GMF AeroAsia
GARUDA INDONESIA GROUP

EXPANDING FOOTPRINT AND DIVERSIFYING EXCELLENCE FOR SUSTAINABLE GROWTH



2025
Integrated Report
Laporan Terintegrasi


GMF AeroAsia
GARUDA INDONESIA GROUP

PT Garuda Maintenance Facility Aero Asia Tbk

Expanding Global Footprint and Diversifying Excellence for Sustainable Global Growth

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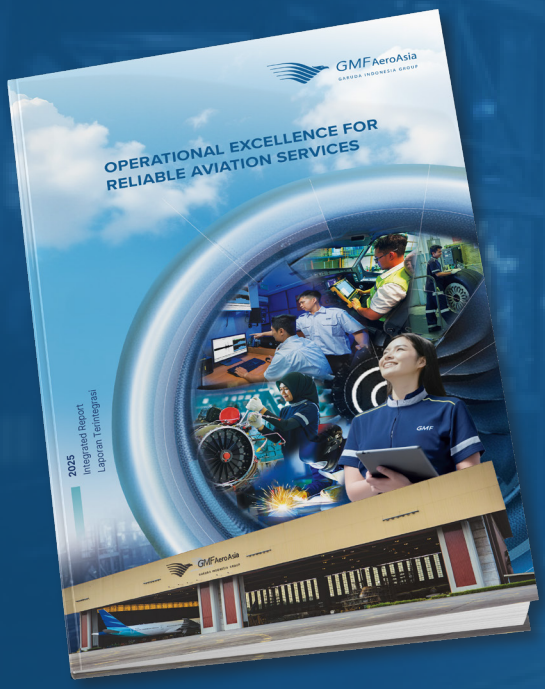
Integrated Report
Laporan Terintegrasi



Penjelasan Tema
Theme Explanation



EXPANDING FOOTPRINT AND DIVERSIFYING EXCELLENCE FOR SUSTAINABLE GROWTH

2025

Kesinambungan Tema
Theme Continuity



2024

ADVANCING OPERATIONAL AGILITY AND TRANSFORMATION FOR A FUTURE-READY, CUSTOMER-CENTRIC MRO

PT Garuda Maintenance Facility Aero Asia Tbk (GMF) memperkuat posisinya sebagai penyedia MRO terdepan di Indonesia dengan berfokus pada pengembangan kemampuan, khususnya untuk platform Boeing 737 MAX dan Boeing 787, serta layanan khusus pada *landing gear* dan *aero structure* pada tahun 2025. GMF menunjukkan kepemimpinan dalam kualitas perawatan, didukung oleh inovasi teknologi yang berkelanjutan dan pengembangan sumber daya manusia yang terampil. Fokus strategis ini memungkinkan GMF untuk tetap kompetitif sebagai bagian untuk memperluas *excellence footprint* di pasar MRO Global.

GMF telah menerapkan agenda strategi korporasi 2025 berlandaskan lima pilar strategis, yaitu: 1. Transformasi Operasional, 2. Optimalisasi Arus Kas, 3. Peningkatan Ekuitas, 4. Pengembangan Teknologi, 5. Pertumbuhan Bisnis yang Menguntungkan. Kelima pilar tersebut membentuk kemampuan GMF untuk mendorong Pertumbuhan Diversifikasi Usaha yang Terdiversifikasi demi Pertumbuhan Global Berkelanjutan.

Hasilnya terlihat dari capaian pendapatan USD492 juta (2024: USD421 juta) dan laba USD34 juta (2024: USD27 juta).

Melalui kinerja yang kuat dan terus meningkat, GMF membangun pertumbuhan berkelanjutan melalui peningkatan kualitas dan kemampuan bisnis intinya, sekaligus mempercepat diversifikasi ke segmen bisnis baru. Dengan mempertahankan pendekatan yang berfokus pada pertumbuhan, GMF akan terus menghasilkan nilai jangka panjang memastikan kinerja keuangan yang kuat, Profitable dan ketahanan operasional demi daya saing berkelanjutan di industri MRO yang semakin dinamis.

PT Garuda Maintenance Facility Aero Asia Tbk (GMF) strengthened its position as a leading MRO company in Indonesia by focusing on developing its capability, particularly for the Boeing 737 MAX and Boeing 787 platforms, as well as specialized services in landing gear and aerostructures in 2025. GMF showed its leadership in maintenance quality, supported by continuous technological innovation and the development of a skilled workforce. This strategic focus enables GMF to remain competitive while expanding its excellence footprint in the global MRO market.

GMF has gone through 2025 using the following five strategic pillars as its corporate strategy: 1. Operational Transformation, 2. Cash Flow Optimization, 3. Equity Improvement, 4. Technology Development, and 5. Profitable Business Growth. These five pillars collectively strengthen GMF's capabilities to drive diversified business growth for sustainable global expansion.

The results are reflected in revenue of USD492 million (2024: USD421 million) and profit of USD34 million (2024: USD27 million).

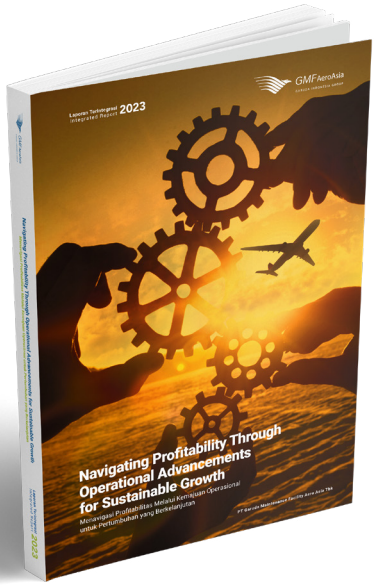
Through strong and continuously improving performance, GMF is building sustainable growth by enhancing the quality and capabilities of its core business while accelerating diversification into new business segments. By maintaining a growth-focused approach, GMF will continue to generate long-term value, ensuring strong financial performance, profitability and operational resilience to remain competitive in the increasingly dynamic aviation industry.

Perseroan memasuki fase transformasi penting dalam menghadapi era industri aviasi yang terus berkembang. Seiring dengan bangkitnya industri dari bayang-bayang disrupsi global dan memasuki era pemulihan, inovasi, serta meningkatnya ekspektasi pelanggan, GMF menegaskan kembali komitmennya untuk menjadi penyedia *Maintenance, Repair, and Overhaul* (MRO) yang siap menghadapi masa depan dengan operasional yang gesit dan berfokus pada kebutuhan pelanggan.

Organisasi yang gesit (*agile*) menjadi landasan utama strategi operasional GMF sepanjang 2024. Perseroan secara proaktif mengatasi tantangan pengadaan suku cadang, mengoptimalkan perencanaan perawatan, dan menghadapi tingginya biaya perbaikan pesawat yang dipengaruhi oleh volatilitas nilai tukar dan hambatan logistik global. Melalui restrukturisasi utang, optimalisasi arus kas, dan perbaikan ekuitas, GMF memastikan ketahanan operasional sambil tetap mengedepankan pendekatan yang berpusat pada pelanggan.

The Company embarked on a pivotal phase of transformation to respond to a rapidly evolving aviation landscape. With the industry emerging from the shadows of global disruption and entering an era marked by recovery, innovation, and rising customer expectations, GMF reaffirmed its commitment to becoming a future-ready Maintenance, Repair, and Overhaul (MRO) provider that is agile in operations and centered around customer needs.

Agility was the cornerstone of GMF's operational strategies in 2024. The Company proactively addressed spare parts procurement challenges, optimized maintenance planning, and navigated high aircraft maintenance costs linked to exchange rate volatility and global logistics constraints. Through debt restructuring, cash flow optimization, and equity improvements, GMF ensured operational resilience while maintaining a customer-first approach.



2023

NAVIGATING PROFITABILITY THROUGH OPERATIONAL ADVANCEMENTS FOR SUSTAINABLE GROWTH

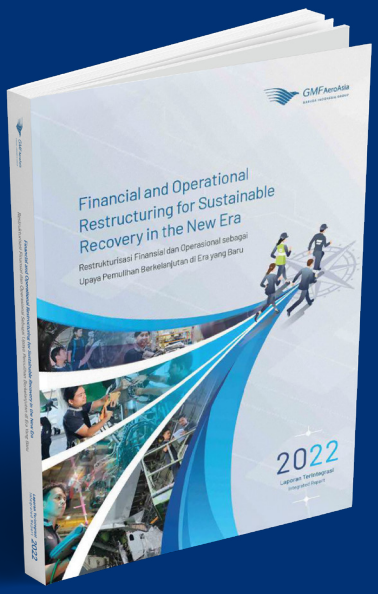
MENAVIGASI PROFITABILITAS MELALUI KEMAJUAN OPERASIONAL UNTUK PERTUMBUHAN YANG BERKELANJUTAN

Sepanjang tahun, Perseroan melakukan langkah-langkah strategis memanfaatkan kemajuan operasional untuk mencapai profitabilitas sekaligus memastikan pertumbuhan berkelanjutan di tengah pemulihan industri penerbangan yang melaju kencang setelah pandemi mereda.

Dengan memprioritaskan keunggulan operasional dan stabilitas keuangan, Perseroan berhasil memperluas jangkauannya di luar *captive market*, mendiversifikasi basis pelanggan, dan merambah ke sektor-sektor selain aviasi. Diversifikasi strategis ini memungkinkan Perseroan memanfaatkan peluang pendapatan baru, memastikan kelangsungan bisnis bahkan di tengah tantangan seperti kelangkaan suku cadang atau ketegangan geopolitik.

Throughout the year, the Company strategically leveraged operational advancements to achieve profitability while ensuring sustainable growth in the aviation industry's pace of recovery following the pandemic's subsiding.

By prioritizing operational excellence and financial stability, the Company successfully expanded its capabilities beyond its captive market, diversifying its customer base and venturing into sectors beyond aviation. This strategic diversification enabled the Company to capitalize on new revenue opportunities, ensuring business continuity even amid challenges like parts scarcity or geopolitical tensions.



2022

FINANCIAL AND OPERATIONAL RESTRUCTURING FOR SUSTAINABLE RECOVERY IN THE NEW ERA

RESTRUKTURISASI FINANSIAL DAN OPERASIONAL SEBAGAI UPAYA PEMULIHAN BERKELANJUTAN DI ERA YANG BARU

Pada tahun 2022 berhasil mencetak laba bersih setelah sebelumnya mengalami kerugian akibat pandemi.

Pencapaian laba bersih didorong oleh kinerja pendapatan yang meningkat seiring dengan pemulihan industri *airline* secara keseluruhan, terutama dari Grup Afiliasi Garuda. Tentunya Perseroan juga terus mengembangkan bisnis untuk berekspansi menjangkau bisnis lain yang dapat bertahan dari pandemi. Salah satu *milestone* penting adalah ketika Perseroan dipercaya oleh Kementerian Pertahanan untuk melakukan Modernisasi C130H. Seiring dengan hal tersebut, Perseroan juga dipercaya Lockheed Martin untuk merawat pesawat Hercules di Indonesia sehingga meningkatkan penetrasi pasar GMF di industri pertahanan nasional.

Strategi penetrasi pasar, memperluas jangkauan untuk meraih pasar baru yang lebih menguntungkan, juga diiringi oleh upaya restrukturisasi. Tidak bisa dipungkiri bahwa GMF masih belum mencapai tingkat kesehatan finansial dan operasional seperti sebelum pandemi. Dalam upayanya untuk memulihkan diri saat situasi kembali positif maka upaya restrukturisasi menjadi penting untuk memberikan ruang gerak yang cukup bagi Perseroan menumbuhkan usaha.

In 2022 the Company succeeded in generating profit after having to suffer from loss due to the pandemic.

This net profit was driven by our revenue after it went up following the recovery of the airline industry as a whole, especially from the Affiliated Group of Garuda. In addition, the Company kept improving its business, expanding to reach other segment that can withstand the pandemic. An important milestone was when the Company was trusted by the Ministry of Defense to carry out the C130H Modernization. Along with this, the Company is also entrusted by Lockheed Martin to maintain Hercules aircraft in Indonesia and therefore increasing GMF's market penetration in the national defense industry.

The market penetration, coupled with expansion to reach the new, more profitable markets, were also accompanied by restructuring efforts. It is a fact that GMF has not yet reached its pre-pandemic soundness level in terms of finance and operation. In its efforts to recover when the situation returns to positive, restructuring is important to give the Company enough space to maneuver in growing its business.

