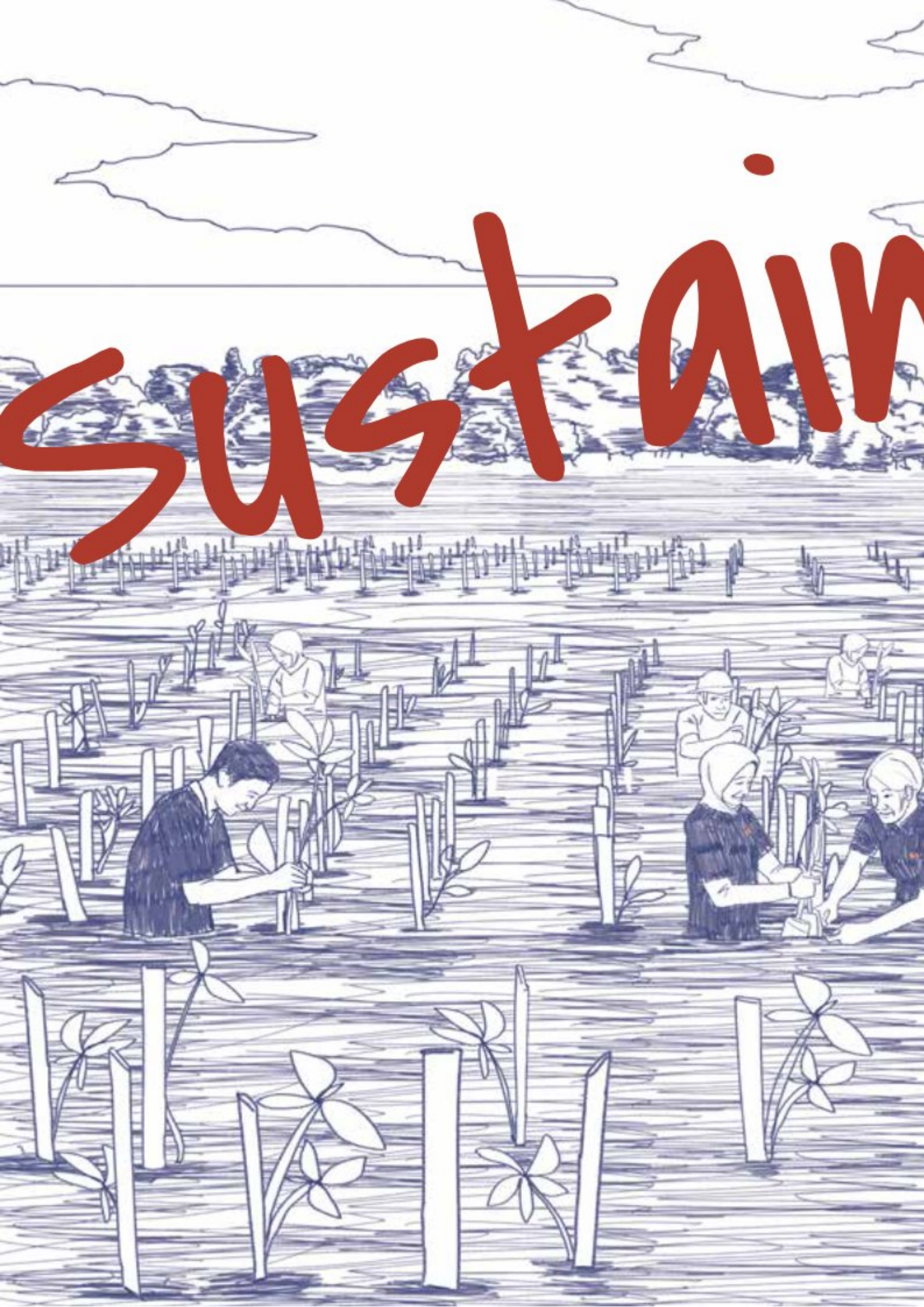
No.	Principles	Recommendations	Explanation of Implementation at Samudera	Description
I	Aspect 1: Relationship between the Public Listed Company and its Shareholders in Ensuring Shareholders' Rights			
	Principle 1 Enhancing the Value of the GMS	The Public Listed Company has implemented technical procedures for voting, whether conducted openly or secret ballot, that emphasize independence and protect the interests of its shareholders.	The Company has established formal decision-making procedures as outlined in the Rules of Procedure for the Implementation of the General Meeting of Shareholders.	√
		All members of the Board of Directors and the Board of Commissioners of the Public Listed Company attended the Annual General Meeting of Shareholders.	The attendance information of the Board of Directors and the Board of Commissioners at the Annual General Meeting of Shareholders is presented on page 155.	√
		A summary of the minutes of the General Meeting of Shareholders is available on the Public Listed Company's website for a minimum of 1 (one) year.	Summaries of the minutes of the General Meeting of Shareholders are consistently uploaded and made available on the Company's website (https://www.samudera.id/).	√
	Principle 2 Enhancing the Quality of Communication between the Public Listed Company and its Shareholders or Investors.	The Public Listed Company has established a communication policy with its shareholders or investors.	The Company has Policy of Communication with Shareholders, Investors, and Analysts.	√
		The Public Listed Company has established a communication policy with its shareholders or investors.	The Company has Policy of Communication with Shareholders, Investors, and Analysts.	√
II	Aspect 2: Function and Role of the Board of Commissioners			
	Principle 3 Strengthening the Membership and Composition of the Board of Commissioners	The determination of the number of Board of Commissioners takes into account the condition and needs of the Public Listed Company.	The current Board of Commissioners consists of 6 (six) members, taking into consideration the scope of the Company's business lines and the number of subsidiaries.	√
		The composition of the Board of Commissioners takes into account diversity of skills, knowledge, and experience required.	The Company considers diversity when selecting and appointing members of the Board of Commissioners, as reflected in the profiles of the Board of Commissioners available on page 73.	√

No.	Principles	Recommendations	Explanation of Implementation at Samudera	Description
	Principle 4 Enhancing the Quality of the Implementation of the Duties and Responsibilities of the Board of Commissioners.	The Board of Commissioners has established a self-assessment policy to evaluate its performance.	The self-assessment of the performance of the Board of Commissioners as a collegial body is conducted annually based on criteria established by the Nomination and Remuneration Committee.	√
		The self-assessment policy for evaluating the performance of the Board of Commissioners is disclosed in the Public Listed Company's Annual Report.	An explanation of the self-assessment policy for the Board of Commissioners is presented on page 153.	√
		The Board of Commissioners has a policy regarding the resignation of its members if they are involved in financial crimes.	The policy regarding the handling of members of the Board of Commissioners who are involved in financial crimes is outlined in the Board of Commissioners' Guidelines and Code of Ethics.	√
		The Board of Commissioners or the Committee performing Nomination and Remuneration functions establishes a succession policy as part of the nomination process for members of the Board of Directors.	The Nomination and Remuneration Committee has established a succession policy, which is presented on page 160.	√
■	Aspect 3: Function and Role of the Board of Directors			
	Principle 5 Strengthen the Membership and Composition of the Board of Directors	The determination of the number of Board of Directors members takes into account the condition of the Public Listed Company as well as the effectiveness of decision-making.	The current Board of Directors consists of 4 (four) members, which is considered adequate given the Company's condition and the objective of effective decision-making.	√
		The composition of the Board of Directors is determined by considering the diversity of skills, knowledge, and experience required.	The Company considers diversity when selecting and appointing Board of Directors members, as reflected in the Board of Directors' profiles available on page 82.	√
		Members of the Board of Directors responsible for accounting or finance possess expertise and/or knowledge in accounting.	The Company's Finance Director has expertise and knowledge in accounting, as reflected in his profile on page 86.	√
	Principle 6 Enhancing the Quality of the Duties and Responsibilities of the Board of Directors.	The Board of Directors has a self-assessment policy to evaluate its performance.	The self-assessment policy for the performance of the Board of Directors is outlined in the Board of Directors' Guidelines and Code of Ethics.	√
		The self-assessment policy for evaluating the performance of the Board of Directors is disclosed in the Public Listed Company's Annual Report.	An explanation of the self-assessment policy for the Board of Directors is presented on page 157.	√
		The Board of Directors has a policy regarding the resignation of members if they are involved in financial crimes.	The policy for handling the Board of Directors member implicated in financial crimes is outlined in the Board of Directors' Guidelines and Code of Ethics.	√



No.	Principles	Recommendations	Explanation of Implementation at Samudera	Description
IV	Aspect 4: Stakeholder Participation			
	Principle 7 Enhancing Corporate Governance through Stakeholder Participation.	The Public Listed Company has a policy to prevent insider trading.	The Company has a policy regarding insider trading stipulated in the Company's Code of Ethics and Conduct Guidelines.	√
		The Public Listed Company has anti-bribery, gratification, and money laundering.	The Company maintains anti-bribery, gratification, and money laundering obtained ISO 37001 Anti-Bribery Management System certification.	√
		The Public Listed Company has a policy regarding the selection and capability development of suppliers or vendors.	The Company's procurement policies and regulations cover the selection and capability development of suppliers or business partners.	√
		The Public Listed Company has a policy on the fulfillment of creditor rights.	The Company ensures the fulfillment of creditor rights in every loan agreement.	√
		The Public Listed Company has a whistleblowing system policy.	The Company has implemented a whistleblowing system, as reviewed on page 173.	√
		The Public Listed Company has a policy on providing long-term incentives to the Board of Directors and employees.	The Company has not yet implemented such a program.	With an explanation
V	Aspect 5 : Information Disclosure			
	Principle 8 Enhancing the Implementation of Information Disclosure	The Public Listed Company leverages information technology more broadly, beyond its corporate website, as a medium for information disclosure.	The Company also uses various social media platforms as public information channels, including X, Instagram, Facebook, Youtube, and LinkedIn.	√
		The Public Listed Company's Annual Report discloses the ultimate beneficial owners of shareholdings of at least 5% (five percent), in addition to the disclosure of ultimate beneficial ownership through the principal and controlling shareholders.	Information regarding share ownership of at least 5% (five percent), as well as the principal and controlling shareholdings, is presented on page 66.	√

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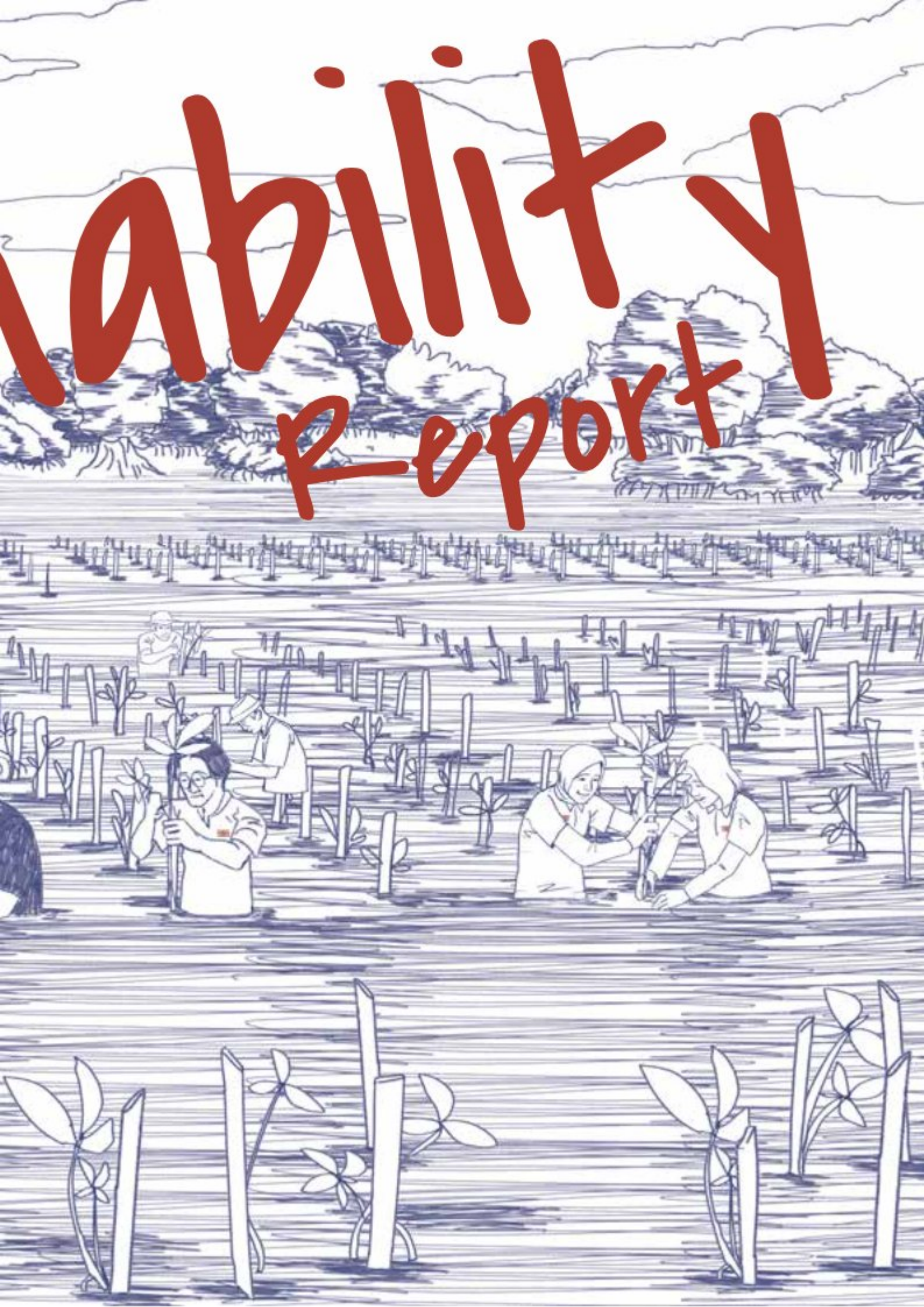
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REPORTING SCOPE

The preparation of this report refers to POJK No. 51/POJK.03/2017 concerning the Implementation of Sustainable Finance, as well as the Global Reporting Initiative (GRI) Standards. This report presents the sustainability performance of PT Samudera Indonesia Tbk and all of its subsidiaries for the reporting period from 1 January 2025 to 31 December 2025, covering social, environmental, and economic impact aspects. Certain data restatements have been made from the previous report, particularly related to updates in references and corrections to emission factors. Regarding communication with stakeholders, no formal feedback or suggestions were received concerning the previous year's report.

Although this report has not yet undergone a comprehensive external assurance process, the Company affirms that the operational data and governance systems presented have been validated through integrated and periodic external audit mechanisms. As part of its commitment to enhancing the quality of disclosures, the Company is strategically assessing the implementation of independent verification in future reporting periods to provide a higher level of assurance to all stakeholders.



SUSTAINABILITY STRATEGY

As a pioneer in Indonesia's shipping industry with a continuously expanding global presence, the Company faces a range of challenges, including increasingly stringent global emissions regulations, fuel price volatility, and physical risks arising from climate change that may disrupt operational efficiency. The Company recognizes that the future of the logistics industry is highly dependent on supply chain resilience and a strong commitment to sustainability.

To navigate its transformation toward a sustainable logistics value chain, in 2025 the Company established the BEACON framework as its strategic guideline.

The BEACON strategy serves as a lighthouse for the Company–not only it provides clear direction amid regulatory uncertainty and industry dynamics, but also drives responsible business growth for all stakeholders. Through this strategic framework, Samudera is committed to building long-term resilience and creating a competitive advantage aligned with global sustainability standards.

THE BEACON FRAMEWORK



B — Better Workplace

Ensuring diversity & inclusivity, employees safety and well-being



E — Environment and Ecosystem

Enhancing environmental stewardship and sustainable operations



A — Accountability and Ethical Governance

Ensuring business accountability and good corporate governance practices



C — Community Empowerment

Empowering communities through impactful initiatives and partnerships

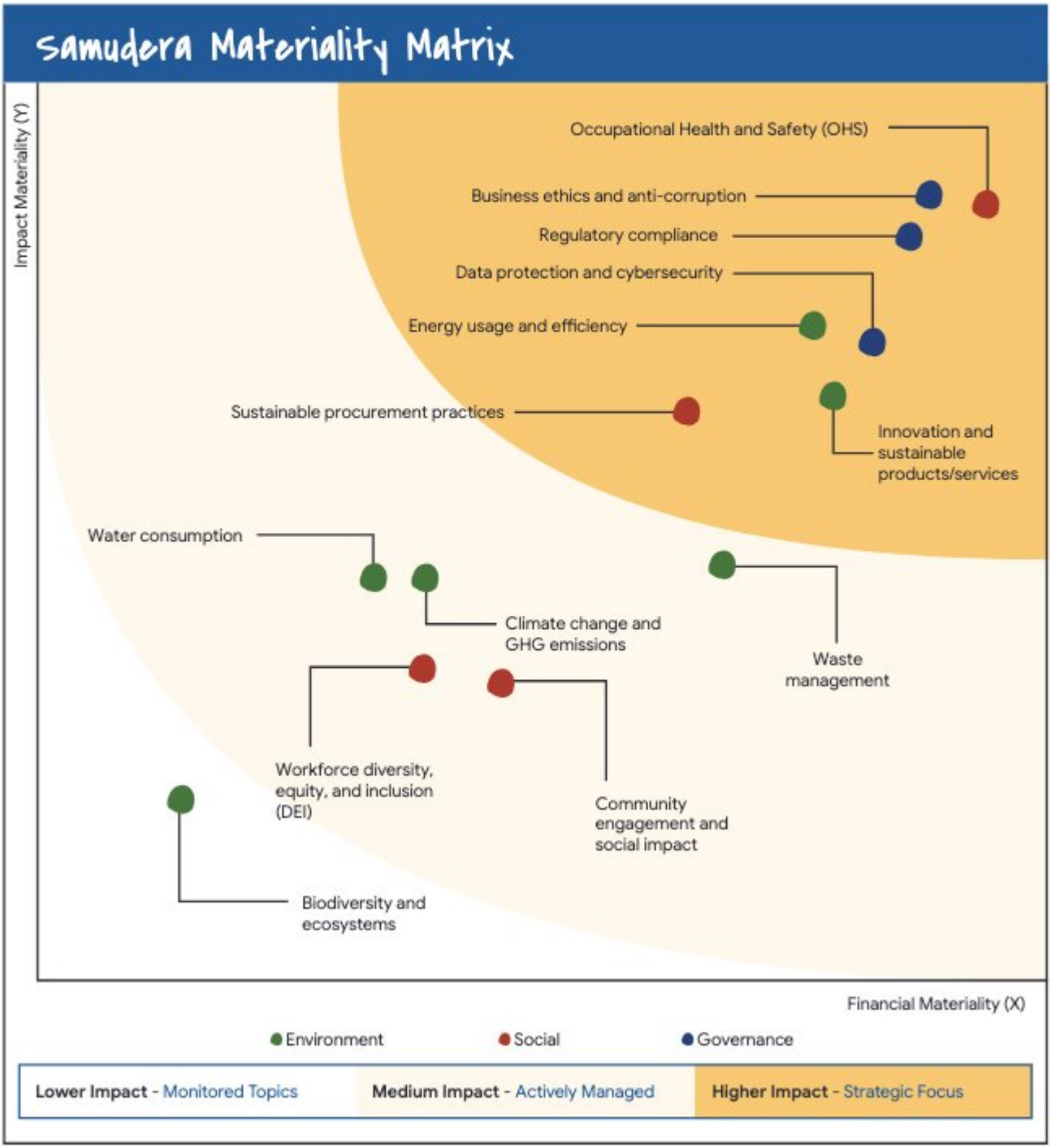


ON — Climate Action

Strengthening climate commitments through low-emissions technology and renewable energy initiatives

To ensure that its strategies remain relevant and responsive to emerging issues, the Company conducted a review of its materiality assessment by referring to topics identified in the previous year. Through this review process, the Company refined the scope from 16 topics to 13 material topics. This assessment was carried out comprehensively by engaging business units, suppliers, customers, partners, investors, and government institutions to evaluate both financial materiality and impact materiality. Based on the results of this evaluation, the Company identified 7 topics as strategic priorities:

- Occupational Health and Safety (OHS)
- Business ethics and anti-corruption
- Regulatory compliance
- Data protection and cybersecurity
- Energy usage and efficiency
- Innovation and sustainable products/services
- Sustainable procurement practices



SUSTAINABILITY GOVERNANCE

ENVIRONMENTAL, SOCIAL, AND GOVERNANCE (ESG) IMPLEMENTATION POLICY

The Company has established an Environmental, Social, and Governance (ESG) Implementation Policy as a strategic guideline to integrate sustainability aspects into all operational activities of the Company and its Subsidiaries. This policy aims to promote responsible business practices and support sustainable development.