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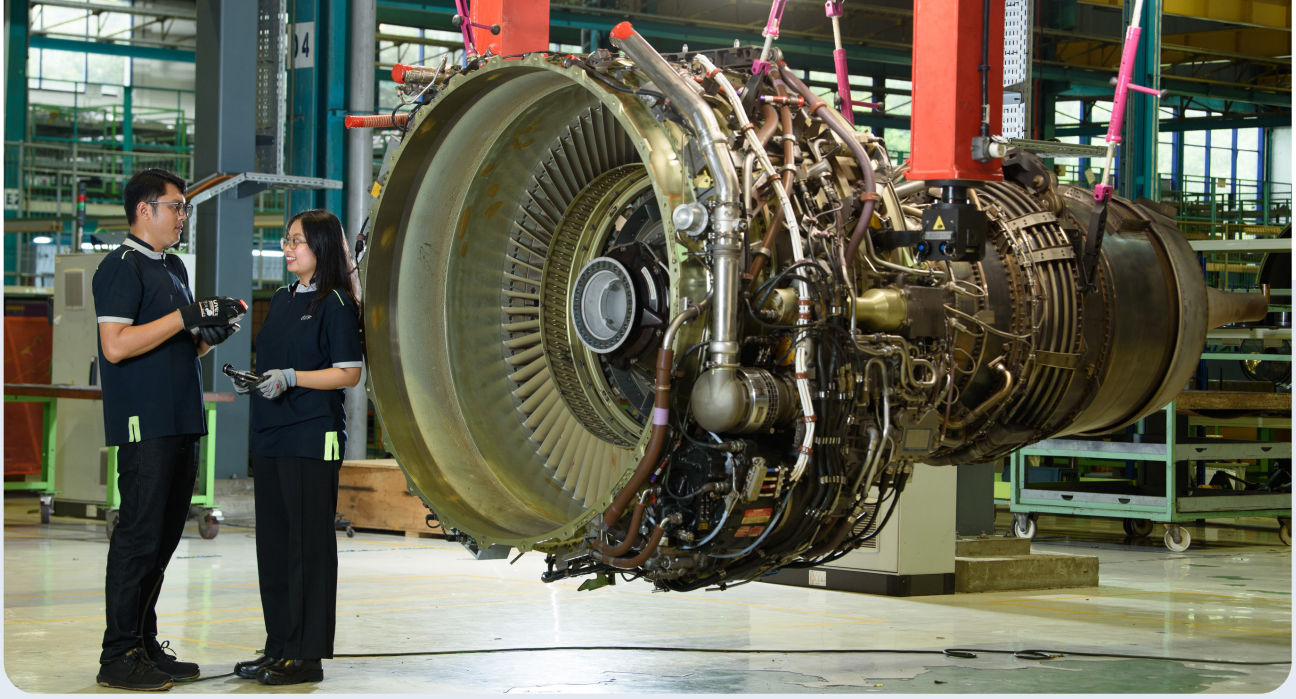

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Tentang Laporan Terintegrasi

About this Integrated Report

Laporan ini memuat Laporan Tahunan dan Laporan Keberlanjutan (selanjutnya dapat disebut juga sebagai "Laporan Terintegrasi") PT Garuda Maintenance Facility Aero Asia Tbk (selanjutnya dapat disebut juga sebagai "Perseroan" atau "GMF") untuk periode pelaporan 2025.

Perseroan menggabungkan Laporan Tahunan dan Laporan Keberlanjutan dalam 1 (satu) buku yang sama seperti pada tahun-tahun sebelumnya. Pengungkapan Laporan Tahunan disampaikan terlebih dahulu, namun dengan beberapa bagian yang memuat pembahasan mengenai Laporan Keberlanjutan, sebelum kemudian pengungkapan informasi yang lebih rinci mengenai Laporan Keberlanjutan disampaikan pada bagian terpisah.

Laporan Terintegrasi ini dibuat berdasarkan sejumlah referensi sebagai berikut:
1. Surat Edaran Otoritas Jasa Keuangan (SEOJK) No. 16/SEOJK.04/2021 tentang Bentuk dan Isi Laporan Tahunan Emiten atau Perusahaan Publik;
2. Peraturan OJK Nomor 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik;
3. Panduan Pelaporan ESG—IDX Form E020;
4. Global Reporting Index (GRI) 2021.

Pernyataan-pernyataan prospektif yang terdapat di dalam Laporan Terintegrasi dibuat berdasarkan berbagai asumsi mengenai kondisi terkini, kondisi mendatang, serta lingkungan tempat Perseroan menjalankan kegiatan usaha. Pernyataan-pernyataan tersebut memiliki prospek risiko, ketidakpastian, serta dapat mengakibatkan perkembangan aktual yang secara material berbeda dari yang dilaporkan.

Penyebutan satuan mata uang "Rupiah" atau "Rp" merujuk pada mata uang resmi Republik Indonesia, sedangkan "USD" atau "Dolar AS" merujuk pada mata uang resmi Amerika Serikat. Laporan Keuangan Perseroan dinyatakan dalam Dolar AS (USD).

This Report describes the Annual Report and Sustainability Report (hereafter can be referred as the "Integrated Report") of PT Garuda Maintenance Facility Aero Asia Tbk (hereafter can be referred as the the "Company" or "GMF") for the 2025 reporting period.

Consistent with previous years, the Company consolidates the Annual Report and Sustainability Report into a single book. The disclosure of the Annual Report precedes, with certain sections incorporating discussions from the Sustainability Report. Following this, a separate section provides more detailed information regarding the Sustainability Report.

This Integrated Report was prepared in accordance with several references as follows:
1. Financial Services Authority (SEOJK) Circular Letter No. 16/SEOJK.04/2021 regarding the Form and Content of Annual Reports of Issuers or Public Companies;
2. OJK Regulation No. 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies;
3. ESG Reporting Guidelines—IDX Form E020;
4. Global Reporting Initiative (GRI) 2021.

The forward-looking statements contained in this Integrated Report are made based on various assumptions concerning current conditions, future conditions, and the environment in which the Company conducts its business activities. Such statements involve risks and uncertainties and may cause actual outcomes to differ materially from those reported.

The use of the currency units "Rupiah" or "Rp" refers to the official currency of the Republic of Indonesia, while "USD" or "US Dollar" refers to the official currency of the United States of America. The Company's Financial Statements are presented in US Dollars (USD).

Tentang Laporan Keberlanjutan

About the Sustainability Report

Laporan Keberlanjutan 2025 mengungkapkan kinerja keberlanjutan GMF dalam perspektif lingkungan, sosial, tata kelola (LST) atau yang dikenal sebagai *environment, social, governance* (ESG) untuk periode 1 Januari 2025 sampai dengan 31 Desember 2025 yang juga disesuaikan dengan periode pelaporan laporan keuangan konsolidasian teraudit. Walaupun demikian, kinerja keberlanjutan yang ditampilkan pada Laporan Keberlanjutan ini tidak mencakup entitas anak. Perseroan menerbitkan Laporan Keberlanjutan ini secara tahunan dalam satu buku dengan Laporan Tahunan dan disebut sebagai Laporan Terintegrasi. [GRI 2-2, 2-3]

Tidak terdapat penyajian kembali atas informasi pada Laporan sebelumnya ataupun pada laporan keuangan konsolidasian teraudit yang telah disampaikan. Semua data dan informasi dari pihak internal Perseroan yang disajikan dapat dipertanggungjawabkan kredibilitasnya. Laporan Keberlanjutan ini tidak diverifikasi oleh pihak ketiga independen. Direksi dan Dewan Komisaris, bersama dengan Sekretaris Perusahaan, sebagai penanggung jawab harian pembuatan Laporan Keberlanjutan ini, ikut terlibat dalam proses pembuatan laporan. [GRI 2-4, 2-5] [OJK G.1]

Perseroan sudah mempublikasikan Laporan Keberlanjutan tahun 2024 dan hingga akhir periode pelaporan dari Laporan Keberlanjutan 2025 per 31 Desember 2025 tidak terdapat tanggapan dari para pemangku kepentingan terhadap isi dari Laporan Keberlanjutan 2024. [OJK G.3]

The 2025 Sustainability Report discloses GMF's sustainability performance from environmental, social, and governance (ESG) perspectives for the period from January 1, 2025 to December 31, 2025, which is aligned with the reporting period of the audited consolidated financial statements. However, the sustainability performance presented in this Sustainability Report does not include subsidiaries. The Company publishes this Sustainability Report on an annual basis in a single volume together with the Annual Report, referred to as the Integrated Report. [GRI 2-2, 2-3]

There has been no restatement of information from previous reports or from the audited consolidated financial statements that have been submitted. All data and information sourced internally from the Company and presented here are credible and accountable. This Sustainability Report has not been verified by an independent third party. The Board of Directors and the Board of Commissioners, together with the Corporate Secretary as the daily person in charge of preparing this Sustainability Report, were involved in the report preparation process. [GRI 2-4, 2-5] [OJK G.1]

The Company has published the 2024 Sustainability Report and as of the end of the 2025 Sustainability Report reporting period on December 31, 2025, no feedback from stakeholders has been received regarding the contents of the 2024 Sustainability Report. [OJK G.3]

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

Determination of Material Topics [GRI 3-1, 3-2]

GMF melakukan penilaian (*assessment*) internal untuk menentukan topik-topik material. Analisis yang kami lakukan mencakup, antara lain:

- Evaluasi kerangka kerja dan standar keberlanjutan;
- Inventarisasi data terkait keberlanjutan, termasuk konsumsi energi dan sumber daya lainnya, kinerja kesehatan dan keselamatan kerja, identifikasi risiko, dan program sosial;
- Pembelajaran dari tanggapan yang diberikan oleh pihak eksternal, termasuk pelanggan, regulator, dan lembaga pemerintah lainnya, dalam menjalankan operasi sehari-hari;
- Koordinasi antar tim internal yang bertanggung jawab atas pelaporan keberlanjutan;
- Menerima tanggapan dari Dewan Komisaris dan Direksi selama proses pelaporan dan mendapatkan persetujuan mereka untuk pengungkapan laporan kepada publik.

GMF conducts internal assessments to determine material topics. Our analysis includes, among others:

- Evaluation of sustainability frameworks and standards;
- An inventory of sustainability-related data, including energy and other resource consumption, occupational health and safety performance, risk identification, and social programs;
- Learning from feedback provided by external parties, including customers, regulators, and other government agencies, in the course of our daily operations;
- Coordination among internal teams responsible for sustainability reporting;
- Gathering feedback from the Board of Commissioners and the Board of Directors during the reporting process and obtaining their approval for the public disclosure of the report.

Kami mengevaluasi daftar topik berdasarkan kerangka kerja GRI dan menelaah berbagai isu ini secara mendalam, termasuk area dengan dampak negatif atau positif aktual dan potensial, serta tren keberlanjutan yang sedang berlangsung. Hasil utama dari proses penilaian ini adalah sebagai berikut:

We evaluated a list of topics based on the GRI framework and examined these issues in depth, including areas with actual and potential negative or positive impacts, as well as current sustainability trends. The primary results of this assessment are as follows:

TOPIK MATERIAL LAPORAN KEBERLANJUTAN 2025 [GRI 3-2]

MATERIAL TOPICS OF THE 2025 SUSTAINABILITY REPORT [GRI 3-2]

No.	Topik Topics	Indeks GRI GRI Index	SDG Terkait Related SDGs
Topik Ekonomi Economic Topics			
1.	Kinerja Keuangan/Ekonomi Financial/Economic Performance	**GRI 201:** Kinerja Ekonomi Economic Performance	 
2.	Dukungan untuk Pemasok Lokal Support for Local Suppliers	**GRI 204:** Praktik Pengadaan Procurement Practices	

No.	Topik Topics	Indeks GRI GRI Index	SDG Terkait Related SDGs
Topik Lingkungan Environmental Topics			
3.	Memerangi Perubahan Iklim, Menurunkan Dampak terhadap Lingkungan Combating Climate Change, Lowering Environmental Footprint	**GRI 302:** Energi Energy	
4.	Pengaruh terhadap Sumber Daya Air Impact on Water Resources	**GRI 303:** Air dan Efluen Water and Effluents	
5.	Dampak terhadap Sistem Alam Impact on Nature System	**GRI 305:** Emisi Emission	
6.	Pengelolaan Limbah Waste Management	**GRI 306:** Limbah Waste	
Topik Sosial Social Topics			
7.	Perekrutan Karyawan Employee Recruitment	**GRI 401:** Kepegawaian Employment	
8.	Hak Asasi Manusia perihal Tempat Kerja yang Sehat Aman Human Rights in Healthy and Safe Work Conditions	**GRI 403:** Kesehatan dan Keselamatan Kerja Occupational Health and Safety	
9.	Peningkatan Kompetensi Karyawan Employee Competency Development	**GRI 404:** Pelatihan danPendidikan Training and Education	
10.	Kesetaraan antar Karyawan Equality Among Employees	**GRI 405:** Keanekaragaman dan Kesempatan Setara Diversity and Equal Opportunity	
11.	Memperlakukan Karyawan Setara Treating Employees Equally	**GRI 406:** Nondiskriminasi Non-discrimination	

KONTAK PELAPORAN | REPORTING CONTACT [GRI 2-3]

Kantor Pusat | Head Office

GMF AeroAsia
Lantai 2 Lobby Selatan Hangar 4 PT Garuda Maitenance Facility Aero Asia Tbk
Area Perkantoran Bandar Udara Soekarno Hatta International, Kelurahan Pajang, Kecamatan Benda, Kota Tangerang, 15125
PO. Box 1303, BUSH 19130

Telepon Phone (call center)	+62 21 550 8717 +62 21 550 8609
Surel Email	corporatecommunications@gmf-aeroasia.co.id Marketing@gmf-aeroasia.co.id