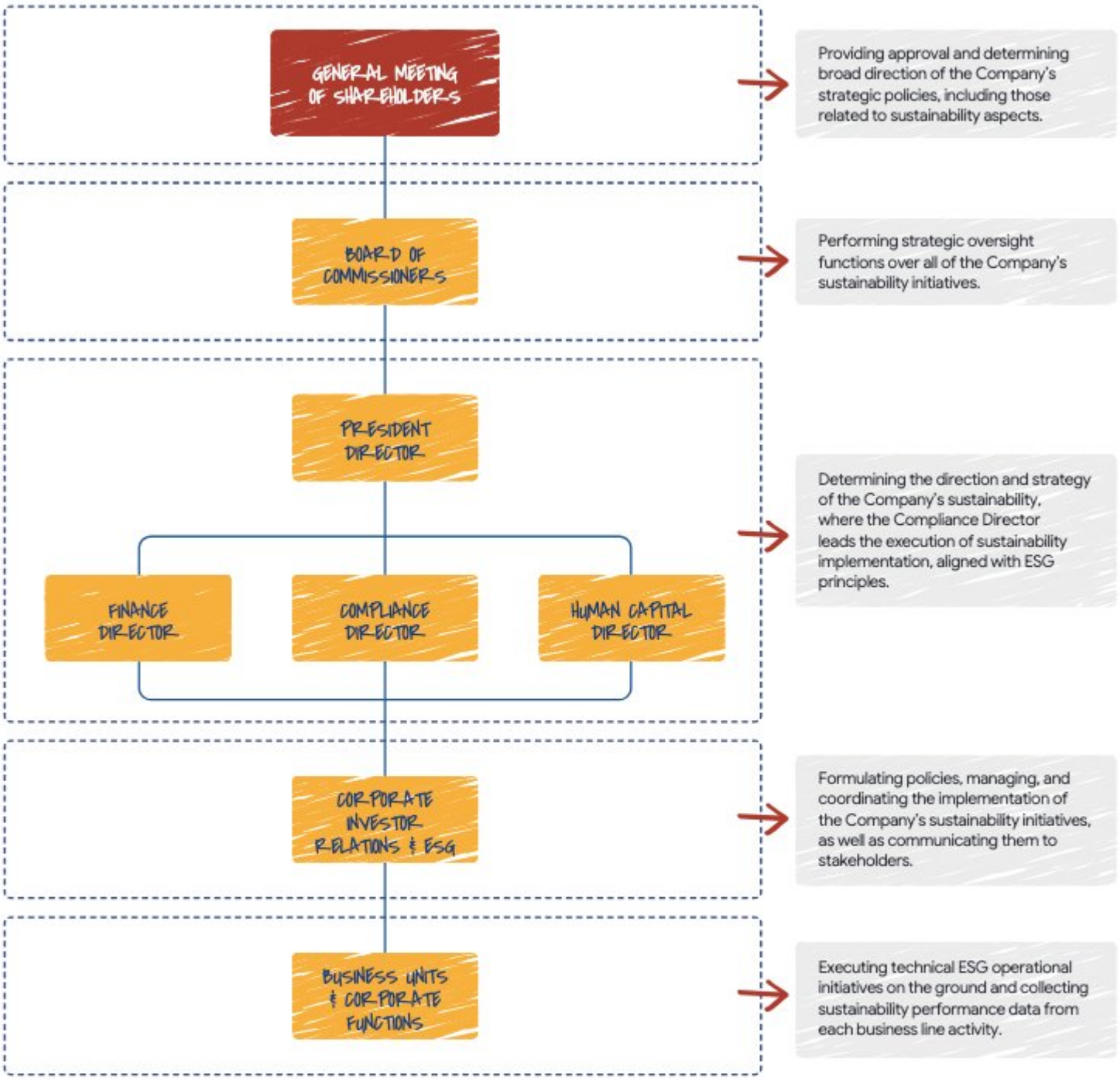
The implementation of this policy is carried out comprehensively across all business units, and its performance is reported regularly as part of the Company's commitment to accountability and transparency. In its implementation, the Company is committed to integrating ESG principles into strategic decision-making, risk management, as well as performance monitoring and measurement, covering the following areas:

1. **Environment**
   a. Energy use
   b. Reduction of generated emissions
   c. Reduction of waste and effluents
   d. Biodiversity conservation
2. **Social**
   a. Employee demographics by gender, position, age, education, and employment status
   b. Employee training and skill development
   c. Operational impact on surrounding communities and management of community complaints
   d. Environmental and Social Responsibility Activities (CSR)
3. **Governance and Economic**
   a. Code of Ethics and Code of Conduct for the Company, management, and employees
   b. Anti-Bribery, Anti-Gratuity, and Anti-Money Laundering Policies
   c. Anti-Monopoly and Fair Competition Policies
   d. Whistleblowing System
   e. Data and Information Privacy Policies
   f. Company Economic Performance
   g. Engagement with local stakeholders relevant to business processes

Through the implementation of this Policy, the Company is committed to strengthening business resilience, enhancing stakeholders' trust, and contributing sustainably to economic, social, and environmental development.

AUTHORITY STRUCTURE

At the top level, the Board of Commissioners plays a role in the strategic oversight of the Company's sustainability initiatives. The Board of Directors holds primary responsibility for determining the Company's sustainability direction and the Compliance Director leads the implementation of sustainability initiatives in alignment with ESG principles. These responsibilities are delegated to the Corporate Investor Relations & ESG Division, along with other relevant divisions, to coordinate the implementation of established sustainability initiatives across all corporate functions and business units.



The Company has established an organizational structure with a dedicated mandate for ESG oversight. This initiative is supported by a comprehensive capacity-building program for all internal stakeholders, ranging from strategic briefings for the Board of Commissioners and the Board of Directors as the highest authorities, the appointment and training of Risk Champions in each business unit to integrate ESG risks into enterprise risk management, to the internalization of ESG values across all employees. These measures ensure that the implementation of sustainability initiatives are implemented in a structured and systematic manner, with clear accountability at every level of the organization.

SUSTAINABILITY-BASED RISK MANAGEMENT

The Company's risk management practices have proactively transformed by integrating ESG risk principles into its enterprise risk management system. The Company remains committed to continuously strengthening operational governance, particularly in environmental aspects and climate change mitigation.

As of July 2025, the Company received an ESG Risk Rating of 20.5 from Morningstar Sustainalytics, placing it in the "Medium Risk" category. This rating is an improvement compared to the previous year. Given that the rating scale ranges from 0–100, where lower scores indicate lower risk, the Company is positioned near the threshold of the "Low Risk" category, which is defined as below 20.0. The Company currently ranks in the 30th percentile of the Global Universe and the 43rd percentile within the Shipping subsector, positioning it competitively among its peers.

The Company systematically manages ESG risks through the Audit Risk Management System (ARMS) platform to document an accurate record of risk-related events, including climate-related risks.

In addition, the Company applies qualitative scenario analysis to assess the potential impact of climate-related risks on the Company's operations.

CLIMATE-RELATED RISK ASSESSMENT

Kategori Risiko	Deskripsi Risiko	Jenis Risiko & Dampak	Upaya Mitigasi
Physical Risk	**Acute Risk:** Increased intensity & frequency of extreme weather events (e.g., typhoons, storms, & floods). **Time Horizon:** Short to Medium-Term (3–10 years)	**Supply Chain Disruptions (Operational):** Delays in docking schedules, damage to port facilities, & other operational interruptions. **Increased Operational Costs (Financial):** Increased operational costs due to route diversions, potential asset damage, as well as higher insurance premiums. **Employees Safety (Operational):** Increased risk of workplace accidents for employees & vessel crews.	Develop & implement early warning, monitoring, & weather forecasting systems to support routing decisions. Conduct asset-level assessments to analyze & measure potential flood-related risks, including identifying vulnerable areas across business units. Update & regularly test Emergency Response Plans & best practices to ensure personnel safety.
	Acute Risk: Increase in average temperatures **Time Horizon:** Short to Medium-Term (3–10 years).	**Employees Health (Operational):** Heat stress among workers may lead to reduced productivity. **Energy Costs (Financial):** Cooling costs for specialized cargo & temperature-controlled warehouses facilities are expected to increase. **Equipment Maintenance (Financial):** The risk of equipment & machinery damage due to overheating is expected to increase. In addition, increased marine fouling on vessel hulls may affect fuel efficiency & require more frequent cleaning.	Establish & implement Occupational Health & Safety (OHS) protocols, including adjustments to work & rest schedules to reduce heat stress. Evaluate the temperature tolerance of existing equipment & operational tools against projected extreme temperature conditions. Adjust energy efficiency measures & anti-fouling management strategies accordingly.
	Chronic Risk: Sea Level Rise **Time Horizon:** Long-Term (>10 years)	**Infrastructure Damage (Operational & Financial):** Rising sea levels may lead to coastal erosion, flooding in low-lying port areas, & potential damage to critical port infrastructure. **Route Adjustment (Operational):** Changes in ocean currents & coastal conditions may affect shipping routes.	Conduct further studies on climate-resilient infrastructure & assess financial preparedness for potential relocation, redesign, or business model adjustments. Implement strategic adaptation measures, including updating navigation charts & identifying alternative port locations in response to changes in coastal geography & shipping routes.

Kategori Risiko	Deskripsi Risiko	Jenis Risiko & Dampak	Upaya Mitigasi
Transition Risk	**Market Risk:** Shift in customer preferences toward low-carbon logistics services. **Time Horizon:** Short to Medium-Term (<3–10 years)	**Revenue Decline (Financial & Competition):** Potential loss of market share if the Company is unable to compete with greener alternatives.	Develop sustainable logistics initiatives, communicate sustainability strategies comprehensively, & align services with evolving market expectations.
	Market Risk: High costs & limited availability of alternative fuels. **Time Horizon:** Medium to Long-Term (3 to > 10 years)	**Operational Costs (Financial):** Increased operational costs due to rising prices of low-carbon fuels & challenges in securing a stable & adequate supply of alternative fuels.	Monitor developments in alternative fuel bunkering infrastructure, dual-fuel vessels adoption, & carbon capture technologies. Conduct internal studies to track pricing & assess the feasibility of alternative fuels.
	Policy & Reputation Risk: Stricter emissions regulations (e.g., CII, EEXI, & Carbon Tax). **Time Horizon:** Medium to Long-Term (3 to > 10 years)	**Compliance Costs (Legal):** Increased operational costs due to carbon taxes & the need for retrofitting or upgrading vessels & equipment. **Reputational Impact (Competition):** Non-compliance may harm the Company's reputation among investors & lead to higher financing costs.	Proactively monitor regulatory developments, prioritize the acquisition of high-efficiency vessels, & conduct feasibility studies on low-carbon technologies for equipment. Develop effective emissions monitoring systems & transparently communicate sustainability initiatives & performance.
	Technology Risk: Uncertainty of emerging technologies that may lead to asset obsolescence. **Time Horizon:** Medium-Term (3–10 years)	**Technology Obsolescence (Financial):** Significant capital investment required to upgrade or replace outdated vessels & equipment.	Conduct continuous research & development, also implement phased investments in commercially proven environmentally friendly technologies.

STAKEHOLDERS ENGAGEMENT

The Company engages relevant stakeholders at every stage of planning, implementation, monitoring, and evaluation of sustainability-related programs. This engagement ensures that all the initiatives deliver optimal benefits and positive impacts for stakeholders. The following are the stakeholders identified by the Company, along with the methods of engagement conducted:

Stakeholders Engagement

Stakeholders	Engagement Methods
Shareholders	General Meeting of Shareholders, Public Exposes, Annual & Sustainability Reports, face-to-face communication, website, & other social media channels
Customers	Meetings & customer satisfaction surveys
Employees	Training programs, email communications, employee-management meetings, induction programs, employee satisfaction surveys, & company events
Government & Policymakers	Periodic & ad-hoc reports, provision of required information, submission of regulatory approvals in accordance with applicable regulations, & meetings with policymakers
Business Partners & Suppliers	Business partner meetings, cooperation agreements, operational coordination, & dissemination of the Code of Ethics
Communities & Local Residents	Public feedback channels & CSR activities
Associations	Membership, meetings, & industry gatherings/forums

COLLABORATIVE INITIATIVES FOR SUSTAINABILITY

The Company views collaboration as a key element in strengthening the implementation of sustainability principles across its entire value chain. Through active participation in strategic partnerships, the Company expands its positive business impact by promoting responsible, inclusive, and long-term oriented practices.



1. UN Global Compact Network

The Company has been a member of the UN Global Compact Network since 2023. Through this membership, the Company implements the UN Global Compact Principles, which encompass respect for human rights, responsible labor practices, environmental protection, and the adoption of ethical business practices within the Indonesia Global Compact Network (IGCN).

2. Indonesia Business Council (IBC)

The Company is an active member of the IBC, an association that brings together business leaders to enhance national business competitiveness. Through this membership, the Company is committed to accelerating sustainable economic transformation, strengthening the implementation of Good Corporate Governance, and fostering strategic collaboration between the private sector and the government to create an inclusive and globally competitive business ecosystem.

3. Indonesian Philanthropy Association

As a member of the Indonesian Philanthropy Association, the Company reinforces its commitment to supporting the sustainable development agenda in Indonesia. Through this network, the Company collaborates to enhance the effectiveness of social and humanitarian programs, strengthen synergies among philanthropic organizations, and optimize the contribution of corporate resources to achieve broader and more sustainable social impact for communities.

CHALLENGES IN SUSTAINABILITY IMPLEMENTATION

1. **Shipping Industry Readiness**
   Awareness of sustainability within the domestic market remains uneven, making the comprehensive adoption of ESG practices dependent on intensive collaboration with all stakeholders.

2. **Investment & Green Infrastructure Constraints**
   The transition to low-carbon technologies requires significant capital expenditure (CAPEX), while supporting infrastructure—such as low-emission fuel facilities—remains limited.

3. **Evolving Regulations**
   The Company faces increasing pressure from stricter international regulations, such as the IMO Carbon Intensity Indicator (CII) Rating and the potential implementation of carbon taxes or Emission Trading Systems (ETS).

To address these challenges, the Board of Directors has established strategic measures, beginning with strengthening internal capabilities through intensive human capital development and strengthening the ESG function to improve organizational readiness. Operational efficiency is further supported by the digitalization of ESG data to ensure accurate performance disclosure, complemented by investments in environmentally friendly, low-carbon technology assets as part of the Company's long-term decarbonization strategy.

To ensure compliance with global best practices, the Company has adopted integrated ISO standards covering quality, environment, Occupational Health and Safety, anti-bribery, compliance, business continuity, and information security (ISO 9001, 14001, 45001, 37001, 37301, 22301, and 27001). These efforts are further reinforced through active stakeholders collaboration, including membership in the Indonesia Global Compact Network (IGCN), ensuring that the Company remains aligned with evolving regulatory requirements and sustainability trends in the shipping industry.

SUSTAINABLE INTEGRATED LOGISTICS

Despite operating amid the challenging dynamics of Indonesia's shipping industry, including the impact of global geopolitical tensions, declining logistics tariffs, and asset impairment in certain fleet segments, the Company continues to demonstrate strong resilience. Through a commitment of continuous innovation and adaptation, the Company ensures that its activities remain aligned with market needs while delivering tangible benefits for environmental sustainability and social well-being.

By upholding effective and efficient governance, the Company is fully committed to creating long-term value for all stakeholders. These efforts aim to maintain the competitiveness within the industry while also serving as a key pillar in supporting the achievement of national sustainable development goals.

SUSTAINABLE ECONOMIC PERFORMANCE

Economic Value Distribution For Stakeholders

Throughout the 2025 fiscal year, the Company recorded an incline in its financial performance due to freight rates adjustment in the market. This resulted in an increase in service revenue, which amounted to USD801.7 million compared to USD737.4 million in the previous year.

In strengthening its commitment to sustainability principles, the Company realized several strategic investments focused on the modernization of environmentally friendly fleet and infrastructure. These initiatives include the procurement of a new vessel equipped with the newest pollution control technology, IMO NO_x Tier III, as well as the addition of electric container cranes in the port business line. In addition to fleet reinforcement, the Company also had a strategic expansion through the development of the environmentally sustainable Patimban Port. This initiative was taken to ensure that all of the Company's operational activities contribute significantly to strengthening long-term sustainable economic growth.

In terms of economic value performance, in 2025 the Company recorded direct economic value generated of USD822.8 million, representing an increase of 9.5% compared to USD751.8 million in the previous year. In line with this, the economic value distributed by the Company amounted to USD767.4 million. Details of the distributed economic value are presented in the table below.

For a more comprehensive review of the Company's financial position and detailed business performance, further information is available in the Management Discussion and Analysis section of this report.

ECONOMIC CONTRIBUTION TO STAKEHOLDERS

Description	Economic Value (USD Million)		
	2025	2024	2023
Direct Economic Value Generated			
Revenue from Services	801.7	737.4	772.4
Interest Income	14.4	16.6	14.0
Net Foreign Exchange Gains	4.3	5.2	4.1
Impairment Losses & Gains on Disposal of Fixed Assets	0.5	1.0	0.5
Share of Profit from Associates & Joint Ventures	4.0	(7.7)	6.1
Other Net Gains/Losses	(2.0)	(0.7)	12.3
Total Direct Economic Value Generated (A)	**822.8**	**751.8**	**809.4**
Economic Value Distributed			
Service Costs (Excluding Salaries, Bonuses, & Benefits)	595.2	530.8	568.3
General & Administrative Expenses (Excluding Salaries, Bonuses, Benefits, & CSR Expenses)	25.2	14.6	13.3
Distribution to Employees			
Salaries, Bonuses, & Benefits (Included in Service Costs)	59.2	57.2	50.4
Salaries, Bonuses, & Benefits (Included in General & Administrative Expenses)	27.6	36.8	35.2
Distribution to Capital Providers			
Financial Costs (to Creditors)	28.5	26.1	22.4
Dividends (to Company Shareholders)	11.6	14.0	37.0
Dividends (to Non-Controlling Interests in Subsidiaries)	12.1	13.9	38.1
Distribution to Government			
Income Tax Expense	7.3	7.7	8.6
Distribution to Community			
CSR Expenses	0.8	1.5	1.3
Total Economic Value Distributed (B)	**767.4**	**702.7**	**774.5**
Retained Economic Value (A - B) (Total Direct Economic Value Generated - Total Economic Value Distributed)	**55.4**	**49.1**	**34.8**

INDIRECT ECONOMIC IMPACT

In fulfilling its sustainability commitments, the Company actively contributes to strengthening infrastructure and empowering communities within its operational areas. The primary focus of these indirect impact initiatives is improving the quality of education, which is regarded as a fundamental foundation for the long-term socio-economic development of local communities.

Community Infrastructure & Educational Facilities Development
The Company supports essential community services and infrastructure through Samudera Peduli Programs, including the provision of 7 Samudera School Boats, as well as supporting infrastructures such as 2 Taman Baca Samudera (Library) located in several areas across Indonesia. Further details of these initiatives are presented in the Social and Environmental Responsibility Programs section.

Social Aid and Community Empowerment
The company strives to create an empowered and self-reliant communities through various social assistance initiatives and sustainable development programs. Social assistance is primarily focused on natural disaster relief and improving access to healthcare services, such as cataract surgeries, eyeglasses donations, and regular blood donations.

Meanwhile, community empowerment programs are directed toward strengthening local economic capacity, including capacity-building for seaweed farmers and MSMEs, the establishment of community-based waste banks, and support for healthcare facilities through floating hospitals. Further details on the implementation of these initiatives are provided in the Social and Environmental Responsibility Programs section.

SUSTAINABLE PROCUREMENT PRACTICES

The Company is committed to creating economic value for domestic suppliers by prioritizing mutually beneficial strategic partnerships. By emphasizing local suppliers, the Company not only aims to build a more efficient and market-responsive supply chain, but also actively contributes to enhancing the capacity and competitiveness of local businesses.

The Company is also committed to ensuring that its collaboration with suppliers and third parties remains free from corruption, gratuities, and conflicts of interest through the implementation of an Integrity Pact. Under this commitment, all suppliers are required to comply with applicable laws and regulations, as well as the Company's Code of Ethics.

As part of the implementation of this policy, in 2025 the Company collaborated with 9,568 local suppliers (95.8% of the Company's total supplier), underscoring the significant use of domestic resources in supporting operational continuity and reflecting the Company's commitment to strengthening the local economy.

Description	Unit	2025	2024	2023
Local Suppliers	Supplier	9,568	2,344	4,565
Overseas Suppliers		416	509	512
Total Local & Overseas Suppliers		9,984	2,853	5,077
Percentage of Local Suppliers	**%**	**95.8**	**82.2**	**89.9**
Local Supplier Transaction Value	USD	244,311,536	176,490,476	359,801,119
Overseas Supplier Transaction Value		366,664,031	306,969,046	365,950,274
Total Transaction Value Local & Overseas Suppliers		**610,975,567**	**483,459,522**	**725,751,393**

COMMITMENT TO ENVIRONMENTAL SUSTAINABILITY

The Company has implemented environmental sustainability through the Environment & Ecosystem and Climate Action initiatives under the BEACON strategy. This commitment is demonstrated by the adoption of an ISO 14001-certified Environmental Management System. As part of its ongoing efforts to maintain system effectiveness, the Company conducts integrated external ISO audits on a periodic basis, including annual ISO 14001 surveillance audits and comprehensive re-certification every 3 years. In addition, internal environmental audits are carried out across all business units at least once a year. The positive outcomes of these initiatives were reflected throughout the 2025 fiscal year, with no legal or administrative incidents related to environmental regulations.

To ensure effective information dissemination, all Company policies, including those related to environmental management, are communicated internally to employees through Media Samudera and official corporate emails from the Corporate Communications function. Externally, the Company maintains transparency by disclosing policies, performance achievements, and sustainability programs through its Annual and Sustainability Report.

Support for sustainability is also reflected in the company's investment of USD49 million in the purchase of the Sinar Carita vessel, which is equipped with the newest pollution control technology, IMO Tier III. The Company also added 3 electric container cranes operating at the Dermaga Serbaguna Nusantara under PT Prima Nur Panurjwan, with an investment value of USD1.3 million. This year, the Company also conducted pilot trials of an electric truck fleet within its Logistics business line. As a result, the total environmental impact management costs in 2025 amounted to USD50.3 million.

CLIMATE ACTION: Transition Toward Low-Carbon Logistics Services

The Company has adopted environmentally friendly energy practices in compliance with International Maritime Organization (IMO) regulations. As a demonstration of its commitment to managing the environmental impact of its logistics operations, the Company has set decarbonization targets and timelines aligned with the IMO GHG Strategy 2023, including a 40% reduction in greenhouse gas (GHG) emissions intensity per shipping operations across the entire fleet and logistics activities by 2030. Through technological transformation and the adoption of alternative energy sources, the Company aims to achieve net-zero emissions by 2050.

The Company has established comprehensive operational boundaries for calculating energy consumption and carbon footprint. Direct energy use and emissions (Scope 1) are monitored across all vessels operated under the Company's operational control, including owned and chartered-in vessels, while chartered-out vessels are classified as indirect emissions (Scope 3). The detailed distribution of the fleets covered under the Company's energy and emissions calculations is presented in the following table:

Description	Unit	Year		
		2025	2024	2023
Owned Vessels	Unit	27	26	20
Chartered-in Vessels		27	26	33
Chartered-out Vessels		12	11	11
Total Vessels under Operational Control		**42**	**41**	**42**

The Company's commitment to Climate Action is strengthened through 3 key strategic initiatives:

1. **Transition to low-emission fuels**
   The Company has utilized low-sulfur fuels for its shipping operations. The use of Very Low Sulfur Fuel Oil (VLSFO) across the fleet complies with the IMO sulfur limit of no more than 0.1%, making a significant contribution to the reduction of SO_x and NO_x emissions in maritime areas. In addition, the use of biodiesel (B30 and B35) across various port and land logistics operations, along with the implementation of LPG-based dual-fuel technology on the Sinar

Toraja vessel, has significantly contributed to carbon emission reductions of up to 411.8 ton CO_2eq.

2. **Energy efficiency and route optimization**
   A key decarbonization initiative is the implementation of the Ship Energy Efficiency Management Plan (SEEMP), a systematic effort to reduce emissions while improving fuel efficiency. Shipping route optimization is also carried out to reduce energy intensity per unit of activity, which positively impacts operational efficiency and environmental performance.
3. **Green Port transformation and supporting facilities**
   The Company has also undertaken a green transition in other business line, including the use of solar panels as alternative energy sources, the electrification of port mechanical handling equipment (such as cranes, RTGs, forklifts, and motorcycles), and the digitalization of processes aimed at minimizing environmental impact, reducing the carbon footprint, and enhancing operational efficiency. In addition, the Company has implemented various energy-efficient technologies in warehouse and depot facilities, including the use of LED lighting and solar-powered lamps.

In 2025, the Company recorded a total energy consumption of 6,570,542 GJ, representing a decrease compared to the previous year, in line with increased shipping activities. In support of its decarbonization efforts, the Company also recorded a significant increase in renewable energy usage, rising from 90,256 GJ to 124,019 GJ in 2025.

ENERGY CONSUMPTION AND ENERGY INTENSITY WITHIN THE COMPANY[1]

Description	Unit	Year		
		2025	2024	2023
Conventional Energy Consumption	GJ	6,446,523	5,176,057	5,282,102
Renewable Energy Consumption		124,019	90,256	46,289
Total Energy Consumption		**6,570,542**	**5,266,313**	**5,328,391**
Energy Intensity[2]	GJ/Unit Vessel	177,582	117,029	121,100

Notes:
1. Restatement 2023 and 2024 data: Adjustments have been made to the conversion factors used in calculating energy consumption and emissions, as well as to the defined operational boundaries in accordance with BIMCO (Baltic and International Maritime Council) guidelines for ship emissions accounting.
2. Energy intensity is calculated based on total energy consumption divided by the number of vessels under the Company's operational control.

During 2025, the Company's operations generated Scope 1 emissions from fuel consumption in vessels and vehicles, as well as Scope 2 emissions from electricity usage.

Compared to the previous year, greenhouse gas (GHG) emission intensity in 2025 increased in line with changes in energy intensity, from 17,203 tons CO_2eq/unit to 20,435 tons CO_2eq/unit. This change was influenced by an increase in the number of vessels under operational control, as well as adjustments to emission factors.

In line with its decarbonization targets, the Company recorded a decrease in emissions intensity per shipping activity from 14.36 gCO_2eq/nm.ton in 2024 to 10.48 gCO_2eq/nm.ton in 2025, driven by improved vessels efficiency despite increasing shipping activities. In calculating emissions, the Company uses the following conversion factor sources:

- UK Department for Environment, Food & Rural Affairs (DEFRA)/Department for Energy Security and Net Zero (DESNZ), 2025
- Ministry of Energy and Mineral Resources (ESDM), Indonesia – Emission Factors for Fuel Oil and Coal, 2023
- GHG emission factors for electricity grid: Indonesia Ministry of Energy and Mineral Resources (ESDM), 2023 and Singapore Energy Market Authority Grid Emission Factor (GEF), 2025

GENERATED EMISSIONS BY THE COMPANY[1]

Description	Unit	Year		
		2024	2024	2023
Scope 1 Emissions	Ton CO_2eq	520,984	509,995	417,407
Scope 2 Emissions		19,269	13,071	15,645
Total Scope 1 & Scope 2 Emission		540,253	523,066	433,052
Scope 3 Emissions		318,009	182,271	187,492
Total Scope 1, 2, & 3 Emissions		858,262	705,337	620,544
Emission Intensity per Vessel[2]	Ton CO_2eq/Unit Vessel	20,435	17,203	14,775
Emission Intensity per Revenue	Ton CO_2eq/USD Million	1,070.6	956.5	803.4

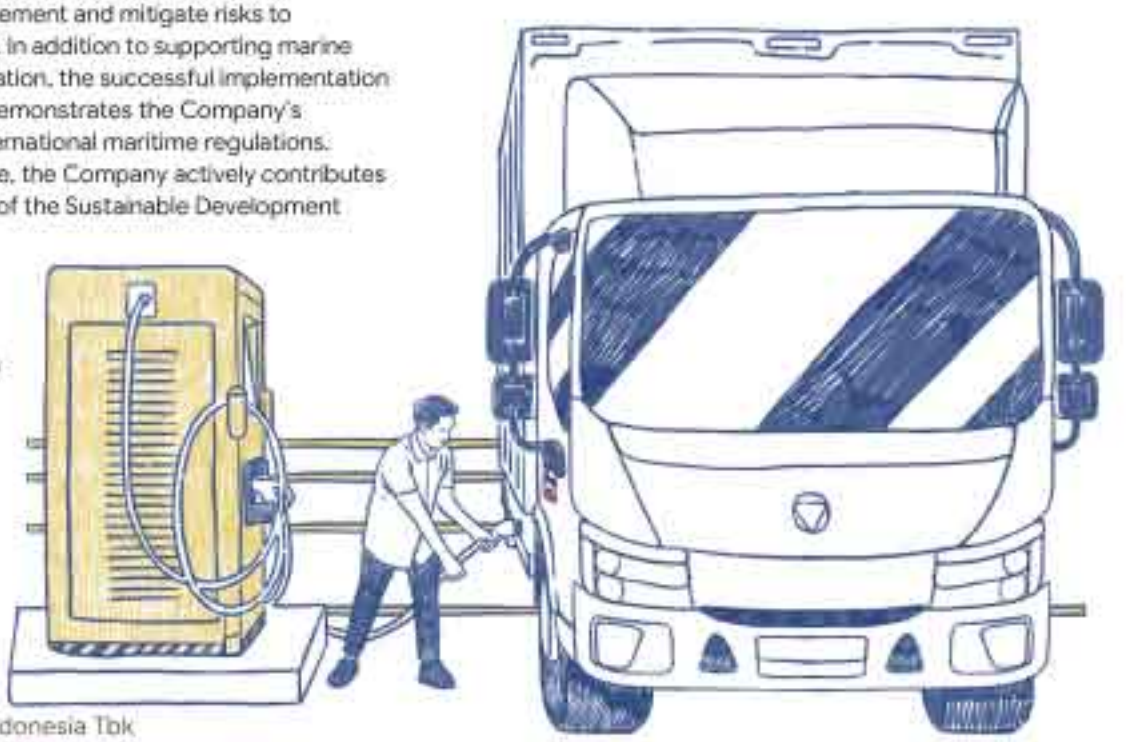
Notes:
1. Restatement 2023 and 2024 data: Adjustments have been made to the conversion factors used in calculating energy consumption **and emissions, as well as to the defined operational boundaries in accordance with BIMCO (Baltic and International Maritime** Council) guidelines for ship emissions accounting.
2. Emission intensity: Calculated as the total emissions divided by the number of vessels under operational control.

ENVIRONMENT & ECOSYSTEM
Ensuring Environmental Preservation

Sustainable Water Management

The Company has taken proactive strategic measures through the implementation of Ballast Water Treatment **Systems (BWTS) across its entire fleet, achieving** completion in accordance with the established timeline. The integration of this system forms part **of the Company's systematic efforts to ensure safe** ballast water management and mitigate risks to aquatic ecosystems. In addition to supporting marine biodiversity preservation, the successful implementation of these initiatives demonstrates the Company's compliance with international maritime regulations. Through this initiative, the Company actively contributes to the achievement of the Sustainable Development Goals (SDGs), **specifically SDG** 12 on Responsible Consumption and Production and SDG 14 on Life Below Water.

The Company recorded an increase in water consumption in 2025 compared to the previous year, rising from 37.1 megaliters to 100.9 megaliters. **Significant fluctuations occur in the intake and discharge** of seawater due to operational dynamics. When the vessels operate under ballast conditions (empty load), ballast water is required to maintain the vessel stability during navigation. As for the groundwater, the Company ensures that the sources are not drawn from the water-stressed areas.



Water Type	Unit	Year		
		2025	2024	2023
Water withdrawal				
Seawater	ML	1,884.0	24.4	81.5
Surface Water		29.0	0.0	0.0
Groundwater		64.5	29.6	8.1
Water from Third Parties		192.0	99.9	49.3
Total Water Withdrawal		**2,169.4**	**153.9**	**138.9**
Water Discharged				
Seawater	ML	1,803.0	16.9	81.5
Surface Water		198.1	89.9	18.3
Groundwater		3.8	0.0	0.0
Water from Third Parties		61.7	10.0	6.4
Recycled Water		1.9	0.0	0.0
Total Water Discharged		**2,068.5**	**116.8**	**106.2**
Water Consumed				
Total Water Consumed	**ML**	**100,9**	**37,1**	**32,7**

Marine Environment Protection and Biodiversity Conservation

In line with global IMO requirements, the Company ensures that all shipping procedures prioritize both biodiversity and the sustainability of marine ecosystems.

The Company implements various preventive measures, including controlling underwater noise pollution, preventing the spread of invasive alien species, and protecting marine habitats from contamination. Furthermore, the Company manages ballast water responsibly, as described in the "Sustainable Water Management" section. To further reduce negative impacts on biodiversity, the Company avoids shipping routes that pass through areas of high biodiversity or protected zones and uses environmentally friendly hull coatings.

The Company's commitment to environmental integrity is reflected not only in preventive measures but also in ongoing conservation and restoration initiatives. Ballast water management programs are aligned with field-based conservation activities, including mangrove rehabilitation and coral reef preservation along Indonesia's coastal areas.

Through the Samudera Peduli, the Company and its subsidiaries have expanded mangrove planting programs that help sequester carbon dioxide, prevent coastal erosion, and provide habitats for marine life. The Company also collaborates with non-governmental organizations and local communities to support mangrove restoration and raise awareness on marine pollution prevention.

Throughout the 2025 reporting period, the effectiveness of the Company's environmental management system proved highly reliable, as evidenced by the absence of violations or incidents that adversely affected biodiversity, reaffirming the Company's position as a responsible maritime entity.

Waste Management

The Company implements a strict waste management system to ensure compliance with the International Convention for the Prevention of Pollution from Ships (MARPOL) under IMO, specifically Annexes I, II, and V. In carrying out these procedures, the Company is committed to disposing of waste exclusively at certified port facilities while complying with applicable

local regulations. Special attention is given to the management of Hazardous and Toxic Waste, which is stored in Temporary Storage Facilities at ports equipped with official reception facilities.

The waste management process—from recording, storage, transfer, to final disposal—is conducted according to established procedures. The Company's compliance in ship waste management aligns with broader principles to ensure responsible and sustainable waste handling both at sea and on land. This is reflected in the implementation of the 4R principle (Reduce, Reuse, Recycle, and Recovery), which serves as the foundation for comprehensive waste management across all operational areas.

In office environments, waste reduction is pursued by minimizing paper usage, for example by utilizing reusable paper, which has proven effective in significantly reducing paper consumption. For plastic and electronic waste management, the Company collaborates with certified third-party service providers.

The waste management cycle, encompassing administrative documentation, technical storage, and coordination of final disposal, is systematically implemented in accordance with applicable regulations. The Company's integrity in waste management reflects a broader strategic commitment to ensure operational residues are managed effectively, transparently, and in a manner contributes positively to biodiversity protection.

In 2025, the Company generated a total of 221.2 tons of hazardous waste, representing a 4.8% decrease from the previous year, and 321.3 tons of non-hazardous waste, marking a 73.0% reduction compared to the prior year. This decrease was primarily driven by reduced waste from depot and warehouse activities. Throughout the reporting period, there were no significant waste spills or violations of waste handling and disposal procedures, underscoring the Company's commitment to maintaining marine environmental cleanliness and protecting marine ecosystems from potential negative impacts of operational waste and effluents.

Type of Waste	unit	Year		
		2025	2024	2023
Waste Generated				
Hazardous & Toxic Waste	Ton	221.2	232.2	541.2
Non-Hazardous & Toxic Waste		321.3	1,191.4	1,345.5
Total Waste Generated		**542.4**	**1,423.6**	**1,886.7**
Waste Diverted from Final Disposal				
Hazardous & Toxic Waste	Ton	182.6	24.8	294.2
Non-Hazardous & ToxicWaste		128.3	273.6	1,135.1
Total Waste Diverted from Final Disposal		**310.9**	**298.4**	**1,429.3**
Waste Sent to Final Disposal				
Hazardous & Toxic Waste	Ton	38.6	207.4	65.8
Non-Hazardous & Toxic Waste		193.0	917.8	1,113.2
Total Waste Sent to Final Disposal		**231.6**	**1,125.2**	**1,179.0**

BETTER WORKPLACE: Strengthening Talent Empowerment Commitment

The Company is committed to continuously strengthening an inclusive work environment and accelerating talent empowerment to drive productivity as a primary pillar of long-term business sustainability. The Company has gone further in creating a workplace that is not only supportive but also fosters a sense of pride among all employees.