Sekilas 2025
Highlights of 2025

KINERJA PANGSA PASAR
MARKET SHARE PERFORMANCE

Kinerja Group Afiliasi (GA)
Group Affiliation (GA) Performance

USD340
juta | million

Kinerja Non-Group Afiliasi (NGA)
Non-Group Afiliation (NGA) Performance

USD126
juta | million

KINERJA PENDAPATAN OPERASIONAL
OPERATING REVENUE PERFORMANCE

Reparasi dan Overhaul
Reparations & Overhaul

USD390
juta | million

meningkat 24,08%
Increased 24.08%

Perawatan
Maintenance

USD78
juta | million

meningkat 8,11%
Increased 8.11%

Operasi lain-lain
Other Operations

USD24
juta | million

meningkat 8,31%
Increased 8.31%

KINERJA KEUANGAN
FINANCIAL PERFORMANCE

Pendapatan Usaha
Revenue

USD492
juta | million

meningkat 23,62%
Increased 23.62%

Laba Usaha
Operating Income

USD61
juta | million

meningkat 44,20%
Increased 44.20%

Laba Tahun Berjalan
Other Operations

USD34
juta | million

meningkat 26,27%
Increased 26.27%





GMF AeroAsia
GARUDA INDONESIA GROUP



Ikhtisar Kinerja

Performance Highlights



Ikhtisar Data Keuangan Penting

Key Financial Data Highlight

Laba (Rugi) dan Penghasilan Komprehensif Lain

Profit (Loss) and Other Comprehensive Income

Dalam Dolar Amerika Serikat
In United States Dollars

Keterangan Description	2025	2024	2023	2022	2021	YoY 2024-2025 (%)	CAGR 2021-2025 (%)
Pendapatan Usaha Operating Revenue							
Repair and Overhaul	**390,033,515**	314,331,256	288,311,230	174,804,710	145,699,465	24.08	27.91
Perawatan Line Maintenance	**77,923,819**	84,801,965	65,275,499	44,128,043	47,814,211	-8.111	12.99
Operasi Lain-Lain Other Operations	**23,925,460**	22,089,965	19,620,255	19,771,140	17,079,639	8.31	8.79
Jumlah Pendapatan Usaha **Total Operating Revenues**	**491,882,794**	**421,223,186**	**373,206,984**	**238,703,893**	**210,593,315**	**16.77**	**23.62**
Beban Usaha Operating Expenses	**(431,312,252)**	(379,219,103)	(345,505,584)	(213,836,674)	(305,088,245)	13.74	9.04
Laba Usaha Operating Income	**60,570,542**	42,004,083	27,701,400	24,867,219	(94,494,930)	44.20	N/A
Pendapatan/Beban Lainnya Other Income/ Expenses	**(19,838,741)**	(17,259,968)	(7,989,376)	(19,363,914)	(17,148,369)	14.94	3.71
Laba Sebelum Pajak Penghasilan Profit Before Income Tax	**40,731,801**	24,744,115	19,730,024	5,503,305	(111,643,299)	64.61	N/A
Beban Pajak Tax Expenses	**(6,764,057)**	2,155,930	438,665	(1,874,974)	(15,708,504)	-413.74	-18.99
(Rugi)/Laba Bersih Tahun Berjalan (Loss)/Profit for the Year	**33,967,744**	26,900,045	20,168,689	3,628,331	(127,351,803)	26.27	N/A
Pendapatan Komprehensif Lain Other Comprehensive Income	**394,972**	452,802	(235,166)	3,718,622	3,022,876	-12.77	-39.88
Jumlah (Rugi)/ Penghasilan Komprehensif Tahun Berjalan Total Comprehensive (Loss)/Income for the Year	**34,362,717**	27,352,847	19,933,523	7,346,953	(124,328,927)	25.63	N/A
Laba Tahun Berjalan yang Dapat Diatribusikan Kepada: Profit for the Year Attributable to:							
Pemilik Entitas Induk Owner of Parent Entity	**33,949,155**	26,891,116	20,276,463	3,571,764	(127,396,390)	26.25	N/A

Laba (Rugi) dan Penghasilan Komprehensif Lain
Profit (Loss) and Other Comprehensive Income

Dalam Dolar Amerika Serikat
In United States Dollars

Keterangan Description	2025	2024	2023	2022	2021	YoY 2024-2025 (%)	CAGR 2021-2025 (%)
Kepentingan Non-Pengendali Non-Controlling Interests	**18,590**	8,929	(107,774)	56,567	44,587	108.20	-19.64
Jumlah (Rugi)/Penghasilan Komprehensif Tahun Berjalan yang Dapat Diatribusikan Kepada: Total Comprehensive (Loss)/Income for the Year Attributable to:							
Pemilik Entitas Induk Owner of Parent Entity	**34,345,402**	27,343,918	20,041,297	7,290,386	(124,373,514)	25.61	N/A
Kepentingan Non-Pengendali Non-Controlling Interests	**17,315**	8,929	(107,774)	56,567	44,587	93.92	-21.06
(Rugi)/Laba Bersih per Saham Dasar/Dilusian Basic/Diluted (Loss)/ Earnings per Share	**0.00090**	0.0010	0.0007	0.0001	(0.0045)	-10.00	-33.13

Laporan Posisi Keuangan Konsolidasian
Consolidated Statements of Financial Position

Dalam Dolar Amerika Serikat
In United States Dollars

Keterangan Description	2025	2024	2023	2022	2021	YoY 2024-2025 (%)	CAGR 2021-2025 (%)
Aset Lancar Current Assets	**303,892,171**	206,103,485	246,615,548	200,965,297	209,985,094	47.45	9.68
Aset Tidak Lancar Non-Current Assets	**509,087,950**	218,526,718	203,405,555	189,693,413	187,430,879	132.96	28.38
Total Aset Total Assets	**812,980,121**	424,630,203	450,021,103	390,658,710	397,415,973	91.46	19.59
Liabilitas Jangka Pendek Current Liabilities	**305,224,989**	237,508,591	279,717,345	248,830,982	321,064,848	28.51	-1.26
Liabilitas Jangka Panjang Non-Current Liabilities	**393,188,072**	445,022,915	481,465,660	472,849,048	414,710,336	-11.65	-1.32
Total Liabilitas Total Liabilities	**698,413,060**	682,531,506	761,183,005	721,680,030	735,775,184	2.33	-1.29
Total Ekuitas Total Equity	**114,567,060**	(257,901,303)	(311,161,902)	(331,021,320)	(338,359,211)	-144.42	N/A
Total Liabilitas dan Ekuitas Total Liabilities and Equity	**812,980,121**	424,630,203	450,021,103	390,658,710	397,415,973	91.46	19.59
Modal Kerja Bersih Net Working Capital	**(1,332,817)**	(31,405,106)	(33,101,797)	(47,865,685)	(111,079,754)	-95.76	-66.90

Rasio Keuangan
Financial Ratio

Dalam Persentase
In Percentage

Keterangan Description	2025	2024	2023	2022	2021	YoY 2024-2025 (%)	CAGR 2021-2025 (%)
Rasio Likuiditas (%) Liquidity Ratio (%)							
Cash Ratio	**13.42**	5.31	7.53	2.05	4.29	152.70	26.08
Acid Test Ratio	**74.62**	60.92	64.91	58.05	46.70	22.48	5.20
Current Ratio	**99.56**	86.78	91.37	80.76	65.40	14.73	3.50
Rasio Profitabilitas (%) Profitability Ratio (%)							
Operating Profit Margin/OPM	**12.31**	9.97	7.29	10.42	(44.87)	23.51	5.42
Net Profit Margin/NPM	**6.91**	6.39	5.3	1.52	(60.47)	8.07	1.96
Return on Investment/ROI	**9.87**	14.98	14.16	13.02	(16.50)	-34.09	9.90
Rasio Solvabilitas (%) Solvency Ratio (%)							
Debt to Assets Ratio/DAR	**85.91**	160.74	169.14	184.73	185.14	-46.55	N/A
Debt to Equity Ratio/DER	**609.61**	(264.65)	(244.63)	(218.02)	(217.45)	-330.35	N/A
Rasio Aktivitas Activity Ratio							
Average Collection Period/ACP (hari | *days*)	**46.00**	45.66	45.06	66.66	128.97	0.74	0.199

Ikhtisar Bisnis dan Operasional
Business and Operational Highlight

Dalam Dolar Amerika Serikat
In United States Dollars

Keterangan Description	2025	2024	2023	2022	2021	YoY 2024-2025 (%)	CAGR 2021-2025 (%)
Line Maintenance	**77,923,819**	84,801,965	65,275,499	44,128,043	47,814,211	3.14%	16.30%
Repair and Overhaul	**390,033,515**	314,331,256	288,311,230	174,804,710	145,699,465	18.20%	26.37%
Other Operations	**23,925,460**	22,089,965	19,620,255	19,771,140	17,079,639	35.68%	15.09%
Jumlah Pendapatan Usaha Total Operating Revenues	**491,882,794**	**421,223,186**	**373,206,984**	**238,703,893**	**210,593,315**	**16.77**	**23.62%**

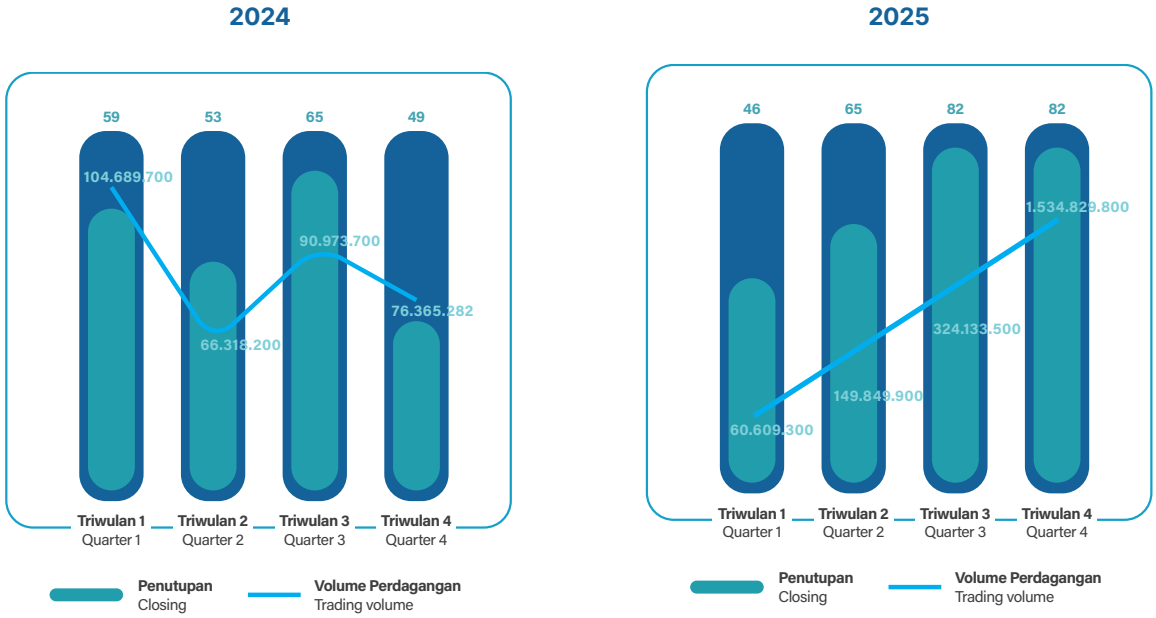
Ikhtisar Saham
Share Highlight

Informasi Pergerakan Saham GMF
Information on GMF's Shares Movement

2025	Harga Saham Share Price (Rp)			Volume Perdagangan (lembar saham) Trading Volume (Shares)	Jumlah Saham Beredar (lembar saham) Number of Outstanding Shares	Kapitalisasi Pasar (Rp miliar) Market Capitalization
	Tertinggi Highest	Terendah Lowest	Penutupan Closing			
Triwulan 1 Quarter 1	50	38	46	60,609,300	37,565,978,976	1,728,035,032,896
Triwulan 2 Quarter 2	70	42	65	149,849,900	37,565,978,976	2,441,788,633,440
Triwulan 3 Quarter 3	101	54	82	324,133,500	37,565,978,976	3,080,410,276,032
Triwulan 4 Quarter 4	160	77	82	1,534,829,800	120,022,868,424	9,841,875,210,768

2024	Harga Saham Share Price (Rp)			Volume Perdagangan (lembar saham) Trading Volume (Shares)	Jumlah Saham Beredar (lembar saham) Number of Outstanding Shares	Kapitalisasi Pasar (Rp miliar) Market Capitalization
	Tertinggi Highest	Terendah Lowest	Penutupan Closing			
Triwulan 1 Quarter 1	80	59	59	104,689,700	28,233,511,500	1,665,777,178,500
Triwulan 2 Quarter 2	66	45	53	66,318,200	28,233,511,500	1,496,376,109,500
Triwulan 3 Quarter 3	71	50	65	90,973,700	28,233,511,500	1,835,178,247,500
Triwulan 4 Quarter 4	71	46	49	76,365,282	28,233,511,500	1,383,442,063,500

Harga Penutupan dan Volume Perdagangan Saham GMF 2024-2025
Closing Price and Trading Volume of GMF Shares 2024-2025



AKSI KORPORASI

Sepanjang tahun 2025, terdapat aksi korporasi yang menyebabkan perubahan material terhadap saham Perseroan yang tercatat di Bursa Saham Indonesia (BEI).

Perseroan melaksanakan aksi korporasi berupa penambahan modal dengan skema penyertaan modal non-tunai yang berupa lahan seluas 973.120 m² dari PT Angkasa Pura Indonesia yang berdampak pada perubahan struktur saham dan modal Perseroan. Hal tersebut dilaksanakan sesuai Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) pada 24 Oktober 2025 serta Keterbukaan Informasi yang telah dipublikasikan pada tanggal 17 September 2025. Pemegang saham menyetujui pelaksanaan Penambahan Modal dengan Hak Memesan Efek Terlebih Dahulu ("PMHMETD") atau Rights Issue, yang prosesnya selesai pada 27 Januari 2026. Aksi korporasi ini dilakukan sebagai bagian dari proses inbreng aset PT Angkasa Pura Indonesia ke dalam GMF, sehingga memperkuat struktur permodalan sekaligus mendukung strategi pengembangan Perseroan.

DIVIDEN KAS

Perseroan tidak membagikan dividen pada tahun 2025. Keputusan ini telah ditetapkan pada saat penyelenggaraan RUPS Tahunan untuk Tahun Buku 2024 yang diselenggarakan pada tahun 2025.

PENGHENTIAN SAHAM

Sepanjang tahun 2025, saham GMF tidak pernah menerima sanksi (*sanction*) ataupun mengalami penghentian sementara (*suspension*) yang mempengaruhi aktivitas perdagangan saham Perseroan di BEI. Perseroan juga tidak melakukan penghapusan pencatatan saham (*delisting*) di BEI.