As part of our diversity and inclusion programs, the Company facilitates the formation of employee affinity groups and networks through a dedicated platform known as Samudera Indonesia Sports and Community (SISCO). SISCO is designed to unite employees from diverse organizational backgrounds, enabling them to build professional and social networks through various interest-based and hobby-driven activities. Managed under the Corporate Sports and Community function, SISCO coordinates various internal clubs, ranging from sports to arts, facilitating the exchange of ideas and cross-departmental collaboration within an inclusive and supportive atmosphere.

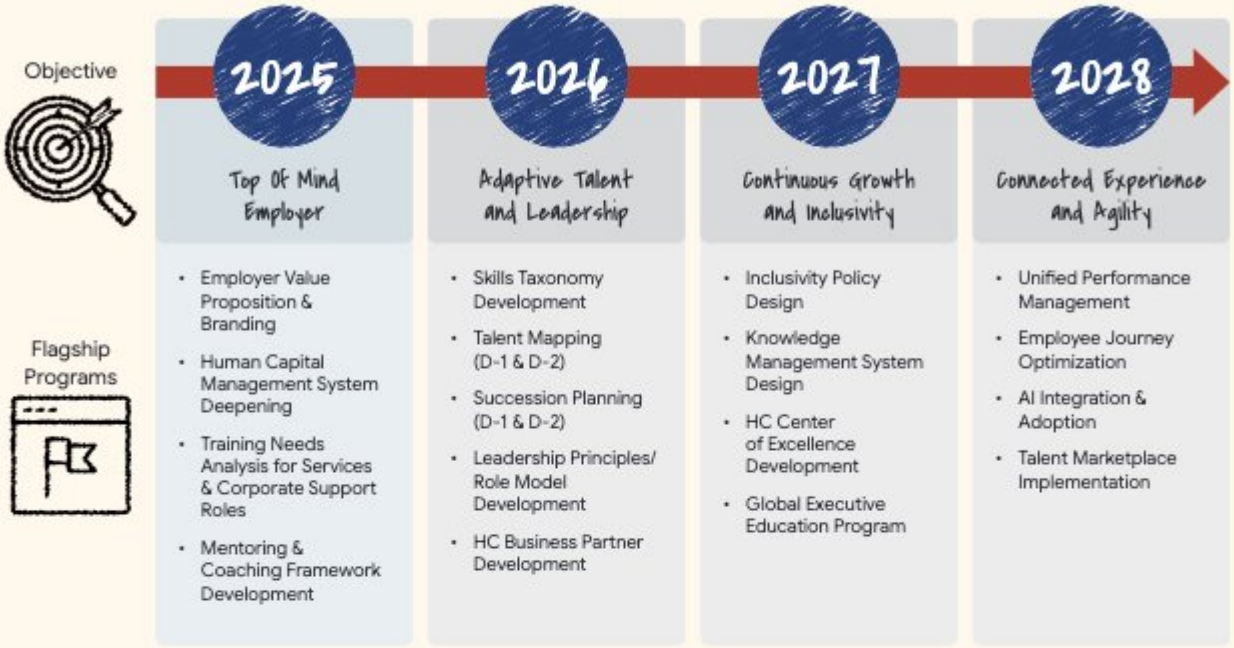
The Company also believes that significant growth requires the fulfillment of hygiene factors as an absolute organizational foundation. Consequently, in the aspects of industrial relations, compensation, and the provision of work facilities, the Company ensures full compliance with prevailing regulations and upholds the principles of fairness as a representation of our core corporate values: Integrity and Professionalism. Moving beyond mere regulatory compliance, the Company continually strives to provide strategic value-add to ensure that our talent is not only high-performing but also deeply engaged with the organizational vision.

The harmony between regulatory compliance and the provision of added value for employees serves as the launchpad for the Company in executing the current year's strategic roadmap. This ensures that every development initiative delivers optimal impact for both organizational growth and the career advancement of all our talent.



2025-2028 Human Capital Roadmap

Building Adaptive and Continuously Growing Workforce



Throughout 2025, the Company entered a phase driven by the aspiration to become a top-of-mind employer, particularly for our internal talent. This represents a crucial stage in the Human Capital Roadmap, "Building an Adaptive and Continuously Growing Workforce." This phase integrates the entire employee lifecycle end-to-end to build a positive perception and experience of the Company's employer brand, accelerate engagement levels, and strengthen sustainable career development pathways.

To support these objectives, the Company ensures that every initiative is grounded in the philosophy: "People are our business, and people are at the center of what we do." Key flagship programs during this phase include:

- **Employer Value Proposition (EVP) Development**
  Redefining the Company's unique value as an employer to strengthen competitiveness in attracting top talent and boosting internal pride, which directly impacts talent retention.
- **Human Capital Management System (HCMS) Deepening**
  Enhancing the functionality of the HCMS to integrate administrative processes into a seamless digital workflow. The primary focus is on standardizing system controls to minimize manual intervention, ensure compliance, and provide accurate real-time data for strategic decision-making.
- **Strategic Training Needs Analysis (TNA)**
  Conducting comprehensive skill gap identifications for all employee levels. The results of the TNA serve as the foundation for competency development plans that are aligned with the Company's operational needs and strategy.
- **Mentoring & Coaching Framework Development**
  Building an ecosystem of learning and empowerment through a structured guidance framework. This program aims to secure leadership succession through effective knowledge transfer and accelerates the readiness of internal talent for more complex roles.

The achievement of the "top-of-mind employer" target in 2025 is reflected in an employee engagement index that exceeded targets, with the majority of the workforce falling within the "engaged" category. This success provides a fundamental foundation for the Company to progress to the next phase in 2026, **Adaptive Talent and Leadership**.

STRENGTHENING INFORMATION TECHNOLOGY SYSTEMS AND DIGITALIZATION

In line with the Company's commitment to advancing sustainable digital transformation, the modernization of information technology infrastructure remains a top priority. This initiative aims to ensure that business processes run more efficiently and adaptively, while providing faster and easier access to services for customers across the Company's ecosystem.

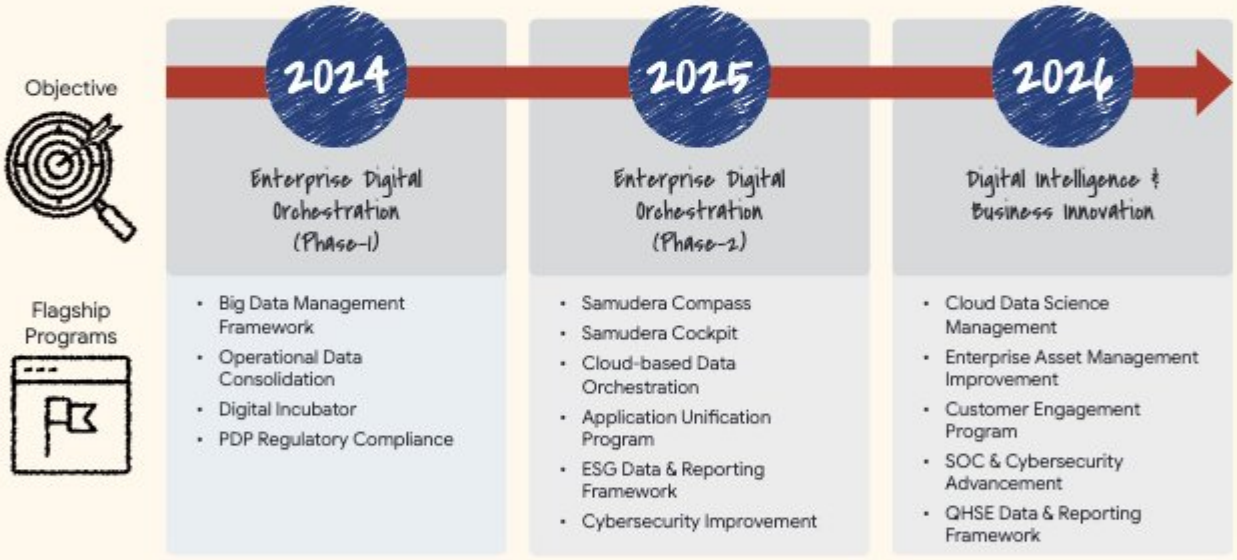
To support the enhancement of its digital service ecosystem, the Company has upgraded Samudera Connect as an integrated platform serving as a comprehensive customer communication and service hub. The platform is designed to consolidate multiple interaction channels into a single, unified access point, while also strengthening cross-business unit service synergy.

Beyond serving as a communication tool, this innovation enables customers to access a wide range of key services more easily—from operational information and real-time shipment tracking to integrated logistics solutions, including terminal, trucking, warehousing, specialized project delivery services, and rapid-response support through AI-powered chatbots.

This initiative demonstrates the Company's commitment to delivering modern, connected, and value-added logistics services for all customers and business partners.

2024-2026 Digital & IT Roadmap

Empowering Data Driven Business Innovation



In response to the increasing industry dynamics and growing complexity of business operations, the Company continues to strengthen its digital transformation agenda as a core foundation for building a more adaptive and responsive organization. Since the launch of the Digital Roadmap in 2023, the Company's digitalization journey has now entered the strategic phase of Enterprise Digital Orchestration, focusing on system alignment, integrated data utilization, and comprehensive cross-functional business process management within a cohesive digital ecosystem.

This approach enables the Company to accelerate innovation, enhance operational efficiency sustainably, and create more competitive value for customers and all stakeholders.



In 2025, the Company implemented several key digital initiatives, including:

1. The addition of Samudera Compass feature in SISI Mobile, which is based on AI and Machine Learning, to increase ease of information navigation in supporting productivity through a comprehensive and integrated digital experience.
2. Samudera Cockpit – the Samudera performance dashboard portal providing real-time data visibility to serve as a basis for strategic decision-making.
3. Cybersecurity SOC (Security Operations Center) Strengthening – enhancing the Company's readiness to monitor, detect, analyze, and respond to security threats in real-time and proactively.
4. The strengthening of ESG data management is carried out through the development of an integrated and standardized reporting framework across all business lines. This enhances the quality of sustainability reporting, ensures alignment with global standards, and supports transparency, compliance, and informed decision-making toward long-term sustainability.

To ensure information system stability and reliability, the Company consistently implements a Disaster Recovery Plan (DRP) as part of its operational risk mitigation strategy. These efforts aim to minimize service disruptions, reduce downtime, and maintain business continuity in the face of potential technological disruptions.

The Company's commitment to data security and protection has been further strengthened through the achievement of ISO 27001 certification since 2023, affirming that its information security governance aligns with international standards.

Moreover, the Company proactively builds resilience in its digital ecosystem through various supporting initiatives, including employee cybersecurity awareness programs, the implementation of Multi-Factor Authentication (MFA) for critical system access, and the operation of a Security Operations Center (SOC) that monitors threats in real-time to ensure fast, accurate, and measured incident response.

Together, these measures reflect the Company's commitment to safeguarding customer data and employee privacy while maintaining a record of zero cyber-security incidents impacting operations throughout the year.

WORKFORCE

The Company views integrity and professionalism as the primary foundation of every Human Capital policy. This commitment is realized through the adoption of global standards in fulfilling Human Rights, creating a work environment defined by absolute equality, the protection of freedom of association, and harmonious industrial coexistence.

The Company guarantees that every individual has an equal right to grow without discrimination, in alignment with recognized international principles. As a concrete manifestation of this commitment, the Company formally regulates the establishment of the Bipartite Cooperation Institution, within the Company Regulations. This institution is an inclusive forum for communication, consultation, and deliberation, with a balanced membership of management and employee representatives. Through this standardized mechanism, the Company ensures that every aspiration is managed professionally to maintain the balance of rights and obligations across all operational units.

As part of its commitment to fulfilling employee rights and creating a productive work environment, the Company continuously ensures that working hour arrangements are conducted transparently and equitably. The Company has established working hour provisions in the Company Regulations, fully referencing prevailing Indonesian laws and aligning them with international standards adopted from the International Labour Organization (ILO) principles. The Company is committed to maintaining employee well-being through healthy working hour arrangements. In practice, maximum working days and hours are set at 8 hours per day and 40 hours per week for a 5-day workweek scheme. This standardization ensures that every employee has sufficient rest to maintain work-life balance, which ultimately supports optimal productivity and occupational safety across all operational units.

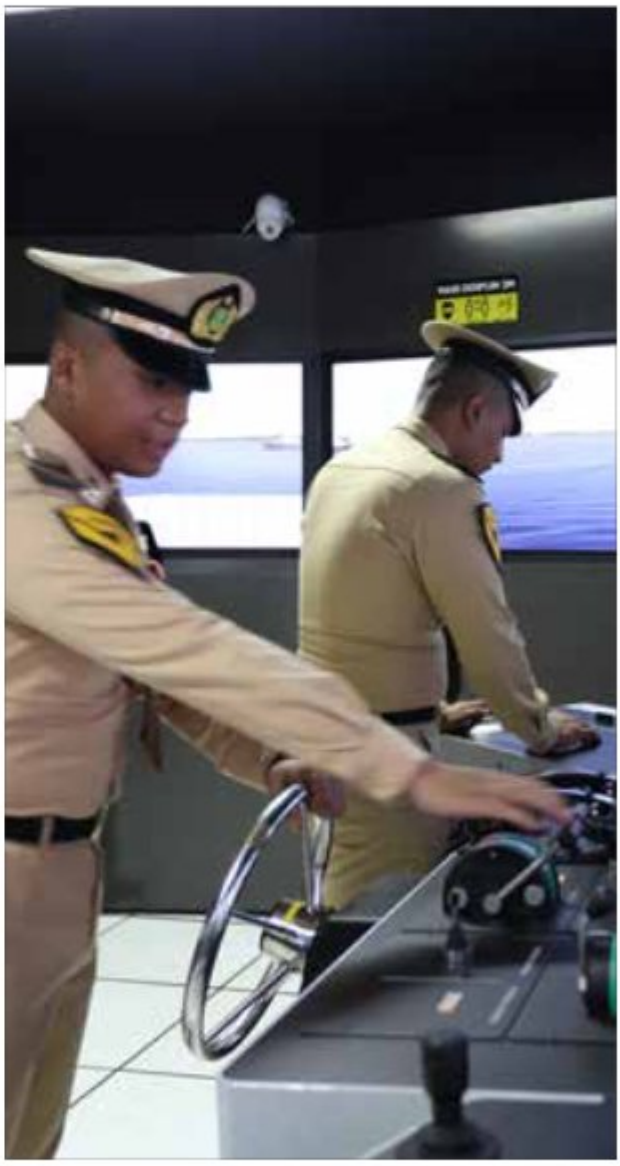
Supporting modern work dynamics, the Company also implements a Work from Anywhere (WFA) policy for eligible roles. Supported by digital system integration, this flexibility aims to provide employees with autonomy in managing their work rhythm without compromising organizational productivity standards.

The Company reinforces operational accountability through a strict zero-tolerance policy against all forms of forced labor or child labor, extending across all business lines without exception. The success of this governance system is validated by the zero reported incidents of discrimination across all operational lines throughout 2025.

TALENT MANAGEMENT

As a form of social investment and to strengthen the future talent pipeline, the Company continuously opens opportunities for high-potential young talent to join through internship programs. In this regard, the Company reinforces its synergy with the Government through the Magang Berdampak Samudera Indonesia (MBSI) program. This program is strategically designed to bridge the gap between academia and industry, while providing a platform for professional competency acceleration for students directly within the Company's business growth centers.

By the close of the reporting period, the Company's total workforce stood at 5,079 individuals. In line with strategic business expansion, the Company successfully recruited 492 new talents through a rigorous, transparent, and objective merit-based recruitment mechanism. In its execution, the Company is fully committed to conducting all recruitment processes professionally and free from any form of discrimination by adopting Diversity, Equity, and Inclusion (DEI) principles as a core foundation, as formally stipulated in the Employee Recruitment and Selection Policy, which is authorized and signed directly by the Board of Directors. Of this total talent acquisition, 21.1% were female candidates selected based on superior competency.



This inclusive cultural transformation has yielded results, maintaining female representation at 16.9% of the total workforce, or 858 individuals. Female leadership is also being further strengthened at the strategic level, with the proportion within the Board of Directors and Board of Commissioners consistently maintained at 16.4%. This diverse leadership structure ensures the formulation of more comprehensive and balanced strategic decisions.

Regarding organizational dynamics, the Company recorded 221 employees concluding their tenure, comprising retirements, passings, and voluntary resignations, with the turnover rate successfully maintained at 4.4%. This stable retention rate reflects the effectiveness of the Company's employee engagement strategy. Moving forward, the Company is committed to further expanding professional development opportunities, ensuring every individual has an equal chance to grow alongside the organization.