CORPORATE ACTION

In 2025, there was a corporate action that resulted in material changes to the Company's shares on the Indonesia Stock Exchange (IDX).

The Company executed a capital increase through a non-cash contribution scheme in the form of land covering an area of 973,120 m² from PT Angkasa Pura Indonesia, which led to changes in the Company's shareholding structure and capital. This action was carried out in accordance with the Extraordinary General Meeting of Shareholders (EGMS) held on October 24, 2025, as well as the Disclosure of Information published on September 17, 2025. The shareholders approved the implementation of a Capital Increase with Pre-emptive Rights (PMHMETD), or Rights Issue, which was completed on January 27, 2026. This corporate action was done as part of the asset inbreng process of PT Angkasa Pura Indonesia into Garuda Maintenance Facility Aero Asia Tbk (GMF), thereby strengthening the Company's capital structure while supporting its development strategy.

CASH DIVIDENDS

The Company did not distribute any dividends in 2025. This decision was made during the Annual GMS for the 2024 Financial Year which was conducted in 2025.

SHARE SUSPENSION

Throughout 2025, GMF shares did not receive any sanctions affecting share trading activities in the form of suspension on the IDX. Additionally, the Company did not conduct any delisting of shares on the IDX.

Ikhtisar Obligasi
Bond Highlight

Hingga akhir tahun 2025, GMF tidak menerbitkan obligasi, sukuk, atau obligasi konversi di bursa efek mana pun. GMF juga tidak menerbitkan surat utang dalam bentuk lainnya yang bersifat *direct placement*.

Until the end of 2025, GMF had never issued bonds, sharia bonds (sukuk) or convertible bonds on any stock exchange. GMF also did not issue other securities in any form that are direct placement.

Sumber Pendanaan Lainnya
Other Funding Sources

Hingga akhir tahun 2025, GMF tidak memiliki tambahan pendanaan dari sumber lain dan oleh karena itu, tidak ada informasi yang dapat untuk diungkapkan dalam Laporan Terintegrasi ini.

Until the end of 2025, GMF had not obtained any additional funding from other sources and therefore, there is no information available for disclosure in this Integrated Report.

Peristiwa Penting 2025
Significant Events in 2025

Februari
February



MRO Middle East

April
April



Penandatanganan Perjanjian Induk dan Nota Kesepahaman Bappenas, GMF, dan BIJB.
Signing of the Master Agreement and Memorandum of Understanding between Bappenas, GMF, and BIJB.

Mei
May



Penandatanganan Kerja Sama GMF dan PLN Batam.
Signing of Agreement between GMF and PLN Batam.

Juni
June



Indo Defence Expo & Forum

Juli
July



Indonesia Aero Summit

September
September



MRO Asia Pacific

Oktober
October



Penandatanganan Kerja Sama GMF dan Pelita Air Service.
Signing of Cooperation between GMF and Pelita Air Service.



Stellar Award



Indonesia MRO Summit.
Indonesia MRO Summit.

November
November



West Java Investment Summit 2025



Serah Terima Pesawat Hercules C130H no reg. A-1330.
Handover of Hercules Aircraft C130H no reg. A-1330.

Desember
December



Groundbreaking Ceremony GMF & BIJB



Penyerahan Sertifikat ISO 27001 – 2022.
Handover of the ISO 27001 – 2022 ISO Certificate.



Penandatanganan Inbreng Akta Setoran Modal
Signing of the Deed of Capital Contribution

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GMF Aero
GARUDA INDONE

Laporan Manajemen

Management Report





Oki Yanuar

Komisaris Utama/ Independen
President/Independent Commissioner

Laporan Dewan Komisaris
Board of Commissioners' Report

Pemegang Saham dan Pemangku Kepentingan yang Terhormat,

Dewan Komisaris menyampaikan laporan pengawasan terhadap pengelolaan GMF sepanjang 2025 dan kami memandang bahwa Perseroan telah mencatatkan pencapaian yang positif dan terus bertumbuh.

Perseroan mampu memanfaatkan peluang dari peningkatan segmen pasar grup afiliasi (GA) Garuda Indonesia Group dan non-grup afiliasi (NGA). Selain itu, Perseroan juga telah menyelesaikan proses penambahan aset tetap inbreng lahan oleh Angkasa Pura sesuai dengan prinsip tata kelola yang baik dan regulasi yang berlaku.

Tahun 2025 telah menjadi tahun yang produktif dan memperkuat struktur usaha GMF untuk pertumbuhan yang lebih berkelanjutan ke depannya.

PENILAIAN KINERJA DIREKSI DALAM MENGELOLA PERSEROAN

Dewan Komisaris menilai kinerja Direksi berdasarkan realisasi RKAP dan KPI operasional/keuangan. Dasar penilaian yang digunakan pada praktiknya mencakup perbandingan antara realisasi dengan target finansial dan operasional yang secara garis besar mencakup pendapatan dan laba bersih. Dewan Komisaris juga menggunakan basis KPI kolegial dan individual yang ditelaah Kantor Akuntan Publik (KAP) sesuai PER-2/MBU/03/2023.

Penilaian terhadap kinerja Direksi juga tidak dapat dilepaskan dari dinamika eksternal yang membentuk ekosistem industri penerbangan sepanjang tahun, termasuk industri MRO sebagai pendukung.

Badan Pusat Statistik (BPS) mencatat bahwa ekonomi Indonesia tumbuh 5,11% (c-to-c) secara kumulatif. Pertumbuhan ini ekonomi berdampak positif terhadap permintaan perjalanan udara, terutama selama musim puncak seperti liburan sekolah, perayaan keagamaan, dan periode Haji. Situasi ini mendorong maskapai penerbangan untuk mereaktivasi armada pesawat mereka secara lebih intensif untuk memenuhi permintaan pasar.

Dear Esteemed Shareholders and Stakeholders,

The Board of Commissioners hereby presents its supervisory report on the management of GMF throughout 2025 and notes that the Company has delivered positive and sustained growth.

The Company successfully capitalized on opportunities arising from increased demand in both the affiliated group (GA) of the Garuda Indonesia Group and non-affiliated group (NGA). In addition, the Company completed the inbreng of land assets contributed by Angkasa Pura in accordance with good governance principles and applicable regulations.

Overall, 2025 has been a productive year, strengthening GMF's business structure for more sustainable growth ahead.

ASSESSMENT OF THE BOARD OF DIRECTORS' PERFORMANCE IN MANAGING THE COMPANY

The Board of Commissioners evaluates the performance of the Board of Directors based on the realization of the RKAP and operational/financial KPIs, including comparisons between actual results and financial and operational targets, particularly revenue and net profit. The assessment also incorporates both collegial and individual KPIs, reviewed by the Public Accounting Firm (KAP) in accordance with PER-2/MBU/03/2023.

Evaluation of the performance of the Board of Directors is inseparable from external dynamics shaping the aviation ecosystem, including the MRO industry as a supporting sector.

According to the Statistics Indonesia (BPS), Indonesia's economy grew by 5.11% (c-to-c) in 2025, positively impacting air travel demand, especially during peak seasons such as school holidays, religious festivities, and the Hajj period. This encouraged airlines to reactivate their fleets more intensively to meet market demand.

Bagi Perseroan, dampaknya positif karena terlihat dari peningkatan pangsa pasar GA dan NGA terhadap keseluruhan pendapatan Perseroan. Pendapatan dari GA mencapai USD357.37 juta dan meningkat 6.84% dibandingkan tahun sebelumnya USD317.74 juta. Pendapatan dari NGA adalah USD134.51 juta dan meningkat 21,30% dibandingkan USD103.48 juta pada tahun sebelumnya. Kedua segmen mengalami peningkatan, namun yang menarik adalah pada segmen NGA. Selain persentase peningkatan pendapatan yang melebihi 20%, segmen NGA juga meningkatkan kontribusinya terhadap pendapatan keseluruhan yaitu 26.99% dibandingkan 24.57% pada tahun sebelumnya.

For the Company, the impact is positive which translated into increased contributions from both GA and NGA segments. Revenue from GA reached USD357.37 million, up 6.84% from USD317.74 million in the previous year, while NGA revenue grew 21.30% to USD134.51 million from USD103.48 million in the previous year. Both segments improved, but what's interesting is on the NGA segment. In addition to the increase in revenue beyond 20%, NGA's contribution to total revenue also increased, accounting to 26.99% from 24.57% compared to the previous year.

Sebagai catatan, pelanggan Perseroan di pasar NGA adalah dari BUMN dan pihak swasta yang mencakup maskapai kargo internasional, *lessor*, perusahaan pembangkit listrik, dan beberapa maskapai internasional lainnya. Peningkatan di segmen ini menjadi salah satu realisasi dari tema Laporan Terintegrasi 2025 yang berfokus pada kata kunci "*Diversifying Excellence*". Melalui diversifikasi, Perseroan mengembangkan kapabilitas untuk mencari sumber pendapatan baru di segmen *Government & Industrial Solutions* di luar industri penerbangan, namun masih dalam *core business* MRO yang dijalankan Perseroan.

For information, the Company's customers in the NGA market are from SOEs and private sectors consist of international cargo airlines, lessors, power generation companies, and several other international airlines. The increase in this segment represents the key theme of the 2025 Integrated Report, "Diversifying Excellence." Through diversification, the Company improves its capabilities to seek new revenue sources in the Government & Industrial Solutions outside the aviation industry, while still remaining within the Company's core MRO business.

Hasilnya positif karena pada tahun 2025 likuiditas Perseroan juga menguat. Hal ini terlihat dari penerimaan kas dari pelanggan mencapai USD502.02 juta dan meningkat 26.20% dibandingkan USD397.79 juta pada tahun sebelumnya. Peningkatan kas juga tidak terlepas dari pendapatan yang meningkat 16.77% menjadi USD491.88 juta dibandingkan USD421.22 pada tahun sebelumnya. Laba tahun berjalan juga meningkat, yaitu 26.27% dan mencapai USD33.97 juta dibandingkan USD26.90 pada tahun sebelumnya. Dibandingkan target, pencapaian pendapatan dan laba masing-masing adalah 109% dan laba 125% dari target.

The results are positive, as in 2025 the Company's liquidity also strengthened. This is reflected in cash receipts from customers reaching USD502.02 million, increasing by 26.20% compared to USD397.79 million in the previous year. The increase in cash is also inseparable from revenue growth of 16.77% to USD491.88 million compared to USD421.22 million in the previous year. Profit for the year also increased by 26.27%, reaching USD33.97 million compared to USD26.90 million in the previous year. Compared to the target, the achievement of revenue and profit reached 109% and 125% of the target, respectively.

Dengan demikian, Dewan Komisaris memandang kinerja Direksi pada tahun 2025 adalah positif, terutama dari sisi kinerja keuangan dan progres atas sejumlah agenda strategis Perseroan. Salah satu catatan penting adalah pelaksanaan aksi korporasi berupa inbreng lahan seluas 973.120 m² dari PT Angkasa Pura Indonesia yang berdampak pada perubahan struktur saham dan modal Perseroan.

Accordingly, the Board of Commissioners views the performance of the Board of Directors in 2025 as positive, particularly in terms of financial performance and progress on several of the Company's strategic agendas. One important note is the corporate action in the form of an inbreng (asset participation) of land covering 973,120 m² from PT Angkasa Pura Indonesia, which had an impact on changes in the Company's shareholding structure and capital.

PENGAWASAN TERHADAP IMPLEMENTASI STRATEGI PERSEROAN

Dewan Komisaris mengawasi implementasi srategi Perseroan melalui kombinasi beberapa mekanisme, yaitu pembahasan berkala dalam rapat gabungan dengan Direksi, telaah komite di bawah Dewan Komisaris, pemantauan profil risiko dan tindak lanjut audit, serta penelaahan atas perencanaan korporasi.

SUPERVISION OVER THE IMPLEMENTATION OF THE COMPANY'S STRATEGY

The Board of Commissioners supervises the implementation of the Company's strategy through a combination of several mechanisms, including periodic discussions in joint meetings with the Board of Directors, reviews by committees under the Board of Commissioners, monitoring of the risk profile and audit follow-ups, as well as reviews of corporate planning.

Rapat gabungan telah dilakukan 11 kali dengan agenda utama meliputi pembahasan kinerja secara periodik, perkembangan proyek dan inisiatif strategis, serta RKAP dan RJPP. Sepanjang tahun, Dewan Komisaris menekankan pentingnya implementasi strategi secara *prudent* dan berbasis mitigasi risiko yang memadai. Kami memberikan arahan dan klarifikasi atas laporan kinerja periodik, penelaahan komite atas proyek strategis dan dokumen perencanaan perusahaan, serta memberikan tanggapan atas aksi/keputusan tertentu.

Secara garis besar, kami mendukung arah strategi Perseroan, termasuk pemulihan kinerja, penguatan ekuitas, peningkatan pendapatan NGA, dan penyusunan *roadmap* jangka menengah-panjang. Secara khusus, kami mendukung pengembangan Aerospace Park Kertajati, rencana ekspansi bisnis di Oman, hingga pemberian persetujuan bersyarat atas rencana KSO dengan BIJB.

Namun demikian, Dewan Komisaris juga mencatat sejumlah area yang perlu mendapat perhatian lebih lanjut. Perhatian khusus diberikan pada kualitas laba dan ketergantungan pada pendapatan GA. Perseroan juga perlu memperhitungkan efisiensi biaya material dan subkontrak, serta ketidakcapaian beberapa indikator SLA operasional. Dewan Komisaris juga mengingatkan bahwa struktur permodalan saat ini masih terbilang rentan sehingga perlu didukung dengan penguatan pengendalian internal, dan penguatan cash management.

Pemberian rekomendasi dan nasihat, serta keputusan Dewan Komisaris tidak hanya dilakukan secara lisan dalam forum rapat, tetapi juga secara tertulis melalui keputusan, tanggapan, dan telaah komite.