EMPLOYEE DEMOGRAPHICS

Employee Composition by Gender

Description	2025		2024		2024	
	Number	%	Number	%	Number	%
Male	4,221	83.1	4,050	82.7	3,912	82.9
Female	858	16.9	845	17.3	809	17.1
Total	**5,079**	**100.0**	**4,895**	**100.0**	**4,721**	**100.0**

Employee Composition by Position

Description	2025		2024		2024	
	Number	%	Number	%	Number	%
Board of Directors*	60	1.2	82	1.7	83	1.8
Board of Commissioners*	13	0.3	10	0.2	16	0.3
General Manager	58	1.1	63	1.3	72	1.5
Manager/Supervisor	862	17.0	834	17.0	805	17.1
Staff	2,307	45.4	2,156	44.0	2,123	45.0
Non-Staff	1,273	25.1	1,222	25.0	1,125	23.8
Crew**	506	10.0	538	11.0	513	10.9
Total	**5,079**	**100.0**	**4,895**	**100.0**	**4,721**	**100.0**

*Includes Board of Directors and Board of Commissioners at subsidiaries
**Only covers Crew on Samudera vessels

Komposisi Pekerja Berdasarkan Usia

Description	2025		2024		2024	
	Number	%	Number	%	Number	%
≤25 Years Old	540	10,6	530	10,8	549	11,6
26 - 35 Years Old	1.762	34,7	1.634	33,4	1.486	31,5
36 - 45 Years Old	1.503	29,6	1.417	28,9	1.395	29,5
46 - 55 Years Old	1.134	22,3	1.139	23,3	1.139	17,1
>55 Years Old	140	2,8	175	3,6	152	45,0
Total	**5.079**	**100**	**4.895**	**100**	**4.721**	**100**

Employee Composition by Education

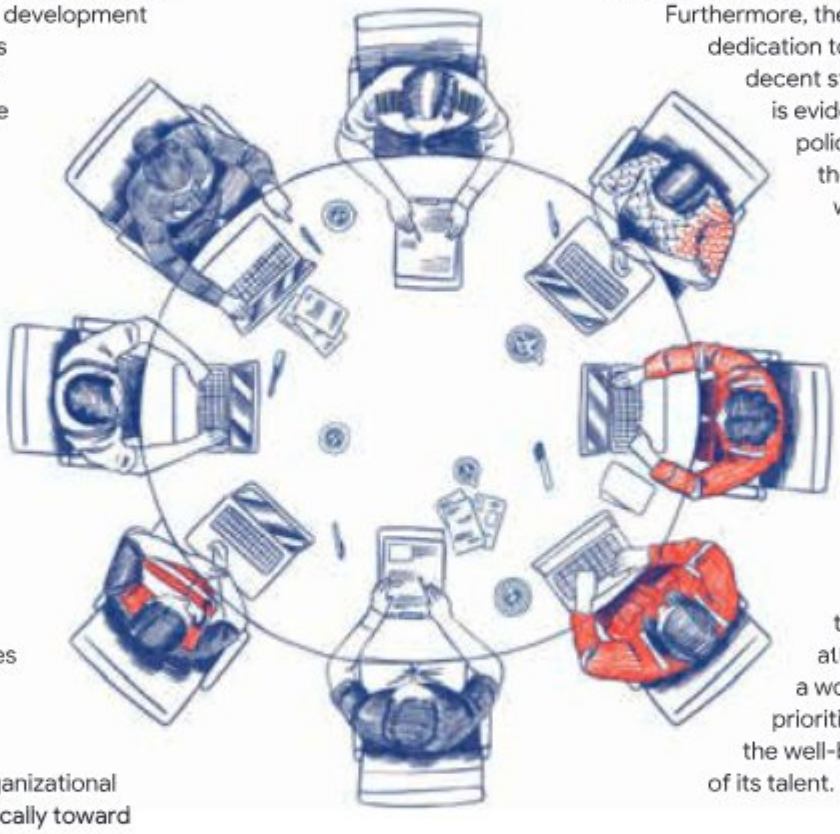
Description	2025		2024		2024	
	Number	%	Number	%	Number	%
Doctorate	2	0.0	2	0.0	1	0.0
Master's Degree	112	2.2	105	2.1	98	2.1
Bachelor's Degree	1,481	29.2	1,464	29.9	1,418	30.0
Diploma	620	12.2	607	12.4	592	12.5
High School & Below	2,864	64.4	2,717	55.3	2,613	55.3
Total	**5,079**	**100.0**	**4,895**	**100.0**	**4,721**	**100.0**

Employee Composition by Employment Status

Description	2025		2024		2024	
	Number	%	Number	%	Number	%
Permanent Employees	2,556	50.3	2,540	51.9	2,450	51.9
Contract Employees (PWT)	756	14.9	595	12.2	633	13.4
Outsourced	1,261	24.8	1,222	25.0	1,122	23.8
Crew	506	10.0	538	11.0	516	10.9
Total	**5,079**	**100.0**	**4,895**	**100.0**	**4,721**	**100.0**

STRATEGIC PERFORMANCE AND REMUNERATION MANAGEMENT

In line with efforts to drive operational excellence, the Company implements an accountable performance management system using the Key Performance Indicators (KPI) methodology. This system serves as a strategic instrument to align individual contributions with the organization's broader vision in a measurable and systematic manner. The performance evaluation process within the Company transcends mere numerical measurement, it is a formal mechanism for providing constructive feedback, identifying capability development needs, and serving as the primary basis for establishing objective recognition for high-performing talent. Throughout 2025, the Company recorded a full compliance rate in evaluations, where all employees across all operational units underwent comprehensive performance assessments. This achievement validates the effectiveness of Human Capital governance in ensuring every organizational line moves synergistically toward established growth targets.



The Company believes that proper appreciation of individual contributions is the cornerstone of maintaining talent engagement and driving superior organizational performance. This commitment is realized through the provision of compensation and benefit packages designed to remain relevant and competitive within industrial market dynamics. In formulating remuneration policies, the Company applies a principle of prudence that integrates various strategic aspects, ranging from job structures and operational regions to full compliance with nationally applicable minimum wage regulations.

The principle of fairness is the bedrock of the Company's compensation management, which is tangibly reflected in the implementation of gender-based pay equity (equal pay for equal work). The Company guarantees a fully proportional remuneration ratio without bias between male and female employees at all organizational levels. Furthermore, the Company's dedication to providing a decent standard of living is evidenced by payroll policies where the entry-level wage standards consistently exceed the established Regional Minimum Wage (UMP) regulations. Through this approach, the Company not only meets legal mandates but also strives to enhance the organization's attractiveness as a workplace that prioritizes the well-being and fairness of its talent.

The Company is committed to building a culture of transparent, two-way communication by providing various formal feedback channels for all employees. Periodically, the Company conducts the Employee Well-being Survey as an instrument to map satisfaction levels and employee aspirations regarding the work environment and welfare. Additionally, Human Capital digitalization is reinforced through the "Give Feedback" feature on the HCMS, which allows every individual to provide direct and documented input within a professional ecosystem.

Employee Allowances by Employment Status

Remuneration Components	Permanent Employees (PWTT)	Contract Employees (PWT)
Fixed Allowance		
Position Allowance	Yes	Yes
Variable Allowance		
Attendance Allowance	Yes	Yes
Regional Allowance	No	No
Other Allowances		
Car/Transportation Allowance/COP	Yes	No
Housing Allowance/HOP	Yes	No
Communication Allowance	Yes	No
Leave Pay	Yes	Yes
Religious Holiday Allowance (THR)	Yes	Yes
Overtime Pay	Yes	Yes
Occupational Risk Allowance	No	No
Regional Cost-of-Living Allowance	Yes	Yes
Benefits		
Healthcare Services (In-kind)	Yes	Yes
BPJS Health Insurance	Yes	Yes
BPJS Employment, including Work-Related Disability Benefits	Yes	Yes
Pension Healthcare Services (In-kind)	No	No
Pension (Severance & Defined Contribution/Defined Benefit)	Yes	No
End-of-Contract Compensation	No	Yes
Life Insurance	No	No
Accident Insurance	Yes	Yes
Health Insurance (Benefits)	Yes	Yes
Parental Leave	Yes	Yes
Employee Housing	No	No

EMPLOYEE WELL-BEING AND RETIREMENT BENEFITS

The Company believes that optimal productivity stems from a balance between professional responsibilities and the mental health of our talent. As a concrete manifestation of this belief, the Company provides Employee Mental Health Counseling and routinely monitors welfare through the Employee Well-being Survey. To foster a supportive work ecosystem, the Company consistently implements leave entitlement policies that go beyond mere regulatory compliance, serving as an effort to protect human rights and fulfill social responsibility.

The Company upholds work-family balance by providing maternity leave in accordance with Law No. 13 of 2003 concerning Manpower and Law No. 4 of 2024 concerning Maternal and Child Welfare (UU KIA), which grants 3 months of leave with a full wage guarantee for female employees. In alignment with these regulations, the Company also provides paternity leave for male employees for 2 days to allow greater space for them to fulfil their roles. The effectiveness of this policy is reflected in a 100% return-to-work rate, proving that the Company's work culture successfully provides a sense of security for talent to continue their careers without neglecting their vital roles within the family.

As a form of sustainable welfare support, the Company views retirement benefits as the highest appreciation for the long-term dedication of its talent. Committed to well-being in the post-employment years, the Company manages old-age protection programs that align with legislative mandates and are reinforced by accountable internal policies. Upon being confirmed as permanent employees, all personnel are automatically enrolled in the pension fund system, through either Defined Benefit Pension Plans (PPMP) or Defined Contribution Pension Plans (PPIP) schemes.

To ensure the mental and financial readiness of talent approaching retirement, the Company also facilitates Retirement Preparation Training (MPP) as comprehensive preparation. Throughout 2025, the Company successfully maintained a full participation rate from all employees in the old-age benefit programs. This achievement reaffirms the Company's dedication to providing financial certainty and a robust social safety net, ensuring a decent and dignified post-career transition for all personnel.

TALENT TRAINING AND DEVELOPMENT

Amidst competitive industry dynamics and in alignment with efforts to strengthen talent empowerment commitments, the Company focuses on reinforcing individual capabilities to build talent characterized by integrity, professionalism, competence, and productivity. The 2025 learning strategy is driven by the objective of creating an optimized learning experience, which is an integrated, personalized, and adaptive learning ecosystem ensuring every talent has access to competency development relevant to business dynamics.

Learning activities consistently refer to the Samudera Mandatory Training Handbook as the primary guide. This handbook ensures that talent development is accurately structured based on specific needs analyses for each individual according to their role within the Company. Moving beyond mere foundational and functional training, the handbook emphasizes the importance of professional and leadership development. This approach guarantees that every investment in competency development not only closes existing skill gaps but also prepares a leadership pipeline ready to address future challenges.

To ensure an optimal learning experience, the implementation of this strategy is supported by technological capabilities that deeply integrate the learning platform into the HCMS. This integration allows for access to learning content within a broader, self-service, and measurable Human Capital system for all talent.

The Optimized Learning Experience implemented by the Company has yielded significant results in enhancing the employee learning culture. This is reflected in the average training hours, which increased sharply from 14.2 to 22.5 hours per employee per year. As a form of long-term commitment to human capital development, the Company has set a strategic quantitative target of 36 learning hours per employee per year. Through the establishment of this measurable target, the Company ensures that every individual has ample opportunity to strengthen core competencies and adaptability to support future business sustainability.

Calculation of Average Training Hours by Position

Description	unit	2025	2024	2023
Number of Training Programs	Topic	4,716	3,308	2,377
Training Hours				
Board of Directors & Board of Commissioners	Hours	452	348	438
General Manager		2,467	2,067	1,104
Manager/Supervisor		35,402	24,483	10,988
Staff		62,668	34,207	22,629
Others		13,073	8,618	9,716
Total Training Hours		**114,062**	**69,723**	**44,875**
Average Training Hours per Employee				
Board of Directors & Board of Commissioners	Hours/Employee	6.1	4.2	5.3
General Manager		42.5	32.8	15.3
Manager/Supervisor		41.1	29.4	13.6
Staff		27.2	15.9	10.7
Others		7.3	4.9	5.9
Average Training Hours per Employee		**22.5**	**14.2**	**9.5**

Calculation of Average Training Hours by Position

Description	unit	2025	2024	2023
Training Hours	Topic	4,716	3,308	2,388
Training Hours				
Total Training Hours for Female Employees	Hours	29,836	22,067	11,595
Total Training Hours for Male Employees		84,226	47,656	33,280
Total Training Hours		**114,062**	**69,723**	**44,875**
Average Training Hours per Employee				
Average Training Hours per Female Employee	Hours/Employee	34.8	26.1	14.3
Average Training Hours per Male Employee		20.0	11.8	8.5
Average Training Hours per Employee		**22.5**	**14.2**	**9.5**

At a broader level, to support the availability of a skilled workforce, the Company established the Samudera Vocational Training Institute (LPK Samudera) in 2025. The institute focuses on talent development aligned with real industry needs. This initiative is designed not only to meet internal workforce requirements, but also to strengthen the capabilities of the supply chain ecosystem and other external stakeholders, contributing to the collective advancement of a competent human capital pool for the industry.

QUALITY, HEALTH, SAFETY, AND ENVIRONMENT (QHSE)

The Company's operational integrity prioritizes occupational health, safety and environmental sustainability, implemented in a consistent and continuous manner. This principle reflects the Company's vision and mission to achieve targets of zero workplace accidents and the elimination of environmental pollution across all business activities.

The Company positions Quality, Health, Safety, and Environment (QHSE) standards not merely as a regulatory requirement, but as a source of competitive advantage that differentiates the Company in the global market. This strategy is reinforced through an ongoing commitment to continuously enhance the comprehensive implementation of QHSE practices. At the Holding level, this is evidenced by the successful maintenance of international certifications, including:

1. ISO 9001:2015 – Quality Management System
2. ISO 14001:2015 – Environmental Management System
3. ISO 45001:2018 – Occupational Health and Safety Management System

The Company implements the Samudera QHSE Management System (SQMS) in a structured and integrated manner as part of its overall internal QHSE Management System. This system is aligned with applicable laws and regulations, as well as national and international best practices, to create a safe, healthy, and sustainable working environment.

From a governance perspective, the Company adopts a QHSE Management System guided by the QHSE Policy (QHSE-SI/01/R.01/2021). Oversight and assurance of the system's effectiveness fall under the authority of the Corporate QHSE Division, which is fully responsible for ensuring that all protocols are implemented consistently and measurably.

The scope of the Occupational Health, Safety, and Environment Management System covers all personnel, activities, and operational areas of the Company, including employees, outsourced workers, contractors, and customers. The system is applied across all operational activities, including shipping, ports, logistics, warehousing, property, shipyard operations, and office activities, and is supported by occupational health services.

QHSE Roadmap



The Company has developed a structured framework, the QHSE Roadmap 2025-2028, under the theme "Strengthening QHSE as a Competitive Advantage," commencing with a transformation phase. Key flagship programs implemented include:

1. **QHSE Certification – Surveillance Audits for ISO 9001, ISO 14001, and ISO 45001 Standards**
   The Company conducted its second surveillance certification to verify compliance with applicable QHSE standards and to maintain its commitment to QHSE principles.
2. **Coaching Clinic**
   This activity serves as a platform provided by the Company to enhance the understanding and implementation of QHSE principles within the workspace. The Coaching Clinic is conducted routinely every 2 weeks and is attended by the QHSE Persons in Charge (PICs) from all Samudera business units.
3. **Finalization of the SQMS (Samudera QHSE Management System)**
   This activity represents the final stage in the completion of the Samudera QHSE Management System (SQMS), which encompasses the preparation of SQMS documentation, audit protocols, self-assessments/internal audits, and external audits. Each of these serves as a vital step in ensuring that the QHSE management system is ready for effective implementation and continuous improvement.
4. **Baseline Risk Assessment - Phase 2**
   At this stage, the Company continued the risk assessment initiated in the first phase, focusing on the identification of specific operational risks that may arise across various aspects related to occupational safety, environmental protection, climate change, and business process shifts within operations.

The Company has established emergency management protocols overseen by the Corporate QHSE Division in collaboration with all subsidiaries. Key initiatives undertaken include:

1. Establishment and enhancement of emergency management systems and procedures;
2. Deployment of facilities and infrastructure to support emergency response;
3. Providing employees with training and knowledge on emergency response procedures;
4. Conduct regular simulations to assess and ensure that all employees understand the actions required in emergency situations. Emergency simulations are a mandatory program carried out at the headquarters and all subsidiaries at least once a year, covering a variety of scenarios such as fires, earthquakes, civil unrest, bomb threats, workplace accidents, and other potential emergencies.

RISK MITIGATION AND WORKPLACE HAZARD REPORTING

The Company applies a risk-based approach through the regular processes of hazard identification, risk assessment, and risk control. Prevention and mitigation efforts are carried out through the implementation of a hierarchy of controls, including safe work procedures, routine inspections and audits, as well as incident reporting and investigation (when applicable).

Regarding hazard reporting procedures, employees have access to several digital systems, including HIRADC Bank, ARMS and QHSE AppSheet for reporting HSE performance and workplace accidents, as well as other applications independently developed by subsidiaries according to the characteristics and operational needs of each entity. In addition, the Company has established investigation procedures outlined in the following policies:

- Policy/QHSE-SI/01/R.01/2021 – Samudera Quality, Occupational Health & Safety, and Environmental Policy
- Policy/QHSE-SI/05/R.00/2021 – Occupational Health, Safety, and Environmental Case Policy
- MEMO/QHSE-SI/03/IV/2022 – Obligations for Reporting Workplace Accidents and HSE Performance
- SOP/QHSE/SI/10/R.01/2021 – Incident Investigation Procedure

Investigation methods employed include the Root Cause Analysis (RCA), which aim to identify the root causes of incidents and develop preventive measures to stimulate continual improvement in Occupational Health, Safety, and Environmental performance across the Company's operations.

OCCUPATIONAL HEALTH SERVICES AND QUALITY ENHANCEMENT

Occupational health services play a vital role in supporting hazard elimination and risk control through the implementation of employee health screenings, monitoring of occupational health risk factors, and the execution of promotive and preventive programs to maintain fitness and work readiness.

As a concrete manifestation of this commitment, the Company operates the Medika Department, a unit with an in-house facility designed to provide responsive medical care. Beyond basic curative services, the Medika Department plays an active role in conducting

educational campaigns through Health Talks, providing medical consultations with company physicians, and performing intensive monitoring of chronic diseases.

To complement these internal facilities, the Company ensures the quality of occupational health services through partnerships with competent and licensed healthcare providers, while facilitating employee access through clear referral mechanisms and communication channels.

EMPLOYEE PARTICIPATION, CONSULTATION, AND COMMUNICATION ON OHS

The Company encourages worker participation and consultation in the development, implementation, and evaluation of the QHSE Management System through active involvement in hazard identification processes, reporting, and occupational safety communication forums.

The Company maintains a formally established QHSE Committee comprising management and worker representatives. This committee serves as a forum for coordination, performance evaluation, and providing recommendations regarding Occupational Health, Safety, and Environment policies and programs.

The implementation of this active engagement was realized through various strategic initiatives throughout 2025. The Company organized National OHS Month (Bulan K3 Nasional), involving 1,100 participants across Indonesia to strengthen the implementation of the OHS Management System (SMK3). Technical competence and personnel engagement were further reinforced through 2 Community of Practice (COP) sessions focusing on HIRADC formulation and the internalization of SQMS as operational DNA. Additionally, the Company conducts monthly Insan QHSE – Samudera Indonesia (IQ-SI) Talks as a discussion forum for representatives from 70 subsidiaries to consistently respond to the latest QHSE issues across all business units.

OCCUPATIONAL HEALTH AND SAFETY TRAINING

The Company conducts ongoing training and development in Occupational Health, Safety, and Environment tailored to job roles and risk levels, aimed at enhancing competencies, awareness, and a culture of workplace safety.

The following training programs were conducted during the reporting year:

Training Program	Number of Participants		
	2025	2024	2023
Basic Safety & Environmental Training	793	319	253
ISO 9001, 14001, & 45001 Awareness Training	80	76	35
Internal Auditor Training for ISO 9001, 14001, & 45001	18	11	6
Emergency Response & Fire Brigade Training	253	24	0
First Aid Training	134	0	0
Intermediate-Level Occupational Health & Safety Training	N/A	148	30
Advanced-Level Occupational Health & Safety Training	N/A	11	17
Establishment of the Company's HSE Management System (SMK3L) Aspects	365	1	19
Hazard Identification & Risk Assessment Training	348	58	13
Hazard Analysis Critical Control Point & Good Manufacturing Practice (HACCP & GMP) Training	227	25	6
Root Cause Analysis (RCA) Facilitator Training	20	32	N/A
Samudera QHSE Management System (SQMS) Basic Training	229	40	N/A
Total	**2,467**	**745**	**379**

OCCUPATIONAL SAFETY PERFORMANCE

The Company consistently emphasizes the importance of occupational safety across all business locations, diligently complying with applicable laws and regulations on Occupational Health and Safety, while implementing relevant environmental management standards. Throughout 2025, the Company prioritized the protection of life and environmental sustainability in all operational activities. This commitment yielded tangible results, with the Company achieving zero workplace accidents and zero environmental pollution incidents across the Holding.

In line with these achievements, the Company recorded a zero Lost Time Incident Rate (LTIR), reflecting the effectiveness of occupational safety procedures in protecting all personnel throughout a total of 144,704 safe man-hours without accidents.

These accomplishments demonstrate the Company's commitment to creating a safe work environment, supporting employee well-being, and ensuring the continuity and sustainability of its operations.