PENERAPAN TATA KELOLA PERUSAHAAN

Dewan Komisaris memandang penerapan tata kelola perusahaan sebagai aspek penting untuk mendukung keberlangsungan usaha. Pada tahun 2025, rekomendasi utama Dewan Komisaris terhadap penerapan tata kelola berpusat pada penilaian praktik tata kelola sesuai regulasi, penguatan pengendalian internal, penyempurnaan kebijakan manajemen risiko, serta percepatan penyelesaian kebijakan kepatuhan.

Secara khusus mengenai penerapan sistem pengendalian internal, Dewan Komisaris memandang bahwa penerapannya telah berjalan optimal dan perlu terus diperkuat, khususnya dalam aspek pengendalian proses, tindak lanjut temuan audit, serta penguatan kepatuhan dan tata kelola. Pelaksanaan *Whistleblowing System* (WBS) juga menjadi aspek penting untuk memastikan integritas seluruh Insan GMF. Penerapannya sudah baik di 2025 dan diharapkan dapat terus diperkuat agar semakin optimal dalam mendukung budaya kepatuhan dan tata kelola Perseroan.

Joint meetings were held 11 times, with main agendas covering periodic performance, progress of projects and strategic initiatives, as well as the RKAP and RJPP. Throughout the year, the Board of Commissioners emphasized the importance of implementing strategies prudently and based on risk mitigation. We provided direction and clarification on periodic reports, committee reviews of strategic projects and corporate planning documents, and responses to certain actions or decisions.

In general, we support the Company's strategic direction, including performance recovery, equity strengthening, increased NGA revenue, and the preparation of a medium to long-term roadmap. Specifically, we support the development of the Aerospace Park Kertajati, business expansion plans in Oman, and the conditional approval of the proposed KSO with BIJB.

Nevertheless, the Board of Commissioners views that several areas requiring further attention. Particular focus is given to revenue quality and dependence on GA revenue. The Company also needs to consider the efficiency of material and subcontracting costs, as well as the suboptimal performance of several operational SLA indicators. The Board of Commissioners also reminds that the current capital structure remains relatively vulnerable and therefore needs to be supported by stronger internal control, and improving cash management.

The provision of recommendations and advice, as well as decrees of the Board of Commissioners, is carried out not only verbally in meeting forums but also in writing through resolutions, responses, and committee reviews.

IMPLEMENTATION OF CORPORATE GOVERNANCE

The Board of Commissioners views the implementation of corporate governance as a critical aspect in supporting business sustainability. In 2025, the Board of Commissioners' key recommendations on governance implementation focused on assessing governance practices in line with regulations, strengthening internal controls, refining risk management policies, and accelerating the completion of compliance policies.

Specifically, regarding the implementation of the internal control system, the Board of Commissioners considers that it has been carried out optimally and should continue to be strengthened, particularly in terms of process controls, follow-up on audit findings, and the reinforcement of compliance and governance. The implementation of the Whistleblowing System (WBS) is also an important aspect in ensuring the integrity of all GMF personnel. Its implementation in 2025 has been satisfactory and is expected to be further strengthened to support the Company's culture of compliance and governance.

Dalam pengawasan terhadap tata kelola dan jalannya Perseroan, Dewan Komisaris didukung oleh komite pendukung yang terdiri dari Komite Audit, Komite Pemantau Risiko dan Tata Kelola Terintegrasi (KPRTKT), dan Komite Nominasi dan Remunerasi (KNR). Secara umum, kinerja komite-komite adalah baik yang dinilai dari keaktifan dan fungsional komite, termasuk hasil telaah dan rekomendasi tertulis yang digunakan Dewan Komisaris dalam menjalankan fungsi pengawasan.

Komite Audit memberikan telaah atas jalannya audit secara keseluruhan, sementara KNR melakukan telaah atas evaluasi kinerja Direksi dan remunerasi. KPRTKT telah melakukan penilaian dan penguatan terhadap sistem manajemen risiko dan pengendalian internal. Dengan demikian, komite-komite telah memberikan dukungan substantif bagi Dewan Komisaris dalam menjalankan fungsi pengawasan dan pemberian nasihat.

PROSPEK USAHA

Situasi tahun 2026 akan dipengaruhi oleh konflik geopolitik yang semakin memanas sehingga berdampak pada rantai pasok secara keseluruhan. Situasi ini dapat menjadi katalis yang menyebabkan disrupsi pada optimisme pertumbuhan pasar MRO global dengan pertumbuh rata-rata 2,8% per tahun hingga mencapai USD157 miliar pada 2035, menurut data Global Fleet and MRO Market Forecast Oliver Wyman.

Dewan Komisaris memandang Direksi telah menyiapkan langkah-langkah yang relevan untuk 2026. Perhatian terhadap kondisi global menjadi faktor penting, namun fokus untuk menjalankan rencana bisnis utama akan terus dijalankan secara konsisten ke depannya. Hal tersebut mencakup penguatan struktur permodalan, diversifikasi pendapatan NGA, serta pengembangan proyek strategis.

Kami mendukung rencana-rencana Perseroan, dan mengingatkan Direksi untuk memastikan kualitas pertumbuhan, stabilitas arus kas, kolektibilitas piutang, keberhasilan penetrasi pasar NGA. Selain itu, mitigasi risiko terhadap kondisi global serta kehati-hatian dalam ekspansi strategis diharapkan akan menjadi kunci untuk menjaga produktivitas usaha.

KOMPOSISI ANGGOTA DEWAN KOMISARIS

Pada tahun 2025, terdapat perubahan komposisi Dewan Komisaris. Informasinya telah disampaikan di bab Profil Perusahaan. Perubahan kompsisi Direksi menjadi hak pemegang saham dan dilakukan untuk memperkuat fungsi pengawasan di bawah struktur pemegang saham yang baru. Dengan demikian, komposisi Dewan Komisaris saat ini adalah sebagai berikut:

In carrying out its oversight of governance and the Company's operations, the Board of Commissioners is supported by committees, namely the Audit Committee, the Risk Monitoring and Integrated Governance Committee (KPRTKT), and the Nomination and Remuneration Committee (NRC). Overall, the performance of these committees has been good, as reflected in their activeness and functionality, including the reviews and written recommendations utilized by the Board of Commissioners in performing its supervisory role.

The Audit Committee provides reviews on the overall audit process, while the KNR reviews the evaluation of the Board of Directors' performance and remuneration. The KPRTKT has conducted assessments and strengthening of the risk management system and internal controls. Accordingly, these committees have provided substantive support to the Board of Commissioners in carrying out its supervisory and advisory functions.

BUSINESS PROSPECTS

The outlook for 2026 will be influenced by escalating geopolitical conflicts, which may disrupt global supply chains. This situation could act as a catalyst for disruptions to the otherwise optimistic growth of the global MRO market, which is projected to grow at an average rate of 2.8% per year, reaching USD157 billion by 2035, according to the Global Fleet and MRO Market Forecast by Oliver Wyman.

The Board of Commissioners views that the Board of Directors has prepared relevant measures for 2026. Attention to global conditions remains important, however, the focus on executing core business plan will continue going forward. This includes strengthening the capital structure, diversifying NGA revenue, and developing strategic projects.

We support the Company's plans and remind the Board of Directors to ensure the quality of growth, stability of cash flows, collectability of receivables, and successful penetration of the NGA market. In addition, risk mitigation in response to global conditions and prudence in strategic expansion are expected to be key factors in maintaining business productivity.

COMPOSITION OF THE BOARD OF COMMISSIONERS

In 2025, there was a change in the composition of the Board of Commissioners. The information has been disclosed in the Company Profile chapter. Changes in the composition of the Board of Commissioners are the prerogative of shareholders and are carried out to strengthen the supervisory function under the new shareholder structure. Accordingly, the current composition of the Board of Commissioners is as follows:

- Komisaris Utama/Independen: Oki Yanuar

- Komisaris Independen: Dean Arslan
- Komisaris: Giring Ganesha Djumaryo
- Komisaris: Sugiharto Prapto

PENUTUP

Akhir kata, Dewan Komisaris mengucapkan terima kasih yang sebesar-besarnya kepada pemegang saham, seluruh mitra, serta anggota Direksi dan karyawan atas kepercayaan dan dukungan yang telah diberikan sehingga GMF dapat mencapai kinerja yang baik. Dengan dukungan dari seluruh pihak, kami yakin GMF akan terus tumbuh dan memberikan nilai tambah secara berkelanjutan di tahun-tahun mendatang.

- President Commissioner/Independent Commissioner: Oki Yanuar
- Independent Commissioner: Dean Arslan
- Commissioner: Giring Ganesha Djumaryo
- Commissioner: Sugiharto Prapto

CLOSING

In closing, the Board of Commissioners would like to express its deepest appreciation to the shareholders, all partners, as well as members of the Board of Directors and employees for the trust and support that have enabled GMF to achieve strong performance. With the support of all stakeholders, we are confident that GMF will continue to grow and deliver sustainable value in the years ahead.

Tangerang, April 2026
Tangerang, April 2026

Atas nama Dewan Komisaris
On behalf of the Board of Commissioners



OKI YANUAR
Komisaris Utama/Independen
President/Independent Commissioner

ANDI FAHRURROZI

Direktur Utama
CEO



Laporan Direksi [OJK D.1] [GRI 2-14, 2-22]

Board of Directors' Report [OJK D.1] [GRI 2-14, 2-22]

Pemegang Saham dan Pemangku Kepentingan yang Terhormat,

Pada tahun 2025, kinerja keuangan GMF tercatat positif dengan pencapaian target laba bersih yang optimal. Pemanfaatan peluang pertumbuhan usaha yang dipadukan dengan strategi efisiensi telah membawa GMF melalui tahun 2025 dengan pencapaian memuaskan.

Berikut kami sampaikan Laporan Direksi terkait pertanggungjawaban kami dalam mengelola Perseroan dilihat dari aspek operasional dan keuangan terkait Laporan Tahunan, serta aspek keberlanjutan terkait Laporan Keberlanjutan. Keseluruhan pernyataan kami dalam Laporan Direksi telah mencakup kedua laporan tersebut dalam satu kesatuan di dalam Laporan Terintegrasi ini untuk tahun pelaporan 2025.

DAMPAK EKSTERNAL TERHADAP KINERJA PERSEROAN

Badan Pusat Statistik (BPS) mencatat bahwa kondisi perekonomian Indonesia bertumbuh 5.39% (y-on-y) pada Triwulan 4-2025 dan 5.11% (c-to-c) sepanjang tahun 2025.

Sejalan dengan pertumbuhan ekonomi Indonesia, permintaan atas perjalanan udara juga meningkat, terutama pada saat *peak season* seperti libur sekolah, hari besar keagamaan, maupun pada saat periode Haji. Berdasarkan laporan Air Passenger Market Analysis IATA tahun 2025, lalu lintas udara komersial global meningkat 5.7% dibandingkan tahun 2024.

Pertumbuhan industri penerbangan global menunjukan tren positif berdasarkan data Global Fleet and MRO Market Forecast Oliver Wyman tahun 2025. Pada awal 2025, armada global beroperasi dengan jumlah mencapai 29,000 pesawat dan diproyeksikan naik sekitar 32% menjadi ±38,300 pesawat pada 2035 (CAGR 2.8%). Industri MRO global diperkirakan tumbuh 15% dari USD104 miliar tahun 2024 menjadi USD120 miliar tahun 2025. Asia masuk dalam tiga area dengan nilai pasar terbesar mencapai USD16 miliar tahun 2025, atau sekitar 14% dari pasar MRO Global.

Dear Esteemed Shareholders and Stakeholders,

In 2025, GMF recorded positive financial performance with the achievement of its net profit target. The ability to capture business growth opportunities, combined with efficiency strategies, enabled GMF to navigate 2025 with satisfactory results.

We hereby present the Board of Directors' Report as our accountability in managing the Company from both operational and financial perspectives in relation to the Annual Report, as well as from the sustainability perspective in relation to the Sustainability Report. All statements in this Board of Directors' Report covers both reports as an integrated whole within this Integrated Report for the 2025 reporting year.

EXTERNAL IMPACTS ON THE COMPANY'S PERFORMANCE

Statistics Indonesia (BPS) recorded that Indonesia's economy grew by 5.39% (y-on-y) in the fourth quarter of 2025 and 5.11% (c-to-c) throughout 2025.

In line with Indonesia's economic growth, demand for air travel also increased, particularly during peak seasons such as school holidays, religious holidays, and the Hajj period. According to the 2025 Air Passenger Market Analysis report by IATA, global commercial air traffic increased by 5.7% compared to 2024.

Global aviation industry growth also showed a positive trend based on the 2025 Global Fleet and MRO Market Forecast by Oliver Wyman. At the beginning of 2025, the global fleet in operation reached 29,000 aircraft and is projected to increase by approximately 32% to around 38,300 aircraft by 2035 (CAGR 2.8%). The global MRO industry is estimated to grow by 15%, from USD104 billion in 2024 to USD120 billion in 2025. Asia ranks among the three largest market regions with a market value of USD16 billion in 2025, or approximately 14% of the global MRO market.

Tren pertumbuhan juga berpengaruh pada tren keberlanjutan yang semakin berkembang. Industri MRO diharapkan berkontribusi melalui pengelolaan limbah yang lebih hijau, serta penggunaan sumber energi yang lebih efisien. Perhatian terhadap aspek lingkungan juga harus diiringi oleh perhatian terhadap aspek keselamatan operasional dan sosial terhadap ribuan tenaga kerja.