COMMUNITY EMPOWERMENT: FOSTERING HARMONIOUS RELATIONSHIPS WITH THE COMMUNITY

As part of its strategy, the Company undertakes efforts to build harmonious relationships with the community to foster a supportive social environment grounded in a spirit of togetherness. Through effective communication and collaboration, coupled with mutual respect, the Company strives to strengthen the foundation of harmonious social interactions while minimizing potential adverse impacts. In doing so, both the Company and the community can contribute positively to promoting sustainable growth.

The implementation of the Company's Corporate Social Responsibility (CSR) programs is carried out in compliance with all applicable laws and regulations, including, Law No. 40 of 2007 on Limited Liability Companies.

Based on this, each CSR program is not only intended to fulfill legal compliance requirements but also to build long-term, sustainable relationships, and deliver benefits to all stakeholders.

All CSR programs within the Company are coordinated and implemented by Samudera Peduli. In general, the Company focuses its CSR initiatives on 5 key areas:

1. Community Development & Public Infrastructure Improvement
2. Health, Sports, and Arts & Culture
3. Humanitarian and Religious Activities
4. Education
5. Environmental Conservation

Category	CSR Budget (IDR)		
	2025	2024	2023
Community Development & Public Infrastructure Improvement	4,239,075,166	329,285,001	9,272,147,859
Health, Sports & Arts & Culture	313,433,548	397,599,298	87,562,490
Humanitarian & Religious Activities	5,136,660,691	20,139,261,163	5,278,078,535
Education	3,178,089,000	3,605,525,000	3,467,241,996
Environmental Conservation	500,000,000	51,567,691	2,022,798,548
Total	**13,367,258,405**	**24,523,238,153**	**20,126,829,428**

The Company allocated a total budget IDR13,367,258,405 for the implementation of CSR programs in 2025. The Company reaffirms its commitment to maintaining the effectiveness of its CSR programs in line with its strategic priorities, while continuing to deliver meaningful contributions to social welfare and environmental sustainability.

PUBLIC COMPLAINTS

The Company provides a dedicated communication channel for the public to submit reports regarding alleged violations of integrity and business ethics, social responsibility, as well as environmental issues. Complaints can be submitted via email at kode.etik@samudera.id. Throughout 2025, no public complaints were received.

SOCIAL AND ENVIRONMENTAL RESPONSIBILITY PROGRAMS

All Samudera Peduli programs actively involve local communities as key partners. Through the implementation of various Samudera Peduli initiatives across several regions in Indonesia, the community strengthens the effectiveness of the programs and promotes independence and social impact sustainability. The community has experienced tangible positive impacts from the implementation of Samudera Peduli programs.

In addition to these programs, the Company also engages employees internally through volunteering-based Samudera Peduli initiatives, such as mangrove planting, beach clean-ups, and recycling waste management activities.



TAMAN BACA SAMUDERA (LIBRARY)

In 2025, Samudera Peduli continued efforts to enhance literacy among children in coastal areas through the establishment of Taman Baca Samudera (Library) in Muara Gembong, West Java and East Lombok, West Nusa Tenggara. These facilities provide books focused on maritime and marine themes to foster children's reading interest and broaden their knowledge. The program also engages local volunteers and youth through various creative activities to promote a culture of literacy within coastal communities. As of 2025, the program recorded 4,500 books read and reached 6,200 visitors as beneficiaries.

SAMUDERA SCHOOL BOATS

As of 2025, Samudera operates 7 Sinar School Boats across 5 provinces as follows:

- Sinar Wakatobi School Boat
  Telong Elong Village, East Lombok
  West Nusa Tenggara
- Sinar Waisai School Boat
  Muara Gembong, Bekasi Regency
  West Java
- Sinar Way Kambas School Boat
  Loa Kumbar Village, Samarinda
  East Kalimantan
- Sinar Wonosobo School Boat
  Kampung Laut, Cilacap
  Central Java
- Sinar Waingapu School Boat
  Bertam Island, Batam
  Riau Islands
- Sinar Watampone School Boat
  Kampung Laut, Cilacap
  Central Java
- Sinar Waecicu School Boat
  Gili Gede, West Lombok
  West Nusa Tenggara

All school boats are designed to improve educational accessibility for students and teachers in coastal, riverine, and island areas across Indonesia, while prioritizing safety and security in accordance with the Company's vessel operational standards. As of 2025, the program has benefited a total of 295,864 passengers.



SAMUDERA GREEN MOVEMENT

The Samudera Green Movement is an environmental program focused on preserving marine and coastal ecosystems, reflecting the Company's commitment to creating sustainable environmental impacts for coastal communities.

In 2025, the Company planted 20,000 mangrove seedlings in Muara Gembong, West Java, with growth and carbon absorption monitored regularly. Moving forward, the Company is also committed to developing sustainable mangrove conservation areas in collaboration with Forest Farmer Groups (Kelompok Tani Hutan – KTH) and relevant stakeholders.

In addition, the Company carried out coral reef rehabilitation on Tidung Island, Thousand Islands, DKI Jakarta, through the planting coral fragments, which are monitored regularly for up to 1 year. As of 2025, a total 4,000 coral fragments have been planted.

Since 2022, the Waste Management program has been implemented to manage waste generated by the Company and surrounding communities in support of the circular economy. By 2025, the Company has processed 14.5 tons of recyclable waste through 53 Recycle Boxes placed across business units in Jakarta, Semarang, and Surabaya, in collaboration with local waste management partners and community waste banks. Furthermore, the Samudera Green Movement initiated the establishment of a 3R Waste Collection Site (TPS 3R) in Tanjung Anom Village, Tangerang Regency, Banten, successfully managing 14 tons of organic and inorganic waste with participation from 185 households.

Since October 2025, Samudera Peduli has partnered with Noovoleum by providing UCOllect Boxes at offices for the collection of used cooking oil (UCO) from employees and nearby communities This program has collected 243 liters of used cooking oil, which has been recycled into biofuel.

SEAWEED FARMER EMPOWERMENT

Samudera Peduli, in collaboration with the Yayasan Konservasi Alam Nusantara, implemented the Sustainable Seaweed Cultivation Program in Tasilo Village to enhance the economic capacity of coastal communities while preserving marine ecosystems. The program established 2 cultivation groups with a total of 40 members, providing environmentally friendly cultivation training, technical assistance, and post-harvest support.

Through this initiative, sustainable cultivation practices have been strengthened, as reflected in an increase in dry seaweed production to 14 tons and a 32% rise in group income compared to the previous year. This initiative demonstrates that sustainable seaweed cultivation can improve community welfare while reinforcing the village's commitment to protecting coastal and marine resources.



NATURAL DISASTER AND HUMANITARIAN ASSISTANCE



As part of its humanitarian commitment, Samudera Peduli responds to various natural disasters in Indonesia through emergency response initiatives, providing assistance to meet the basic needs of survivors.

The aid provided includes the distribution of basic food packages, free healthcare services, public kitchens, and the construction of emergency infrastructure such as sanitation facilities, clean water installations, and embankments. These efforts aim to help alleviate the burden on affected communities while supporting recovery during the emergency period.

In 2025, assistance was delivered across 15 locations, benefiting a total of 4,804 recipients, including:

- Floods in Bogor and Bekasi (West Java)
- Floods in Denpasar (Bali)
- Flash floods in Aceh, West Sumatera, and North Sumatera
- Storms in Batam (Riau Islands)
- Fires in North Jakarta (DKI Jakarta)
- The eruption and cold lava flows of Mount Semeru (East Java)
- Landslides in Cilacap (Central Java)

FREE CATARACT SURGERY AND EYEGLASSES DONATION



Samudera Peduli, in collaboration with the Darmawan Mangunkusumo Foundation, organized free cataract surgeries for fishermen and underprivileged communities in Cikakak Village, Sukabumi, an area with limited eye surgery facilities. The program aims to assist coastal communities who face a higher risk of vision impairment due to prolonged exposure to ultraviolet radiation.

In 2025, the program treated 50 patients, consisting of:

- 47 cataract surgeries using the Phacoemulsification + Intraocular Lens (IOL) method
- 2 Pterygium Avulsion Procedures
- 1 Hordeolum incision and curettage procedure

Additionally, in October 2025, Samudera Peduli initiated an Eyeglasses Donation Program, engaging employees to donate wearable eyeglasses to coastal communities on Kelapa Dua Island, Kepulauan Seribu, DKI Jakarta. The program also provided free eye examinations and eyeglasses, benefiting a total of 241 recipients in 2025.



BRAILLE QUR'AN ENDOWMENT

In March 2025, coinciding with Ramadan 1446 H, Samudera Peduli organized a Braille Qur'an Endowment Program by raising donations from Samudera's business units and employees. Through this program, Samudera Peduli distributed Braille Qur'ans, worship equipment, and basic food packages to 37 beneficiaries in the Greater Bandung and Cirebon areas, West Java.

ORPHAN ASSISTANCE

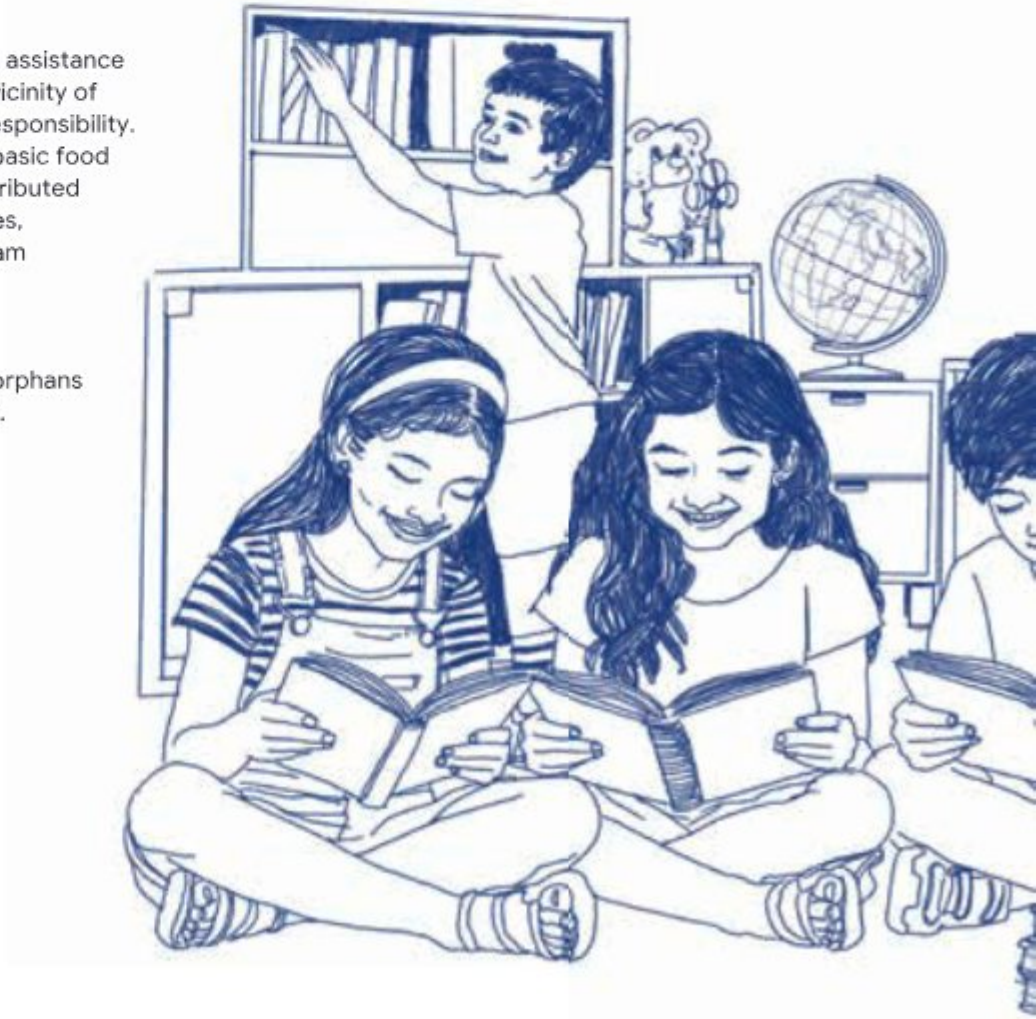
Samudera Peduli regularly provides assistance to orphans and orphanages in the vicinity of the Company as part of its social responsibility. The support includes financial aid, basic food packages, and school supplies, distributed through Samudera's annual activities, such as Ramadan 1446 H, 1 Muharram 1447 H, Samudera's anniversary, and Christmas 2025.

In 2025, this program reached 721 orphans and 10 orphanages as beneficiaries.

BLOOD DONATION

Every year, Samudera Peduli regularly organizes blood donation activities 3 times at Samudera offices, namely at Samudera Slipi and Samudera Kirana, as well as through business units in various regions.

The program engages employees, building occupants, and the surrounding communities as a collaborative effort to support blood availability for those in need. As of 2025, the program has recorded a total of 651 donors.



ARENSEWU SUGAR MSMES EMPOWERMENT

In 2025, Samudera Peduli continued the empowerment program for Arensewu Sugar MSMEs by strengthening the institutional capacity of the Farmers' Group into the Peduli Aren Nusantara Cooperative, consisting of local palm sugar farmers in Cisewu. Together with partners, Samudera Peduli provided education on Good Manufacturing Practices (GMP), training on bylaws development (AD/ART), halal certification, and advocacy with the Garut Regency Office of MSMEs and Cooperatives for further development.

With enhanced branding in 2025, Arensewu Sugar products expanded market access, including visits to the Garut Export House and meetings with prospective buyers. In addition to being marketed in Bandung, the products have also entered coffee shops in Garut, West Java and West Jakarta, DKI Jakarta.



The Peduli Aren Nusantara Cooperative also partnered with PT ISTA Rasa Indonesia to supply palm sugar and liquid sugar for the main beverage menu at Bar.Ista, as part of creating a sustainable market ecosystem based on fair trade principles for farmers.

Throughout the program period, farmers' profits increased by approximately 374.8%, with productivity rising by an additional 20,765 kg (2023–2025). In 2025, the cooperative added 10 new members, bringing the total membership to 21.

SUPPORT FOR KSATRIA AIRLANGGA FLOATING HOSPITAL DOCKING AND DOCTORSHARE

Samudera Peduli collaborated with the Ksatria Airlangga Foundation (Ksatria Airlangga Floating Hospital) and the Dokter Peduli Foundation (doctorSHARE) to support healthcare services in remote areas across Indonesia through ship docking contributions. These include engine repairs, hull painting, and minor maintenance of medical facilities to ensure vessel safety and operational continuity.

Following the maintenance process, the Ksatria Airlangga Floating Hospital sailed from Surabaya, East Java, to East Nusa Tenggara and South Sulawesi in November–December 2025, involving 32 volunteer doctors and providing services across 8 medical specialties to 1,401 patients.

Furthermore, the dr. Lie Dharmawan II Ship Hospital conducted healthcare mission from March to November 2025, covering Waropen, Nabire, Teluk Wondama, Teluk Bintuni, and Kei Besar, serving a total of 2,709 patients.

TAHFIDZ AL-QUR'AN ISLAMIC BOARDING SCHOOL

Samudera Peduli established a Tahfidz Al-Qur'an Islamic Boarding School as part of its commitment to supporting education and student development. Through this initiative, Samudera Peduli provides adequate facilities and infrastructure for Qur'an learning to support tahfidz activities and deliver long-term benefits to the surrounding community.

In 2025, construction of the boarding school was completed, with preparations underway for operational readiness and the commencement of teaching and learning activities.

ACCOUNTABILITY AND ETHICAL GOVERNANCE: Maintaining Business Ethics and Customer Satisfaction

The Company continues to enhance sustainable logistics services through innovation in environmentally friendly facilities and fleet operations, including the electrification of port equipment and pilot testing of electric trucks. These efforts aim to ensure high quality services while generating positive environmental impact, particularly in reducing carbon emissions as part of climate change mitigation initiatives.

In its operations, the Company upholds strong business ethics by ensuring that all services and partnerships are free from corruption, bribery, and gratuities.
As a core foundation, the Company has established an Anti-Bribery, Anti-Gratuity, and Anti-Money Laundering Policy that is binding on all employees and business partners. This policy explicitly prohibits all forms of bribery, unlawful gratuities, and facilitation payments. This commitment is reinforced through the continuous implementation of ISO 37001 (Anti-Bribery Management System) and ISO 37301 (Compliance Management System). In addition, the Company is committed to safeguarding information security and protecting customer data privacy as part of its ethical responsibility in the digital era, ensuring that all data is safeguarded against potential misuse.



To maintain customer satisfaction through high-quality services, every service is designed to meet customer needs and is supported by clear and transparent information systems. Furthermore, the Company ensures equal treatment of all customers to create an inclusive and fair business ecosystem.

Annually, the Company conducts periodic assessments, evaluation, and improvement of service performance. Based on the results of these evaluations, no significant negative impacts were identified from the Company's operational activities.

In addition to routine assessments and evaluations, the Company provides dedicated channels for customer inquiries and complaints through connect.samudera.id and the Samudera Indonesia Digital Intelligence Assistant (SIDIA) available on its official website. All inquiries and complaints are handled promptly and responsively. Although formal customer satisfaction surveys have not yet been conducted, the Company has maintained a high level of customer satisfaction, as reflected by the absence of complaints related to ethical violations, integrity, norms, customer privacy, or environmental harm throughout 2025.