GMF menyambut baik tren pertumbuhan dan keberlanjutan ini yang mencerminkan pemulihan dan ekspansi industri aviasi yang semakin solid, serta berdampak positif terhadap kebutuhan layanan perawatan pesawat. Dampaknya juga terasa positif bagi GMF yang mencatatkan pertumbuhan kinerja pada tahun 2025 dibandingkan tahun sebelumnya.

PERAN DIREKSI DALAM PENENTUAN DAN PENGENDALIAN PENERAPAN STRATEGI USAHA

Peran kami sebagai Direksi adalah dengan berperan aktif menetapkan arah strategis dan prioritas pertumbuhan bisnis Perusahaan. Kami melakukan hal tersebut dengan berdasarkan kepada kebijakan strategis yang telah dituangkan dalam Rencana Jangka Panjang Perusahaan (RJPP) dan Rencana Kerja dan Anggaran Perusahaan (RKAP). RKAP ditetapkan berdasarkan Laporan Manajemen Triwulanan yang memuat ketercapaian dan progres implementasi strategi jangka panjang. RKAP yang berlaku untuk tahun 2025 telah disahkan oleh Direksi dan Dewan Komisaris.

Dalam praktik kesehariannya, kami memastikan adanya perpaduan yang kuat dan selaras antar seluruh unit kerja terkait untuk mendukung pencapaian target korporasi secara terintegrasi dan berkelanjutan. Inisiatif tersebut dilakukan dengan memonitor penerapan strategi secara berkala melalui mekanisme tata kelola yang terstruktur.

Secara bulanan, Perusahaan menyelenggarakan *Monthly Review* Korporasi yang dihadiri oleh Direksi dan para Group Head. Forum ini tidak hanya berfungsi sebagai sarana pengawasan kinerja, tetapi juga sebagai wadah untuk mengidentifikasi *root cause* atas isu-isu strategis maupun operasional, serta merumuskan solusi dan rencana tindak lanjut yang terukur.

Perusahaan memiliki *taxonomy meeting* yang terstruktur, sehingga *Monthly Review* Korporasi diturunkan ke dalam Rapat Direktorat mingguan. Melalui forum ini, Direksi secara aktif memastikan kesinambungan antara arah strategis dan implementasi operasional, termasuk pengawalan eksekusi program, tindak lanjut *action plan*, serta pengendalian risiko di masing-masing area tanggung jawab agar tetap selaras dengan target yang telah ditetapkan.

Growth trends also influence the increasing emphasis on sustainability. The MRO industry is expected to contribute through greener waste management and more efficient energy use. Attention to environmental aspects must also be accompanied by attention to operational safety and social responsibility toward thousands of workers.

GMF welcomes these growth and sustainability trends, which reflect the strengthening recovery and expansion of the aviation industry and positively impact the demand for aircraft maintenance services. This trend also had a favorable impact on GMF, which recorded improved performance in 2025 compared to the previous year.

ROLE OF THE BOARD OF DIRECTORS IN STRATEGY FORMULATION AND CONTROL

As the Board of Directors, our role is to actively determine the Company's strategic direction and business growth priorities. This is carried out based on strategic policies outlined in the Company's Long-Term Corporate Plan (RJPP) and the Annual Work Plan and Budget (RKAP). The RKAP is established based on the Quarterly Management Report, which contains achievements and progress in implementing long-term strategies. The RKAP for 2025 has been approved by both the Board of Directors and the Board of Commissioners.

In daily practice, we ensure strong alignment and collaboration among all relevant work units to support the achievement of corporate targets in an integrated and sustainable manner. These initiatives are implemented by periodically monitoring the implementation of strategies through structured governance mechanisms.

On a monthly basis, the Company holds a Corporate Monthly Review attended by the Board of Directors and Group Heads. This forum not only serves as a performance monitoring platform but also as a forum to identify root causes of strategic and operational issues, as well as to formulate measurable solutions and follow-up plans.

The Company maintains a structured meeting taxonomy, whereby the Corporate Monthly Review is cascaded into weekly Directorate Meetings. Through this forum, the Board of Directors actively ensures alignment between strategic direction and operational implementation, including overseeing program execution, follow-up actions, and risk control in each area of responsibility to remain aligned with established targets.

STRATEGI MERAIH PENCAPAIAN POSITIF

Dengan mempertimbangkan pertumbuhan industri penerbangan dan kondisi terkini Perusahaan, Direksi telah menetapkan strategi peningkatan kinerja operasional dan keuangan sebagai berikut:

- Transformasi Operasional
- Optimasi Arus Kas
- Perbaikan Ekuitas
- Pengembangan Teknologi
- Pertumbuhan Bisnis yang Profitabel

Transformasi operasional dilakukan untuk meningkatkan kinerja operasional melalui penguatan pada aspek *Quality, Cost & Delivery* (QCD), penguatan manusia, dan manajemen rantai pasok.

GMF melakukan peningkatan *operational excellence* melalui program perbaikan *Turn Around Time* (TAT), peningkatan profitabilitas pekerjaan, penguatan manajemen *supply chain*, serta pengembangan kompetensi dan produktivitas SDM. Selain itu, dilakukan peningkatan pengelolaan fasilitas, *tools & equipment*, lingkungan kerja, serta penerapan *continuous improvement*. GMF juga melaksanakan program reaktivasi pesawat dari *Group Affiliation*, baik Garuda Indonesia maupun Citilink, dengan memberikan layanan yang optimal guna memastikan penyelesaian program sesuai target yang ditetapkan.

GMF juga melakukan optimalisasi arus kas melalui percepatan penagihan piutang (*aging receivables*), negosiasi *credit limit & payment term* kepada vendor, serta percepatan proses *billing* dan *invoicing*.

Di 2025, Perseroan melaksanakan perbaikan ekuitas melalui Peningkatan Modal menggunakan Penyertaan Modal Non-Tunai. Proses ini mencakup inbreng lahan dari PT Angkasa Pura Indonesia sebagai aset untuk operasional GMF. Proses ini telah dilakukan menggunakan skema *right issue* atau Hak Memesan Efek Terlebih Dahulu (HMETD).

Penerapan dan adaptasi teknologi juga menjadi salah satu fokus utama di 2025 dalam mendukung keberlangsungan operasional. Strategi ini mencakup peningkatan keamanan siber untuk melindungi data dan sistem operasional, serta pengembangan sistem dan digitalisasi proses kerja guna meningkatkan efektivitas dan daya saing di tengah perkembangan teknologi industri aviasi.

Sebagai upaya mencapai pertumbuhan yang menguntungkan dan berkelanjutan, GMF terus mengembangkan bisnis *Commercial Aviation* dengan memperkuat dukungan terhadap *Group Affiliates* (GA) sebagai *captive market*, sekaligus mendorong peningkatan kontribusi pendapatan dari *Non-Group Affiliates* (NGA). GMF mengadopsi pendekatan yang

STRATEGIES TO ACHIEVE POSITIVE PERFORMANCE

Considering the growth of the aviation industry and the Company's current conditions, the Board of Directors established the following strategies to enhance operational and financial performance:

- Operational Transformation
- Cash Flow Optimization
- Equity Improvement
- Technology Development
- Profitable Business Growth

Operational transformation aims to enhance operational performance through the strengthening of the Quality, Cost & Delivery (QCD) aspects, human resources, and supply chain management.

GMF enhanced operational excellence through programs to improve Turn Around Time (TAT), increase job profitability, strengthen supply chain management, and develop workforce competence and productivity. Additionally, improvements were made in facility management, tools and equipment, the work environment, and the implementation of continuous improvement initiatives. GMF also implemented aircraft reactivation programs for Group Affiliates, including Garuda Indonesia and Citilink, by providing optimal services to ensure the programs were completed according to the established targets.

The Company also optimized cash flow through accelerated receivables collection, negotiation of credit limits and payment terms with vendors, and faster billing and invoicing processes.

In 2025, the Company improved equity through a Capital Increase via Non-Cash Capital Injection. This process included the inbreng (capital injecton) of land from PT Angkasa Pura Indonesia as an operational asset for GMF. The process was carried out through a rights issue scheme (HMETD).

Technology implementation and adaptation also became a key focus in 2025 to support operational sustainability. This strategy includes strengthening cybersecurity to protect operational data and systems, as well as developing systems and digitalizing work processes to enhance effectiveness and competitiveness amid technological developments in the aviation industry.

To achieve profitable and sustainable growth, GMF continues to develop its Commercial Aviation business by strengthening support for Group Affiliates (GA) as a captive market while increasing revenue contributions from Non-Group Affiliates (NGA). GMF adopts a balanced approach between GA and NGA with proportional revenue composition targets to diversify income sources,

seimbang antara GA dan NGA dengan target komposisi pendapatan yang proporsional, guna mendiversifikasi sumber pendapatan, menyeimbangkan risiko, dan memastikan keberlanjutan jangka panjang. Selain itu, GMF juga terus mengakselerasi pertumbuhan pada segmen *Government & Industrial Solutions* melalui optimalisasi aktivitas *maintenance*, pengembangan kapabilitas dan kapasitas, serta pencarian sumber pendapatan baru.

Program-program strategis di atas telah mendukung GMF mewujudkan tema korporasi 2025, yaitu "*Strengthen Core and Drive Diversified Growth*" untuk memastikan pencapaian pertumbuhan dilakukan melalui penguatan kualitas dan kapabilitas bisnis inti, sekaligus percepatan pengembangan diversifikasi usaha secara berkelanjutan guna menghasilkan nilai tambah yang keberlanjutan jangka panjang bagi seluruh pemangku kepentingan.

STRATEGI PERSEROAN MENGHADAPI TANTANGAN

Kendala rantai pasok masih menjadi isu utama di 2025. Industri penerbangan menghadapi keterbatasan kapasitas produksi dan keterlambatan pengiriman sehingga jumlah permintaan melebihi pasokan material dan suku cadang yang tersedia.

Ketidakpastian dalam jadwal pengadaan dan kedatangan suku cadang mendatangkan tantangan bagi GMF dalam melakukan pengelolaan keuangan. Bergerak di sektor MRO membutuhkan pengelolaan arus kas secara efektif, terutama terkait pembayaran uang muka dalam jumlah besar sebelum suku cadang dapat diperoleh. Hal ini semakin menyulitkan karena waktu kedatangan suku cadang sering kali tidak pasti.

Selain itu, kekurangan tenaga kerja masih menjadi ancaman serius bagi industri MRO. Seiring dengan meningkatnya aktivitas penerbangan global, kebutuhan tenaga mekanik dan teknisi terus meningkat, sementara ketersediaannya masih terbatas. Kondisi ini menambah tekanan operasional bagi GMF.

Dalam mengatasi kendala rantai pasok, GMF meningkatkan proses perencanaan melalui evaluasi periodik dan standarisasi *planning*, pemenuhan material dengan skema *consignment* dan *Just in Time*, negosiasi *payment terms & credit limit*, peningkatan *inhouse repair*, serta penyesuaian harga material.

Terkait tantangan tenaga kerja, GMF tidak hanya berfokus pada pemenuhan kebutuhan SDM sesuai *manpower planning*, tetapi juga menjalankan program pengembangan dan retensi karyawan. Selain rekrutmen dan kerja sama dengan lembaga penyedia SDM, GMF memperkuat *capability* dan *leadership development*

balance risks, and ensure long-term sustainability. In addition, GMF continues to accelerate growth in the Government & Industrial Solutions segment through optimization of maintenance activities, development of capabilities and capacities, and exploration of new revenue sources.

These strategic programs supported GMF in realizing the 2025 corporate theme, "Strengthen Core and Drive Diversified Growth," ensuring growth is achieved by strengthening the quality and capabilities of core businesses while accelerating sustainable diversification to generate long-term value for stakeholders.

COMPANY STRATEGIES TO ADDRESS CHALLENGES

Supply chain constraints remained a major issue in 2025. The aviation industry faced limited production capacity and delivery delays, resulting in demand exceeding the available supply of materials and spare parts.

Uncertainty in spare part procurement and delivery schedules created financial management challenges for GMF. Operating in the MRO sector requires effective cash flow management, particularly regarding significant advance payments before spare parts can be obtained. This a challenge, worsened by uncertain spare part arrival schedules.

Additionally, labor shortages remain a serious challenge for the MRO industry. As global aviation activity increases, the demand for mechanics and technicians continues to rise while supply remains limited, increasing operational pressure on GMF.

To address supply chain challenges, GMF improved planning processes through periodic evaluations and planning standardization, material fulfillment through consignment and Just-in-Time schemes, negotiation of payment terms and credit limits, increased in-house repair capabilities, and adjustments to material pricing.

Regarding workforce challenges, GMF focuses not only on fulfilling manpower planning requirements but also on implementing employee development and retention programs. In addition to recruitment and partnerships with workforce providers, GMF strengthens capability and leadership development to ensure organizational

guna menjaga keberlanjutan organisasi. Upaya ini memastikan *transfer knowledge* berjalan optimal dan mendukung kesinambungan operasional serta pertumbuhan bisnis ke depannya.

Tantangan-tantangan tersebut di atas juga menjadi tantangan terkait keberlanjutan karena berhubungan dengan aspek sosial dalam pengelolaan sumber daya manusia secara menyeluruh.

PENCAPAIAN TARGET PERSEROAN

Secara umum, Perseroan berhasil mencatatkan kinerja keuangan yang positif dengan mencapai target. Perseroan membukukan pendapatan senilai USD491.88 juta dari target USD452.69 juta. Selain adanya peningkatan kinerja operasi, pencapaian ini terjadi karena upaya efisiensi yang telah dilakukan di 2025.

Target laba di 2025 berhasil tercapai yaitu USD33.96 juta atau 125% dari target USD27.12 juta. Pencapaian ini terjadi karena pelaksanaan restrukturisasi operasional dan upaya efisiensi yang telah dilakukan sepanjang tahun.