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- **General Agencies Division**
  Samudera Indonesia, Lantai 3
  Jl. Letjen S. Parman Kav. 35
  Jakarta Barat 11480

- **NYK Bulk & Projects Carriers Division**
  Soedarpo Informatika, Lantai 3
  Jl. Blora No. 32-33, Menteng
  Jakarta Pusat 10310

- **KMTC Division**
  Lippo Kuningan, Lantai 21
  Jl. H.R. Rasuna Said Kav. B-12
  Jakarta Selatan 12940

- **Hapag-Lloyd Division**
  Cyber 2 Tower Level 3A, E, F
  Jl. H.R. Rasuna Said
  Blok X-5 No. 13
  Kuningan, Jakarta 12950

- **PT Perusahaan Pelayaran Nusantara Panurjwan**
- **PT Samudera Agencies Indonesia**
  Samudera Kirana, Lantai 8
  Jl. Yos Sudarso No. 88, Sunter
  Jaya, Jakarta Utara 14350

- **Samudera Shipping Line Ltd Division**
- **PT Praweda Sarana Informatika**
  Samudera Kirana, Lantai 10
  Jl. Yos Sudarso No. 88, Sunter
  Jaya, Jakarta 14350

- **PT Masaji Kargosentra Tama**
  Samudera Kirana, Lantai 11
  Jl. Yos Sudarso No. 88, Sunter
  Jaya, Jakarta Utara 14350

- **PT Samudera Sarana Terminal Indonesia**
  Samudera Kirana, Lantai 12
  Jl. Yos Sudarso No. 88, Sunter
  Jaya, Jakarta Utara 14350

- **PT Samudera Asahi Shipping**
- **PT Samudera Pelabuhan Indonesia**
- **PT Prima Nur Panurjwan**
- **PT Patimban Global Gateway Terminal**
- **PT Tangguh Samudera Jaya**
  Samudera Kirana, Lantai 16
  Jl. Yos Sudarso No. 88, Sunter
  Jaya, Jakarta Utara 14350

- **PT Silkargo Indonesia**
- **PT Maruzen Samudera Taeheiyo**
  Alamanda Tower, Lantai 16
  Jl. TB. Simatupang No. 23-24
  Jakarta Selatan 12430

- **PT Masaji Tatanan Kontainer Indonesia**
- **PT Samudera Sarana Logistik**
- **PT Samudera JWD Logistics**
  Jl. Raya Cakung No. 15
  Semper Timur, Cilincing
  Jakarta Utara 14130

- **PT Samudera Perdana**
  Jl. Raya Cilincing No. 17
  Jakarta Utara 14120

- **PT Masaji Kargosentra Tama**
  Jl. Cakung Cilincing Raya No. KM 5, RT 005 RW 010
  Kel. Semper Timur, Kec. Cilincing
  Jakarta Utara 14130

JAMBI

- **PT Samudera Agencies Indonesia**
  Jl. Soekarno Hatta, RT 01
  Kel. Paal Merah, Kec. Paal Merah
  Jambi 36139

- **PT Masaji Tatanan Kontainer Indonesia**
  Desa Pudak, KM 06
  Kec. Kumpeh Ulu, Muaro Jambi
  Jambi 36373

JEMBER

- **PT Silkargo Indonesia**
  Jl. Gajah Mada No. 279 C
  Kel. Jember Kidul
  Jember 68131

KENDARI

- **PT Samudera Agencies Indonesia**
  Jl. Balai Kelurahan, RT 02 RW 02
  Kec. Lapulu, Kab. Abeli
  Kendari 93234

KUALA TANJUNG

- **PT Samudera Agencies Indonesia**
  Jl. Dusun VI Pandau Palas
  Desa Lalang
  Kec. Medang Deras, Kab. Batu Bara, Sumatera Utara 21258

LAMONGAN

- **PT Samudera Agencies Indonesia**
  Perum Zamrud Residence
  Blok Emerald II No. 05
  RT 01 RW 05, Sidokumpul
  Lamongan 62213

MAKASSAR

- **PT Samudera Agencies Indonesia**
- **PT Masaji Kargosentra Tama**
- **PT Silkargo Indonesia**
- **PT Samudera Perdana**
  Perumahan Bumi Sawita Permai
  Blok H1 No. 1
  Puncak Indah, Malili
  Luwu Timur 92981

- **PT Perusahaan Pelayaran Nusantara Panurjwan**
  Jl. Sungai Saddang Lama No. 82
  Makassar 90142

MEDAN

- **PT Samudera Agencies Indonesia**
- **PT Masaji Tatanan Kontainer Indonesia**
- **PT Silkargo Indonesia**
- **PT Samudera Perdana**
- **PT Masaji Kargosentra Tama**
  Samudera Logistics Center
  Jl. Raya Pelabuhan Gabion
  Belawan
  Medan 20414

PADANG

- **PT Samudera Agencies Indonesia**
  Jl. Ratulangi 10, RT 004 RW 008
  Kampung Jao, Padang Barat
  Padang 25111

- **PT Masaji Tatanan Kontainer Indonesia**
  Jl. Raya By Pass
  Teluk Bayur No. 27
  Parak Laweh Pulau Air Nan XX
  Kec. Lubuk Begalung
  Padang 25221

PALARAN

- **PT Pelabuhan Samudera Palaran**
  Jl. P. Diponegoro, RT 18
  Kel. Bukuan, Kec. Palaran
  Samarinda 75241

- **PT Samudera Golden Mitra**
- **PT Samudera Mitra Depo**
  Jl. P. Diponegoro, RT 22
  Kel. Bukuan, Kec. Palaran
  Samarinda 75241

PALEMBANG

- **PT Samudera Agencies Indonesia**
- **PT Silkargo Indonesia**
  Jl. Jend. Sudirman
  No. 3528/2083 KM 3.5
  RT 027 RW 010, 20 Ilir D III
  Kec. Ilir Timur I
  Palembang 30129

- **PT Masaji Tatanan Kontainer Indonesia**
- **PT Samudera Perdana**
  Depo Intirub MTKI Palembang
  Jl. Dr. Ir. Sutami, RT 13 RW 04
  Kel. Sei Selayur, Kec. Kalidoni
  Palembang 30119

PEKANBARU

- **PT Samudera Agencies Indonesia**
- **PT Samudera Perdana**
  Komplek Riau Business Centre (RBC) Blok F. 23
  Jl. Riau, Air Hitam, Payung Sekaki
  Kota Pekanbaru, Riau 28292

- **PT Samudera Agencies Indonesia**
  Jl. Jend Sudirman Gg. Makdin
  RT 002 RW 001
  Riau 28761

PONTIANAK

- **PT Samudera Agencies Indonesia**
- **PT Perusahaan Pelayaran Nusantara Panurjwan**
  Jl. Merdeka No. 633B
  Pontianak 78118

PROBOLINGGO

- **PT Samudera Agencies Indonesia**
  Jl. Puyengan, RT 03 RW 02
  Kel. Jati, Probolinggo 67217

SAMARINDA

- **PT Samudera Agencies Indonesia**
- **PT Silkargo Indonesia**
- **PT Samudera Perdana**
  Jl. Mulawarman Blok II No. 8
  Samarinda 75113

- **PT Samudera Agencies Indonesia**
  Jl. R.A. Kartini RT 05
  Benua Baru Ulu
  Sangkulirang 75686

SEMARANG

- **PT Silkargo Indonesia**
- **PT Galangan Samudera Semarang**
- **PT Samudera Agencies Indonesia**
  Samudera Indonesia
  Jl. Perkutut No. 02
  Kota Lama, Tanjung Mas
  Semarang 50174

- **PT Masaji Kargosentra Tama**
  Kawasan Industri Cipta Kav. 11
  Jl. Arteri Yos Sudarso
  Kel. Bandarharjo
  Kec. Semarang Utara
  Semarang 50175

- **PT Masaji Tatanan Kontainer Indonesia**
  Komplek Kawasan Industri Cipta Kav. 10
  Jl. Arteri Yos Sudarso
  Kel. Bandarharjo
  Kec. Semarang Utara
  Semarang 50181

- **PT Samudera Perdana**
- **PT Samudera Laksana Perdana**
  Jl. Walisongo No. 60, Tugurejo
  Semarang 50151

SOLO

- **PT Silkargo Indonesia**
  Hartono Trade Center
  Blok GR-A 09
  Jl. Ir. Soekarno, Grogol
  Solo 57552

SUBANG

- **PT Samudera Agencies Indonesia**
  Jl. Raya Sarireja No. 28
  RT 15 RW 05
  Desa Sukareja, Sukasari
  Subang 41250

- **PT Patimban Global Gateway Terminal**
  Kompleks Pelabuhan Patimban
  Kec. Pusakanagara, Kab. Subang
  Jawa Barat 41259

SURABAYA

- **PT Samudera Agencies Indonesia**
- **PT Perusahaan Pelayaran Nusantara Panurjwan**
- **PT Silkargo Indonesia**
- **PT Masaji Prayasa Cargo**
- **PT Galangan Samudera Madura**
  Jl. Perak Timur 400
  Surabaya 60165

- **PT Asta Rika Stuwarindo**
  Jl. Perak Timur No. 260
  Surabaya 60165

- **Hapag-Lloyd Division**
  JAPFA Indoland Center
  JAPFA Tower I
  Lantai 10, Unit 1010
  Jl. Basuki Rahmat No.129-137
  Embong Kaliasin, Kec. Genteng
  Surabaya 60271

- **PT Masaji Tatanan Kontainer Indonesia**
  Jl. Greges Jaya III No. 2-4-6
  Greges, Asemrowo
  Surabaya 60183

- **PT Masaji Kargosentra Tama**
  Pergudangan Waringin 65
  Blok B & C No. B-1
  Jl. Margomulyo No. 65B
  Kel. Greges, Kec. Asem Rowo
  Surabaya 60183

TARAKAN

PT Silkargo Indonesia
Jl. Mulawarman No. 12, RT 11
Kel. Karang Anyar Pantai Tarakan
Kec. Tarakan Barat
Tarakan 77111





WORLDWIDE OFFICE

AUSTRALIA

- **Samudera Australia Pty Ltd**
  Level 1, 8 Beulah Road
  Norwood SA
  Adelaide 5067

BANGLADESH

- **Samudera Shipping Line Ltd**
  Iqbal Bhaban Building 2nd floor
  Agrabad 73, Commercial Area
  Chattogram

CHINA

- **Samudera Shipping Line Ltd**
  No. 575 Wusong Road, Hongkou
  District Shanghai 200080

INDIA

- **Samudera Shipping Line (India) Pvt Ltd**
  402, 4th Floor Rustomjee Aspiree
  Off Eastern Express Highway
  Sion-Wadala Road, Sion
  Mumbai 400022

- **Samudera Shipping Line (India) Pvt Ltd**
  No. 57/3, 3rd Floor Armenian
  Street, Parrys
  Chennai 600001

- **Samudera Shipping Line (India) Pvt Ltd**
  PS Arcadia Centrum, 2nd Floor
  69, Park Street
  Kolkata 700016

- **Samudera Shipping Line (India) Pvt Ltd**
  Capital One Business Center
  Office No. 102, 1st Floor
  Near Sky Box, Gurukul Road
  Plot No. 16, Ward DC-2, 9/B
  Gandhidham-Kutch
  Gujarat 370201

- **Samudera Shipping Line (India) Pvt Ltd**
  Office No. 311
  2nd Floor Ram Complex
  Near Terminal 4-Way Main Gate
  Pipavav Port
  Rajula City, District Amreli
  Gujarat 365560

JAPAN

- **Samudera Japan Co Ltd**
  Marunouchi Eiraku Building
  26th floor
  1—4-1 Marunouchi, Chiyoda-ku
  Tokyo 100-0005

- **Blue Ocean Shipping**
  Kobe Asahi Building
  59 Naniwamachi, Chuo-ku
  Kobe 650-0035

MALAYSIA

- **Samudera Intermodal Sdn Bhd**
  Suite P1. 01A, Level P1
  Menara Trend Intan Millennium
  Square No. 68, Jalan Batai Laut 4
  Taman Intan, Klang
  Selangor Darul Ehsan 41300

- **Samudera Intermodal Sdn Bhd**
  A43 GF, Lorong Balok Perdana 3/1
  Taman Balok Perdana, Kuantan
  Pahang 26100

- **Samudera Intermodal Sdn Bhd**
  Suite 17.05, 17th Floor MWE Plaza
  No. 8, Lebuh Farquhar
  Penang 10200



- **Samudera Lautan Emas Sdn Bhd**
  PLOT 2, Jalan Persiaran
  Kemuning Prima
  Shah Alam, Selangor 40460

- **Shal Hawk Silkargo Sdn Bhd**
  Suite P1. 01B, Level P1
  Menara Trend Intan
  Millennium Square
  No. 68, Jalan Batai Laut 4
  Taman Intan, Klang
  Selangor Darul Ehsan 41300

SINGAPORE

- **Samudera Shipping Line Ltd**
- **Samudera Tankers Pte Ltd**
- **Ocean Ships Investment Pte Ltd**
- **Samudera Ship Management Pte Ltd**
- **Ocean Technologies Pte Ltd**
- **Silkargo Logistics Pte Ltd**
- **Foremost Maritime Pte Ltd**
- **Samudera Ship Holdings Pte Ltd**
  6 Raffles Quay #25-01 & #24-01
  Singapore 048580

- **LNG East-West Shipping Company Pte Ltd**
  Harbourfront Tower One
  1st Harbourfront Place # 13 -01
  Singapore 098633

THAILAND

- **Samudera Traffic Co Ltd**
  Green Tower, 9th Floor
  3656/27-28, Rama IV Road
  Klongton-Klong Toey
  Bangkok 10110

UNI ARAB EMIRATES (UAE)

- **Prime Maritime DWC LLC**
- **Samudera Logistics DWC LLC**
  Office 416, Building E (A5)
  DWC Business Park
  Dubai Aviation/Logistics City
  Dubai World Central
  PO BOX 644269

- **Prime Maritime DWC LLC**
  Office No. 0-345, Building E (A5)
  Business Park
  Dubai Aviation/Logistics City
  Dubai World Central

- **Samudera Cargo Services LLC**
- **Samudera Property Ltd**
  Office 1108 - 1109
  The Onyx Tower-1
  Sheikh Zayed Road, The Greens
  Dubai, United Arab Emirates
  PO BOX 644269

VIETNAM

- **Samudera Shipping Line Ltd**
  17th Floor Unit No. 1
  Pearl Plaza Building
  561A Dien Bien Phu Street
  Thanh My Tay Ward
  Ho Chi Minh City



Accountability Statement of

Annual & Sustainability Report 2025

Board Of Commisioners

Masli Mulia
Commissioner

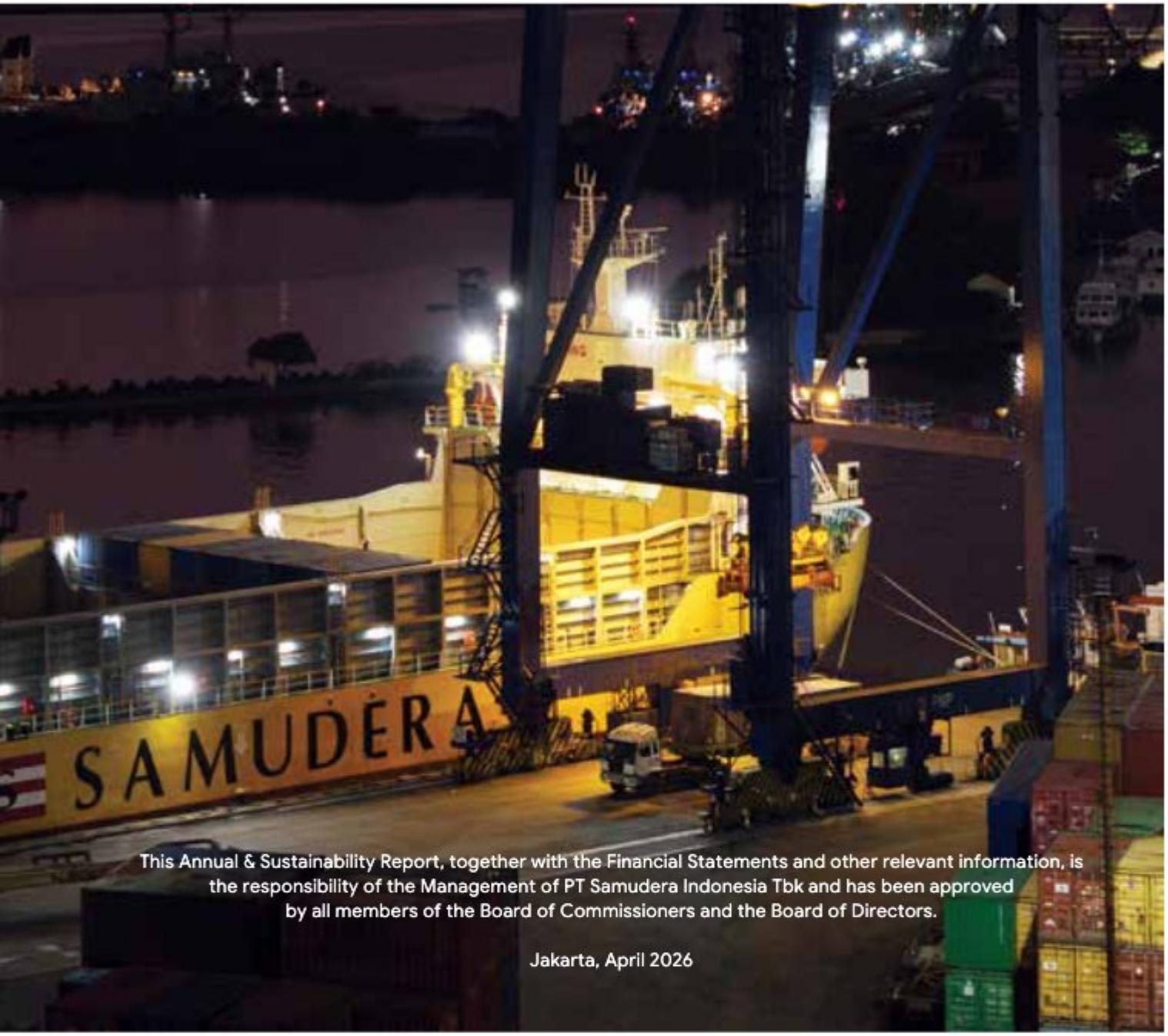
Shanti Lasminingsih Poesposoetjipto
President Commissioner

Amir Abadi Jusuf
Commissioner

Ken Narotama Hidayatullah
Commissioner

Anugerah Pekerti
Independent Commissioner

Hoesen
Independent Commissioner



This Annual & Sustainability Report, together with the Financial Statements and other relevant information, is the responsibility of the Management of PT Samudera Indonesia Tbk and has been approved by all members of the Board of Commissioners and the Board of Directors.

Jakarta, April 2026

Board of Directors

Bani M. Mulia
President Director

Ridwan Hamid
Financial Director

Tara Hidayat
Human Capital Director

F. Helianti Sastrosatomo
Compliance Director

Feedback Form

We would like to ask all stakeholders to kindly provide feedback after reading this Annual and Sustainability Report by sending email or send this form by mail and email.

Your Profile

Your Profile :
Name (if you please) :
Institution/Company Email :
Phone/Mobile :

Stakeholders Group

◯ Government ◯ Community ◯ Investor
◯ NGO ◯ Media ◯ Others, please state
◯ Corporate ◯ Academic

Please choose the most appropriate answer

1. This report is useful to you:
◯ Very Disagree ◯ Disagree ◯ Neutral ◯ Agree ◯ Strongly Agree

2. This report describes the Company's performance in sustainability development:
◯ Very Disagree ◯ Disagree ◯ Neutral ◯ Agree ◯ Strongly Agree

3. This report is easy to understand:
◯ Very Disagree ◯ Disagree ◯ Neutral ◯ Agree ◯ Strongly Agree

4. This report is interesting:
◯ Very Disagree ◯ Disagree ◯ Neutral ◯ Agree ◯ Strongly Agree

5. This report increases your trust in the Company's sustainability:
◯ Very Disagree ◯ Disagree ◯ Neutral ◯ Agree ◯ Strongly Agree

Kindly elaborate your feedback

1. Which part of this report is most useful to you :
2. Which part of this report is less useful to you :
3. Which part of this report is the most interesting to you :
4. Which part of this report is less interesting to you :
5. Please give us your advice/suggestions/comments on this report :

Thank you for your participation.