Kinerja operasi dan bisnis yang positif merupakan kontribusi dari peningkatan rata-rata segmen GA dan NGA, serta *Government*.

Selain itu, seluruh *Key Performance Indicators* (KPI) yang telah dicanangkan dalam RKAP 2025 juga berhasil dicapai, menunjukkan disiplin eksekusi dan konsistensi manajemen dalam merealisasikan target yang telah ditetapkan. GMF juga berhasil melaksanakan peningkatan modal melalui Penyertaan Modal Non-Tunai (inbreng lahan) dengan skema *right issue* (HMETD), sehingga semakin memperkuat struktur permodalan dan fleksibilitas keuangan.

PENERAPAN TATA KELOLA PERUSAHAAN YANG BAIK

GMF menjalankan usaha dengan berdasarkan prinsip-prinsip tata kelola yang baik (GCG). Setiap langkah operasional MRO dilakukan dengan menyeimbangkan kepatuhan terhadap regulasi yang berlaku, penerapan kebijakan keselamatan yang ketat, serta efisiensi biaya. Kesemuanya dilakukan dengan berfokus pada strategi pertumbuhan.

Salah satu elemen penting dalam penerapan prinsip-prinsip GCG adalah sinergi yang dibangun oleh Direksi, Dewan Komisaris, Pemegang Saham, karyawan, dan para pemangku kepentingan. Keberadaan organ utama Perseroan yang bergerak secara sinergis memberikan stabilitas pada pengelolaan, pengawasan, serta pengambilan keputusan strategis.

sustainability and effective knowledge transfer to support future operations and business growth.

Those challenges also served as challenges in terms of sustainability since they are related to social aspects of human capital management in a comprehensive manner.

TARGET ACHIEVEMENTS

Overall, the Company recorded positive financial performance and successfully achieved its targets. The Company recorded a net profit of USD491.88 million compared to the target of USD452.69 million. In addition to improved operational performance, this achievement was supported by efficiency initiatives implemented throughout 2025.

The 2025 profit target was successfully achieved at USD33.96 million, or 125% of the USD27.12 million target. The achievement was driven by operational restructuring and efficiency efforts carried out throughout the year.

Positive operational and business performance resulted from increased contributions across the GA, NGA, and Government segments.

Furthermore, all Key Performance Indicators (KPIs) set in the 2025 RKAP were achieved, reflecting disciplined execution and management consistency in realizing the targets. GMF also successfully completed a capital increase through Non-Cash Capital Injection (land inbreng) via a rights issue scheme, further strengthening the Company's capital structure and financial flexibility.

IMPLEMENTATION OF GOOD CORPORATE GOVERNANCE

GMF conducts its business based on Good Corporate Governance (GCG) principles. Each MRO operational step balances regulatory compliance, strict safety policies, and cost efficiency while maintaining a focus on growth strategies.

An important element in implementing GCG principles is the synergy among the Board of Directors, Board of Commissioners, Shareholders, employees, and stakeholders. The synergy among the Company's key governance organs ensures stability in management, supervision, and strategic decision-making.

Direksi memandang bahwa GMF senantiasa melakukan peningkatan secara berkala dalam penerapan prinsip-prinsip GCG. Inisiatif ini dilakukan melalui kepatuhan terhadap regulasi serta ketentuan hukum terkait bisnis yang dijalankannya. GMF senantiasa melakukan *update* terhadap kebijakan regulasi terbaru, dan berupaya memenuhi setiap ketentuan. Sebagai kelanjutan dari upaya pembaharuan praktik GCG secara berkala, GMF melakukan penyempurnaan perangkat dan kebijakan terkait GCG, melakukan sosialisasi regulasi kepada seluruh karyawan dan pemangku kepentingan, serta melaksanakan penilaian tingkat penerapan GCG secara berkala untuk mendukung penerapan GCG agar semakin efektif.

The Board of Directors believes that GMF continuously improves the implementation of GCG principles through compliance with applicable regulations and legal requirements. GMF regularly updates its policies in line with new regulations and ensures compliance with all provisions. As part of ongoing governance improvement, GMF continuously enhances governance tools and policies, conducts regulatory socialization for employees and stakeholders, and performs periodic GCG implementation assessments to ensure more effective governance practices.

KINERJA KEBERLANJUTAN

Penerapan prinsip keberlanjutan melalui kebijakan ESG (*Environmental, Social, and Governance*) turut mendukung pelaksanaan operasional usaha. Penciptaan nilai jangka panjang pada aspek-aspek operasional yang bersinggungan dengan keberlanjutan memastikan ketahanan bisnis dan pengelolaan reputasi usaha yang positif.

SUSTAINABILITY PERFORMANCE

The implementation of sustainability principles through ESG (Environmental, Social, and Governance) policies supports the Company's operational activities. Creating long-term value in operational aspects related to sustainability ensures business resilience and a positive corporate reputation.

NILAI-NILAI KEBERLANJUTAN

GMF memiliki ringkasan strategi dan kerangka kerja keberlanjutan yang didasarkan pada Visi dan Misi Korporasi, Visi dan Misi Tanggung Jawab Sosial, Nilai Perusahaan (AKHLAK), serta GMF Spirit "You Do Matter". Secara keseluruhan, rangkaian ini menjadi telah mencakup seluruh aspek ekonomi, sosial, dan lingkungan yang penting dalam keberlanjutan, serta aspek tata kelola yang dibutuhkan dalam penerapan ESG.

SUSTAINABILITY VALUES

GMF has a sustainability strategy and framework based on the Corporate Vision and Mission, Social Responsibility Vision and Mission, Company Values (AKHLAK), and the GMF Spirit "You Do Matter." Collectively, these elements encompass the key economic, social, and environmental aspects of sustainability, as well as governance elements required for ESG implementation.

Sebagai Direksi, kami berkomitmen untuk memastikan bahwa nilai-nilai keberlanjutan selalu menjadi prinsip yang mendasari aktivitas operasional sehari-hari, terintegrasi dalam perencanaan strategis, pengelolaan operasional, serta pengembangan usaha. Kami senantiasa mendorong penerapan praktik operasional yang bertanggung jawab dan mengedepankan aspek keselamatan, berkontribusi terhadap sosial, dan menjaga kelestarian lingkungan.

As the Board of Directors, we are committed to ensuring that sustainability values remain fundamental principles guiding daily operations, strategic planning, operational management, and business development. We continuously encourage responsible operational practices that prioritize safety, contribute to society, and preserve the environment.

TANTANGAN DAN PELUANG PENERAPAN KEBERLANJUTAN

Tantangan dan peluang penerapan keberlanjutan di GMF berasal dari berbagai aspek.

Tantangan keberlanjutan yang utama berasal dari operasional MRO. Kekurangan tenaga kerja serta gangguan rantai pasok berdampak pada peningkatan biaya akibat inflasi. Kinerja pelaksanaan K3 yang optimal juga memengaruhi aktivitas operasional agar berjalan dengan lancar.

SUSTAINABILITY CHALLENGES AND OPPORTUNITIES

Challenges and opportunities in implementing sustainability within GMF comes from various aspects.

The main challenge in terms of sustainability comes from its MRO operation. Workforce shortages and supply chain disruptions increase operational costs due to inflation. Optimal OHS performance is also critical to ensure smooth operations.

Antisipasi dan mitigasi risiko terkait kekurangan tenaga kerja telah disampaikan di pembahasan tantangan sebelumnya.

Terdapat regulasi internal yang ketat mengatur mengenai penerapan K3 secara optimal di aktivitas operasional. Sosialisasi berkala dan penerapan *rewards & punishment* sebagai bagian dari penilaian kinerja individu dan unit senantiasa dilakukan untuk memastikan penerapan K3 yang disiplin di seluruh aspek operasional.

Dalam menghadapi keterlambatan pasokan, Perseroan menerapkan efisiensi di luar biaya-biaya strategis dan memastikan penagihan piutang berjalan lancar. Inisiatif ini terbukti efektif untuk menjaga kinerja keuangan sepanjang tahun 2025.

Peluang datang dari pelaksanaan operasional yang berfokus pada keberlanjutan, terutama dari sisi efisiensi pengunaan energi dan air. Penghematan dalam penggunaan energi listrik, solar, dan air membawa Perseroan mampu melakukan efisiensi biaya secara keseluruhan. Inisiatif ini mendukung pencapaian kinerja positif Perseroan.

RISIKO KEBERLANJUTAN

Pencapaian keberlanjutan juga bergantung pada pengelolaan risiko keberlanjutan. Direksi bertanggung jawab atas pengelolaan dan mitigasi risiko keberlanjutan dengan menetapkan kebijakan, strategi, serta kerangka manajemen risiko yang terintegrasi dengan kegiatan usaha Perseroan, serta memastikan implementasinya di seluruh lini operasi.

GMF mulai mencoba mengaplikasikan penerapan manajemen risiko yang merujuk pada Task Force on Climate-related Financial Disclosures (TCFD) sebagai inisiatif Perseroan mengantisipasi risiko perubahan iklim. Risiko fisik terhadap seluruh aset GMF seperti hangar, peralatan, serta suku cadang, telah menjadi pertimbangan serius dalam menentukan strategi untuk melindungi diri dari risiko fisik yang akut. Selain itu, risiko transisi dari perubahan regulasi dan perhatian global terhadap penerapan operasional yang memperhatikan perubahan iklim juga menjadi perhatian.

Secara keseluruhan, GMF telah memiliki standar operasional untuk mengantisipasi risiko-risiko fisik akut yang mengancam aset Perseroan. GMF juga terus bekerja sama dengan pengelola *Outstation Line Maintenance* untuk memastikan perlindungan terhadap aset dapat berjalan dengan optimal. Terkait dengan risiko transisi dalam hal regulasi dan perhatian global, hal ini telah menjadi komitmen GMF sejak lama sesuai dengan standar operasi yang berkiblat pada standar MRO global.

Anticipation and mitigation measures regarding workforce shortages have been disclosed in the previous statement regarding operational challenges.

Strict internal regulations govern the implementation of OHS across operational activities. Periodic socialization and the application of reward and punishment mechanisms are conducted as part of individual and unit performance evaluations to ensure disciplined OHS implementation.

To address supply delays, the Company implemented cost efficiency outside strategic expenditures and ensured smooth receivables collection, helping maintain financial performance throughout 2025.

Opportunities arise from operations which consider sustainability aspects, particularly through energy and water efficiency initiatives. Savings in electricity, fuel, and water consumption enabled overall cost efficiency, contributing to the Company's positive performance.

SUSTAINABILITY RISKS

Sustainability achievements also depend on effective sustainability risk management. The Board of Directors is responsible for managing and mitigating sustainability risks by establishing policies, strategies, and risk management frameworks integrated into the Company's operations.

GMF has begun adopting risk management practices aligned with the Task Force on Climate-related Financial Disclosures (TCFD) to anticipate climate-related risks. Physical risks affecting GMF assets, such as hangars, equipment, and spare parts, have been carefully considered in strategies to protect against acute physical risks. Transition risks related to regulatory changes and global attention to climate-conscious operations are also considered.

GMF has established operational standards to anticipate acute physical risks threatening Company assets and continues collaborating with Outstation Line Maintenance operators to ensure optimal asset protection. Transition risks related to regulatory developments have long been addressed in line with global MRO standards.

Pemantauan terhadap risiko-risiko tersebut di atas dilakukan secara berkala, disertai dengan tindakan korektif apabila diperlukan.

PENCAPAIAN ASPEK KEBERLANJUTAN

Dari sisi ekonomi, penjelasannya telah disampaikan sebelumnya, yaitu tercapai positif karena GMF mampu mencatatkan kinerja keuangan yang melebihi target.

Dari sisi lingkungan hidup, GMF memiliki target biaya terkait aspek lingkungan mencakup pengelolaan, pemantauan, hingga pelatihan, sosialisasi, dan sertifikasi. Secara keseluruhan, seluruh biaya telah dikeluarkan sesuai dengan target dan memastikan operasional GMF tidak berdampak negatif terhadap lingkungan.

Dari sisi sosial, GMF juga memastikan bahwa operasionalnya sesuai dengan regulasi ketenagakerjaan sehingga tidak terdapat isu material dalam mengelola ribuan tenaga kerja. Terkait dengan aspek sosial terhadap masyarakat, GMF telah menetapkan anggaran untuk melaksanakan program TJSL bagi kehidupan masyarakat dari sisi sosial dan lingkungan. Pada tahun 2025, realisasinya adalah Rp354.440.000 dan terhadap target mencapai 100%.

Selain dari aspek-aspek tersebut, dapat dikatakan bahwa kinerja keberlanjutan Perseroan adalah positif dan mampu mendukung dalam pelaksanaan operasional sepanjang tahun tanpa terhalang isu material.

PROSPEK USAHA

Asumsi APBN 2026 menargetkan pertumbuhan ekonomi sebesar 5,2-5,8% di tengah berbagai gejolak ekonomi dunia dan tantangan global yang terutama bersumber dari tensi geopolitik. IMF memproyeksikan pertumbuhan ekonomi global mencapai 3,1% pada 2026, dengan ASEAN tumbuh 4,1%. Pertumbuhan ini diharapkan berdampak positif pada peningkatan industri penerbangan global, regional, maupun domestik.

Di Indonesia, selain ditopang daya beli masyarakat, pertumbuhan penerbangan juga didukung oleh pengembangan infrastruktur serta kebijakan pemerintah yang menjaga stabilitas harga tiket. Selaras dengan pertumbuhan ekonomi, permintaan pasar MRO global menunjukkan tren positif. Berdasarkan data Global Fleet and MRO Market Forecast Oliver Wyman tahun 2025, nilai pasar MRO diproyeksikan mencapai USD120 miliar, tumbuh 15% dibanding tahun sebelumnya. Asia Pacific menjadi salah satu pasar terbesar, menciptakan peluang bagi industri MRO Indonesia. Ke depan, pasar MRO global akan tumbuh rata-rata 2,8% per tahun hingga mencapai USD157 miliar pada 2035.