Kindly send this form to:

Corporate Secretary PT Samudera Indonesia Tbk
Jl. Letjen S. Parman Kav.35
Jakarta
Phone : (+62 21) 5480088
Website : samudera.id
Email : corporate.secretary@samudera.id
investor.relations@samudera.id


SAMUDERA

Reference To OJK Circular Letter No. 16/SEOJK.04/2021

I. Highlights Of Key Financial Information	Page
1. Highlights of Key Financial Information containing financial information in comparative form throughout 3 (three) fiscal years or since the commencement of business if the Issuer or Listed Company has been running its business activities for less than 3 (three) years, at least contains: a. Sales/revenue; b. Gross profit (loss); c. Profit (loss); d. Net profit attributable to owners of the parent and non-controlling interest; e. Total comprehensive profit (loss); f. Net comprehensive profit (loss) attributable to owners of the parent and non-controlling interest; g. Profit (loss) per share; h. Total assets; i. Total liabilities; j. Total equity; k. Profit (loss) ratio to total assets; l. Profit (loss) ratio to equity; m. Profit (loss) ratio to revenue; n. Current ratio; o. Liabilities-to-equity ratio; p. Liabilities- to-total assets ratio; and q. Other relevant financial ratio and information about the Issuer or Listed Company or its industry.	10

II. Shares Information	Page
Information on Shares (if any) shall include at least: 1. **Shares issued for every quarter** (if any) presented in the comparison of the latest 2 (two) fiscal years (if any), atleast include: a. Number of issued shares; b. Market capitalization based on the price on the Stock Exchange where shares are listed; c. Highest, lowest, and closing price based on the price on the Stock Exchange where shares are listed; and d. Transaction volume on the Stock Exchange where shares are listed.	12
2. In case of **Corporate Actions**, such as stock split, reverse stock, shares dividend, bonus shares, and change in nominal value, issuance of convertible securities, and capital issuance or withdrawal, the shares information referred to in point 1 shall have explanations which included at least:	14

II. Shares Information	Page
a. The execution date of corporate action; b. Ratio of the stock split, reverse stock, share dividend, bonus share, number of the issued convertible securities, and change in nominal value; c. Shares volume issued before and after corporate actions; and d. The number of executed convertible securities (if any); and e. Shares price before and after corporate actions.	
3. In case of **suspended stock trading and/or delisting in the fiscal year**, the Issuer or Listed Company shall explain the reason for such suspension and/or delisting.	14
4. In case of **stock suspension** as referred to point 3 and/or **delisting process is still in progress at the end of Annual Report period**, the Issuer or Listed Company shall explain the actions of the Company to resolve such stock suspension and/or delisting.	

III. Report Of The Directors	Page
The Directors' Report shall include at least: 1. The Issuer's or Listed Company's **Performance**, at least includes: a. Strategy and strategic policy of Issuer or Listed Company; b. The Directors' role in establishing strategy and strategic policy of the Issuer or Listed Company; c. Process implemented by the Directors to ensure the implementation of the strategy of the Issuer or Listed Company; d. Comparison between the achievement of results and targets; and e. Challenges faced by the Issuer or Listed Company.	36
2. An overview of **Business Prospects**.	46
3. **Implementation of Good Corporate Governance** by the Issuer or Listed Company.	47

IV. Report Of The Board Of Commissioners	Page
Report of the Board of Commissioner shall include at least: 1. **Assessment on the Performance of the Directors** in managing the Company, including the Board of Commissioners' supervision in the Directors' establishing and implementing strategy of the Issuer or Listed Company;	27
2. **View on the Prospects** of the Issuer or Listed Company as established by the Directors.	29
3. **View on the Implementation** of Issuer's or Listed Company's **Governance**.	30

IV. Company Profile	Page
Profile of Issuer or Listed Company shall include at least: 1 **Name** of the Issuer or Listed Company, including if there is a change of name, the reason for the change, and the effective date of the name change in the	52

	Page
fiscal year.	
2. **Access** to the Issuer or Listed Company including branch office or representative office which allows the public to obtain information about the Issuer or Listed Company, including: a. Address; b. Phone number; c. E-mail address; and d. Website address;	52
3. **Brief History** of Issuer or Listed Company.	57
4. **Vision and mission** of the Issuer or Listed Company, and **corporate culture or values**.	55
5. **Business Activities** according to the latest articles of association, business activities carried on in the fiscal year, and type of products and/or services provided.	58
6. **Operating Area** of the Issuer or Public Company. Operating areas are areas whereas the Company does its business activities or covered by the activities	60
7. **Organizational Structure** of Issuer or Listed Company in the form of a chart, giving the names and titles and at least up to 1 (one) level below the Directors, including committees under the Directors (if any) and committees under the Board of Commissioners.	71
8. **Lists of membership in industry-related associations**, national and international, related to the sustainable finance implementation.	70
9. **Profile of the Directors**, at least includes: a. Name and position in accordance with the duties and responsibilities; b. Latest picture; c. Age; d. Citizenship; e. Educational history and/or certification; f. Work experience, includes: 1. Legal basis for the appointment of Directors' members; 2. Concurrent position; and 3. Work experience as well as the working period both inside or outside the Issuer or Listed Company; g. Affiliate relationships with another member of the Directors, Board of Commissioners' members, and ultimate shareholders (if any) including the name of affiliated parties; Changes in the Composition of the Directors' Members and the reason for such changes. In the event that there is no change in the composition of the members of the Directors, this matter shall be disclosed;	82
10. **Profile of the Board of Commissioners**, at least a. Name and position in accordance with the duties and responsibilities; b. Latest picture; c. Age; d. Citizenship;	72

V. Profil Emiten Atau Perusahaan Publik	Page
e. Educational history and/or certification; f. Work experience, includes: 1. Legal basis for the appointment of Board of Commissioners' members; 2. Legal basis for the first appointment of Board of Commissioners' members as Independent Commissioner in the Issuer or Listed Company concerned; 3. Concurrent position; and 4. Work experience as well as the working period both inside or outside the Issuer or Listed Company; g. Affiliate relationships with another member of the Board of Commissioners' members, majority and controlling shareholders, both direct and indirectly, to the individual owners, including names of the affiliates; h. Statement of Independence of Independent Commissioner in the event that the Independent Commissioner has served more than 2 (two) periods; Changes in the Composition of the Board of Commissioners' Members and the reason for such changes.	
11. In case of a **change in the composition of the Directors and/or the Board of Commissioners** that occurred after the fiscal year ends until the deadline for submission of the Annual Report, then the structure set out in the Annual Report is the recent and previous composition of the Directors members and/ or the Board of Commissioners' members.	72
12. The number of **Employees** categorized based on gender, position, age, educational level, and work status (permanent/ contract) in the fiscal year.	53
13. **The names of Shareholders and percentage of ownership** at the start and end of the financial year, which consists of: a. Shareholders owning 5% (five percent) or more shares of the Issuer or Listed Company; b. Member of the Directors and Board of Commissioners who hold shares of the Issuer or Listed Company; and c. Public shareholders, a group of shareholders who each own less than 5% (five percent) of the shares of Issuer or Listed Company.	65
14. **Percentage of indirect ownership of shares** of Issuers or Listed Companies by members of the Directors and the Board of Commissioners at the start and end of the financial year, including information on shareholders registered in the shareholder register for the benefit of indirect ownership of members of the Directors and members of the Board of Commissioners.	66
15. **The number of Shareholders** and the percentage of ownership as of the end of the fiscal year based on the classification: a. Local institution ownership; b. Foreign institution ownership; c. Local individual ownership; and d. Foreign individual ownership;	65
16. **Information on the Major and Controlling Shareholders** of the Issuer or Listed Company, either directly or indirectly, to the individual owners, presented in the form of schemes or charts.	66
17. **Name of Subsidiaries, Associates, Joint Venture** Company in which the	110

V. Profil Emiten Atau Perusahaan Publik	Page
Issuer or Listed Company has joint controlled entities (if any), along with shareholding percentage, line of business and status of such subsidiaries, associates, joint venture company. For subsidiaries, please add information about the address.	
18. **Chronology of Share Listing**, number of shares, nominal value, and the offering price from the beginning of listing until the end of fiscal year and name of the stock exchange where the Issuer's or Listed Company's share is listed, including stock split, reverse stock, stock dividend, stock bonus, and changes in nominal stock value, executed convertible securities, completed capital addition and withdrawal (if any).	64
19. **Information on other Securities listing** other than Securities referred to in point 18, that has not been due, which at least includes the name of Securities, year of issuance, interest/return rate, maturity date, offering value, and Securities rating (if any).	65
20. Information **on the Service Rendered by Public Accountants (AP) and Public Accounting Firms (KAP)** and their networks/associations/allies include: a. Name and address; b. Assignment period; c. Information on audit and/or non-audit services rendered; d. Audit and/or non-audit fees for each assignment given during the financial year; and e. In the event that AP and KAP and their network/association/alliance, which are appointed do not provide non-audit services, then the information is disclosed.	69
21. **Name and address of Capital Market Institutions and/or Supporting Professions** other than AP and KAP.	68

VI. Management Discussion And Analysis	Page
1. **Operational Review per Business Segment** in accordance with the type of industry of the Issuer or Listed Company, contains at least: a. Production,which includes the process, capacity, and development; b. Revenue/sales; and c. Profitability.	124
2. **Comprehensive Financial Performance analysis** which includes a comparison between the last 2 (two) fiscal year, explanation about the cause of changes and the impact, among others concerning: a. Current assets, non-current assets, and total assets; b. Short-term liabilities, long-term liabilities, and total liabilities; c. Equity; d. Revenue/sales, expense, profit/loss, other comprehensive income, and total of comprehensive income/loss; and e. Cash flow.	127
3. **Ability to Pay Debt or Liabilities** by presenting relevant ratio calculations.	132

VI. Management Discussion And Analysis	Page
4. The **Collectability** level of the Issuer or Listed Company by presenting relevant ratio calculation.	132
5. **Capital Structure** and management policy on such capital structure with the basis for determining such policy.	
6. Discussion on **Material Ties for the Investment of Capital Goods** with description includes at least: a. The purpose of the ties; b. Source of funds expected to fulfill the said ties; c. Currency of denomination; and d. Steps taken by the Issuer or Listed Company to protect the risk against the position of related foreign currency.	133
7. Discussion on **Capital Goods Investment Realized** in the last fiscal year, at least includes: a. Type of capital goods investment; b. Objective of capital goods investment; and c. The investment value of capital goods	
8. **Significant Information and Fact Subsequent to the Accountant's Report Date** (if any).	138
9. **Business prospects** of the Issuer of Listed Company in connection with the condition of the industry, the economy in general, and the international market supported by quantitative data from a reliable data source.	140
10. **Comparison between Target/Projection** in the beginning of the fiscal year and the achieved result (realization), which includes: a. Revenue/sales; b. Profit (loss); c. Capital structure; or d. Other issues that are considered important for the Issuer or Listed Company.	141
11. **Issuer's or Listed Company's Target/Projection** in 1 (one) year, which includes: a. Revenue/sales; b. Profit (loss); c. Capital structure; d. Dividend policy; or e. Other issues that are considered important for the Issuer or Listed Company.	
12. **Marketing Aspect** for the product and service of Issuer or Listed Company, such as: marketing strategy and market share.	136
13. Description regarding **Dividends** for the last 2 (two) fiscal years (if any), which at least includes: a. Dividend policy; b. Date of cash dividend payment and/or date of noncash dividend distribution; c. Amount of dividend per share (cash/non-cash); and	137

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d. Amount of paid dividend per year.	
14. **Actual Use of Proceeds from the Public Offering**, provided that: a. In the event that during fiscal year, the Issuer has the obligation to report realization of the use of proceeds, thus the cumulative use of the proceeds from the Public Offering shall be disclosed until the last fiscal year; and b. In the event of any changes the use of proceeds as stipulated in the Regulation of Financial Services Authority on Report on Realization of the Use of Proceeds from Public Offerings, Issuers shall explain such changes.	137
15. **Material Information** (if any) regarding investments, expansion, divestment, business merger/takeover, acquisition, debt/equity restructuring, material transaction, affiliated transaction, and transaction that contains conflict of interest occurred in fiscal year, among others includes: a. Date, value, and object of transaction; b. Name of the parties conducting transaction; c. Nature of affiliation (if any); d. Description about transaction fairness; and e. Relevant regulation compliance f. In the case of affiliated relations present, the Issuer or Listed Company shall disclose information other than refered to in point a to e as follows: 1. The Directors' statement that the affiliated transactions have been processed through adequate procedures in accordance to the general business practices, i.e. with armslength principle; and 2. The roles of the Board of Commissioners and audit committee is adequate to ensure that the affiliated transactions have been implemented in accordance to the general business practices, i.e. with armslength principles. g. Affiliated transactions and material transactions that generate recurring and/or sustainable revenues, shall be explained that the transactions are implemented to generate recurring and/or sustainable revenues. h. Disclosure on affiliated transactions and/or transaction with conflict of interest that have been approved by independent shareholders, shall have explanation on the date of the general meeting of shareholders that approving the affiliated transactions and/or transaction with conflict of interest. i. In the absent of affiliated transaction and/or transaction with conflict of interest, disclose the absence of such transaction.	138
16. **Changes in Regulation** which have a significant impact on the Issuer and Listed Company and the impact on financial statements (if any); and	
17. **Changes in the Accounting Policy**, reason and its impact on financial statements (if any).	

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Governance of Issuer or Listed Company shall contain at least a brief description about: 1. **GMS** a. Information on GMS resolution in the financial year and 1 (one) year prior to the financial year	148

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b. In the event of the Issuer or Public Company uses independent party for voting count	
2. **The Directors**, include, among others: a. The duties and responsibilities of each member of the Directors; b. A statement that the Directors has the Directors' guidelines or charter; c. Policy and the implementation of the Directors meeting frequency, including meeting with Board of Commissioners, and attendance of the Directors in such meeting; d. Trainings and/or competence development of the members of the Directors e. The assessment on the performance of committee which supports the implementation of the Directors' duties; disclose a situation where there is no committee under the Directors	153
3. **The Board of Commissioners**, include, among others: a. The duties and responsibilities of each member of the Board of Commissioners; b. Statement that the Board of Commissioners has the Board of Commissioners' guidelines or charter; c. Policy and the implementation of the Board of Commissioners meeting frequency, including meeting with the Directors, and level of attendance of the members of the Board of Commissioners in such meeting; d. Trainings and/or competence development of the members of the Board of Commissioners e. Issuer's or Listed Company's policy on the assessment of the performance of the Directors' and Board of Commissioners' members and its implementation, which includes at least: 1. Procedure of performance assessment; 2. The criteria used; and 3. The party carrying out the assessment; f. The assessment on the performance of committee which supports the implementation of the Board of Commissioners' duties; including: 1. Performance assessment procedure 2. Usable criteria	152
4. **Nomination and Remuneration of the Directors and the Board of Commissioners** a. The nomination procedure, including a brief description of the policies and process for nomination of members of the Directors and/or the Board of Commissioners b. Procedures and implementation of remuneration for Directors and Commissioners, among others: 1. Procedures for determining remuneration for the Board of Directors and the Board of Commissioners. 2. The remuneration structure of the Board of Directors and the Board of Commissioners, such as salaries, allowances, bonuses/bonuses, and others. 3. The amount of remuneration for each member of the Board of Directors and the Board of Commissioners.	153, 157
5. **Sharia Supervisory Board**, for Issuer or Listed Company which carries	N/A

out business activity based on sharia principle as stated in the article of association.	
6. **Audit Committee**, includes, among others: a. Name and position in the committee; b. Age; c. Citizenship; d. Educational history; e. Work experience, which includes information: 1. Basis for the appointment as member of the committee; 2. Concurrent position, either as member of the Board of Commissioners, member of the Directors, and/or committee member as well as other position (if any); and 3. Work experience and working period both inside and outside the Issuer or Listed Company; f. Period and tenure of members of the Audit Committee; g. Statement of Independence of the Audit Committee; h. Policy and implementation regarding the frequency of Audit Committee meetings and the attendance of members of the Audit Committee at these meetings; i. Training attended in the fiscal year (if any); and j. Implementation of Audit Committee's activity during the fiscal year in accordance with the Audit Committee guideline or charter;	157
7. **Nomination and Remuneration Committee**, which includes: a. Name and position in the committee; b. Age; c. Citizenship; d. Educational history; e. Work experience, which includes information: 1. Basis for the appointment as member of the committee; 2. Concurrent position, either as member of the Board of Commissioners, member of the Directors, and/or committee member as well as other position (if any); and 3. Work experience and working period both inside and outside the Issuer or Listed Company; f. Period and tenure of member of committee; g. Description of duties and responsibilities; h. Statement of the committee's guidelines or charter; i. Statement of independence of the committee; j. Policy and implementation regarding the frequency of Committee meetings and the attendance of members of the Committee at these meetings; k. Training attended in the fiscal year (if any); and l. Brief description of the implementation of committee's activity during the fiscal year; m. in the event that no nomination and remuneration committee is formed, it is sufficient for the Issuer and Public Company to disclose: 1. Reason not formed and 2. Parties carrying out nomination and remuneration functions	160

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8. **Other Committees** that the Issuer or Listed Company have in order to support the function and duties of the Directors and/or Board of Commissioners, which includes: a. Name and position in the committee; b. Age; c. Citizenship; d. Educational history; e. Work experience, which includes information: 1. Basis for the appointment as member of the committee; 2. Concurrent position, either as member of the Board of Commissioners, member of the Directors, and/or committee member as well as other position (if any); and 3. Work experience and working period both inside and outside the Issuer or Listed Company; f. Period and tenure of member of committee; g. Description of duties and responsibilities; h. Statement of the committee's guidelines or charter; i. Statement of independence of the committee; j. Policy and implementation regarding the frequency of Committee meetings and the attendance of members of the Committee at these meetings; k. Training attended in the fiscal year (if any); and l. Brief description of the implementation of committee's activity during the fiscal year;	161
9. **Corporate Secretary**, among others includes; a. Name; b. Domicile; c. Work experience, which includes information: 1. Basis for the appointment as the Corporate Secretary; 2. Work experience and working period both inside and outside the Issuer or Listed Company; d. Educational history; e. Training attended in the fiscal year (if any); and f. Brief description of the duties implementation of Corporate Secretary in the fiscal year;	162
10. **Internal Audit Unit**, among others includes: a. Name of head of Internal Audit Unit; b. Work experience, which includes information: 1. Basis for the appointment as the head of Internal Audit Unit; and 2. Work experience and working period both inside and outside the Issuer or Listed Company; c. Qualification and certification as internal auditor (if any); d. Training attended in the fiscal year; e. Structure and position of the Internal Audit Unit; f. Description of duties and responsibilities; g. Statement of Internal Audit Unit's guidelines or charter; and h. Brief description of the implementation of the duties of the Internal Audit Unit in the fiscal year;	164

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11. Description about **Internal Control System** implemented by the Issuer or Listed Company, at least includes: a. Financial and operational control, as well as compliance towards other regulations; and b. Review of the effectiveness of internal control system; c. statement of the Board of Directors and/or Board of Commissioners on the adequacy of the internal control system	167
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The annual financial statements contained in the Annual Report are prepared in accordance with the Financial Accounting Standard in Indonesia and have been audited by Accountant. The financial report referred to, contains a statement regarding the accountability for the financial report stipulated in the laws and regulations in the Capital Market sector that govern the responsibilities of the Directors for the financial statements or laws and regulations in the Capital Market sector that regulate the periodic reports of Securities Companies in the event the Issuer is a Securities Company.	Attached in a separate document

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GRI Standard 2021 Content Index

Statement of use	PT Samudera Indonesia Tbk has reported the information cited in this GRI content index for the period of 1st January 2025 up to 31st December 2025 with reference to the GRI Standards.
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