Di sisi lain, industri penerbangan global masih akan menghadapi tantangan dari sisi rantai pasok dan tenaga kerja. Berdasarkan data Global Fleet and MRO Market

These risks are monitored periodically with corrective actions implemented when necessary.

SUSTAINABILITY ACHIEVEMENTS

From an economic perspective, the Company achieved positive performance by exceeding its financial targets.

From an environmental perspective, GMF allocated costs related to environmental management, monitoring, training, socialization, and certification. All expenditures were implemented as planned to ensure that GMF's operations do not negatively impact the environment.

From a social perspective, GMF ensures compliance with labor regulations in managing thousands of employees without material issues. Regarding community engagement, GMF allocated budgets for TJSL programs. In 2025, the realization amounted to Rp354,440,000 achieving 100% of the target.

Overall, the Company's sustainability performance was positive and successfully supported operational activities throughout the year without material issues.

BUSINESS PROSPECTS

The 2026 State Budget assumptions target economic growth of 5.2-5.8% amid global economic volatility and geopolitical tensions. The IMF projects global economic growth of 3.1% in 2026, with ASEAN growth reaching 4.1%. This growth is expected to positively impact global, regional, and domestic aviation industries.

In Indonesia, aviation growth is supported not only by consumer purchasing power but also by infrastructure development and government policies maintaining ticket price stability. Aligned with economic growth, global MRO market demand shows positive trends. According to the 2025 Global Fleet and MRO Market Forecast by Oliver Wyman, the MRO market is projected to reach USD120 billion, growing 15% year-on-year. Asia Pacific remains one of the largest markets, creating opportunities for Indonesia's MRO industry. In the long term, the global MRO market is projected to grow at an average rate of 2.8% annually to reach USD157 billion by 2035.

However, the aviation industry will continue facing supply chain and labor challenges. According to Oliver Wyman, ongoing supply chain disruptions will increase

Forecast Oliver Wyman, disrupsi rantai pasok yang terjadi masih akan berlanjut sehingga menyebabkan naiknya harga bahan baku, serta adanya tantangan peningkatan biaya tenaga kerja yang berpotensi memengaruhi kelancaran operasional serta meningkatkan biaya industri MRO.

raw material prices, while rising labor costs may impact operational efficiency and increase costs within the MRO industry.

Menghadapi tahun 2026, Perseroan berfokus pada upaya untuk memperkuat dan memaksimalkan pengembangan usaha dengan mengusung tema Transforming for the Future. Strategi-strategi utama yang akan dilakukan guna mendukung pelaksanaan tema tersebut meliputi *Sustainable Operational Transformation*, *Workforce Empowerment*, *Financial Reinforcement*, *Technology Advancement*, *Profitable Business Growth*.

Entering 2026, the Company will focus on strengthening and maximizing business development under the theme "Transforming for the Future." Key strategies include: Sustainable Operational Transformation Workforce Empowerment Financial Reinforcement Technology Advancement Profitable Business Growth.

Dengan mempertimbangkan asumsi internal dan eksternal, serta semangat *Transforming for the Future*, Perseroan menargetkan pencapaian pendapatan sebesar USD542.79 juta dengan laba bersih sebesar USD35.09 juta. Perseroan juga menargetkan pencapaian indikator layanan dan operasional yang optimal, mencakup: *Customer Satisfaction Index level 4*, *Customer SLA Fulfillment, Quality & Compliance*, *Operational Efficiency*, masing-masing sebesar 100%. Selain itu, Perseroan juga menargetkan *Information Capital Readiness* sebesar 95%, *Capability Development* 100%, dan *Human & Organizational Capital Readiness* 95% sebagai fondasi penguatan kapabilitas jangka panjang.

Based on internal and external assumptions and the spirit of Transforming for the Future, the Company targets revenue of USD542.79 million and net profit of USD35.09 million. The Company also targets optimal operational and service indicators, including: Customer Satisfaction Index level 4 Customer SLA Fulfillment Quality & Compliance Operational Efficiency each targeted at 100%. Additionally, the Company targets Information Capital Readiness at 95%, Capability Development at 100%, and Human & Organizational Capital Readiness at 95% to strengthen long-term capabilities.

Penguatan operasional dengan sendirinya akan memperkuat aspek keberlanjutan Perseroan ke depannya. Hal ini akan direalisasikan melalui penguatan SOP yang berfokus pada keberlanjutan, pelatihan terkait keberlanjutan, serta sertifikasi khusus terkait pengelolaan lingkungan.

Operational strengthening will also reinforce the Company's sustainability aspects through sustainability-focused SOPs, sustainability training programs, and environmental management certifications.

PERUBAHAN KOMPOSISI DIREKSI

Pada tahun 2025, terdapat perubahan komposisi Direksi. Informasinya telah disampaikan di bab Profil Perusahaan. Perubahan kompsisi Direksi menjadi hak pemegang saham, dan telah dilakukan sesuai dengan regulasi dan Anggaran Dasar Perseroan. Perubahan ini terjadi seiring dengan kebutuhan bisnis dan regenerasi kepemimpinan. Dengan demikian, komposisi Direksi saat ini adalah sebagai berikut:

- Direktur Utama: Andi Fahrurrozi
- Direktur Base Management: Bobi Gumelar Raspati
- Direktur Sumber Daya Manusia: Mitra Piranti
- Direktur Keuangan: Tri Hartono
- Direktur Line Operation: Endang Tardiana

CHANGES IN THE COMPOSITION OF THE BOARD OF DIRECTORS

In 2025, there were changes in the composition of the Board of Directors. Details are presented in the Company Profile chapter. The changes were the prerogative of the shareholders and were implemented in accordance with applicable regulations and the Company's Articles of Association. The changes were made in response to business needs and leadership succession. The current composition of the Board of Directors is as follows:

- CEO: Andi Fahrurrozi
- Director of Base Management: Bobi Gumelar Raspati
- Director of Human Resources: Mitra Piranti
- Director of Finance: Tri Hartono
- Director of Line Operation: Endang Tardiana

PENUTUP

Direksi memberikan apresiasi kepada seluruh Karyawan yang telah bekerja dengan penuh dedikasi tinggi. Direksi juga mengucapkan terima kasih atas dukungan Dewan Komisaris. Terima kasih kami ucapkan juga kepada Pemegang Saham, Mitra Bisnis, dan Pelanggan. Kami optimis, Perseroan dapat terus melaju memanfaatkan peluang pertumbuhan dan menjaga kinerja positif yang telah dicapai.

CLOSING

The Board of Directors expresses its appreciation to all employees for their dedication and commitment. We also extend our gratitude to the Board of Commissioners for their guidance and support. Our sincere appreciation also goes to the Shareholders, Business Partners, and Customers. We remain optimistic that the Company will continue moving forward, leveraging growth opportunities and sustaining the positive performance that has been achieved.

Tangerang, April 2026
Tangerang, April 2026

Atas nama Direksi
On behalf of the Board of Directors



ANDI FAHRURROZI
Direktur Utama
CEO

Pernyataan Dewan Komisaris Tentang Tanggung Jawab atas Laporan Terintegrasi 2025 PT Garuda Maintenance Facility Aero Asia Tbk

Statement of the Board of Commissioners on the Responsibility for the 2025 Integrated Report of PT Garuda Maintenance Facility Aero Asia Tbk

Kami yang bertandatangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Terintegrasi PT Garuda Maintenance Facility Aero Asia Tbk tahun buku 2025 sudah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Terintegrasi Perseroan. Demikian pernyataan ini dibuat dengan sebenar-benarnya.

We, the undersigned, declare that the information in the 2025 Integrated Report of PT Garuda Maintenance Facility Aero Asia Tbk is presented in its entirety and we are fully responsible for the correctness of the contents of the Company's Integrated Report. This statement is hereby made truthfully.

Tangerang, April 2026
Tangerang, April 2026

Dewan Komisaris
Board of Commissioners



OKI YANUAR
Komisaris Utama/Independen
President/Independent Commissioner



GIRING GANESHA DJUMARYO
Komisaris
Commissioner



SUGIHARTO PRAPTO
Komisaris
Commissioner



DEAN ARSLAN
Komisaris Independen
Independent Commissioner

Pernyataan Direksi Tentang Tanggung Jawab atas Laporan Terintegrasi 2025 PT Garuda Maintenance Facility Aero Asia Tbk

Statement of the Board of Directors on the Responsibility for the 2025 Integrated Report of PT Garuda Maintenance Facility Aero Asia Tbk

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Tangerang, April 2026
Tangerang, April 2026

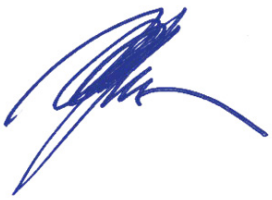
Direksi
Board of Directors



ANDI FAHRURROZI
Direktur Utama
CEO



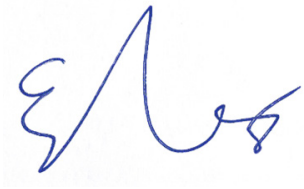
BOBI GUMELAR RASPATI
Direktur Base Management
Director of Base Management



MITRA PIRANTI
Direktur Sumber Daya Manusia
Director of Human Resources



TRI HARTONO
Direktur Keuangan
Director of Finance



ENDANG TARDIANA
Direktur Line Operation
Director of Line Operation


GMF
GMF
GMF

Profil Perusahaan

Company Profile





Informasi Umum Perusahaan
General Information of the Company [GRI 2-1]

Nama Perusahaan Company Name	PT Garuda Maintenance Facility Aero Asia Tbk Saat ini Perseroan lebih dikenal dengan nama komersialnya yaitu "GMF". Currently the Company is better known by its commercial name, "GMF".
Tanggal Pendirian Date of Establishment	26 April 2002 April 26, 2002 Pada tahun yang sama, GMF mulai beroperasi secara komersial. In the same year, GMF started its commercial operation.
Dasar Hukum Pendirian Legal Basis of Establishment	Akta Pendirian No. 93 tanggal 26 April 2002, yang telah disahkan dari Menteri Kehakiman dan Hak Asasi Manusia RI dengan Surat Keputusan No. C-11685 HT.01.01.TH.2002 tanggal 28 Juni 2002. Deed of Establishment No. 93 dated April 26, 2002, which was ratified by the Minister of Justice and Human Rights Republic of Indonesia with Decree No. C-11685 HT.01.01.TH.2002 dated June 28, 2002.
Bidang Usaha Business Fields	Jasa Perawatan, Reparasi, dan *Overhaul* Pesawat Terbang Aircraft Maintenance, Repair, and Overhaul Services
Status dan Badan Hukum Status and Legal Entity	GMF merupakan Perseroan Terbatas (PT) yang memperdagangkan sahamnya ke publik di bursa efek sehingga menyandang status Perusahaan Terbuka (Tbk). GMF is a Limited Liability Company (PT) that offers its share to the public through the stock exchange and is therefore classified as a Public Company (Tbk).
Tanggal Pencatatan di Bursa Listing Date on the Exchange	Saham Perseroan dicatatkan di Bursa Efek Indonesia (BEI) pada tanggal 10 Oktober 2017 dengan kode saham "GMFI". The Company's shares are listed on the Indonesia Stock Exchange (IDX) on October 10, 2017 under "GMFI" as its ticker code.
Modal Dasar Authorized Capital	Rp10.000.000.000.000,00 (sepuluh triliun Rupiah) yang terbagi atas 28.233.511.500 (dua puluh delapan miliar dua ratus tiga puluh tiga juta lima ratus sebelas ribu lima ratus) saham Seri A dengan masing-masing saham bernilai Rp100,00 (seratus Rupiah) dan 287.065.954.000 (dua ratus delapan puluh tujuh miliar enam puluh lima juta sembilan ratus lima puluh empat ribu) saham Seri B dengan masing-masing saham bernilai Rp25,00 (dua puluh lima rupiah) Rp10,000,000,000,000.00 (ten trillion Rupiah) divided into 28.233.511.500 (twenty eight billion two hundred thirty three million five hundred eleven thousand five hundred) Series A shares of Rp100.00 (one hundred Rupiah) per shares and 287.065.954.000 (two hundred eighty seven billion sixty five million nine hundred fifty four thousands) Series B shares of Rp25.00 (twenty five Rupiah) per shares



Modal Ditempatkan dan Disetor Penuh Issued and Fully Paid Capital	Modal Dasar Perseroan adalah sebesar Rp10.000.000.000.000,00 (sepuluh triliun Rupiah) yang terbagi atas 28.233.511.500 (dua puluh delapan miliar dua ratus tiga puluh tiga juta lima ratus sebelas ribu lima ratus) saham Seri A, masing-masing saham bernilai nominal Rp100,00 (seratus Rupiah) dan 287.065.954.000 (dua ratus delapan puluh tujuh miliar enam puluh lima juta sembilan ratus lima puluh empat ribu) saham Seri B, masing-masing saham bernilai nominal Rp25,00 (dua puluh lima Rupiah). The company's Authorized Capital is Rp10.000.000.000.000,00 (ten trillion Rupiah) which is divided into 28.233.511.500 (twenty eight billion two hundred thirty three million five hundred eleventh thousand five hundred) Series A shares, each share has a nominal value of Rp100,00 (one hundred Rupiah) and 287.065.954.000 (two hundred eighty seven billion sixty five million nine hundred fifty four thousands) Series B shares, each share has a nominal value of Rp25,00 (twenty five Rupiah).	
Kantor Pusat Head Office **[OJK C.2]**	Lantai 2, Lobby Selatan Hangar 4 PT Garuda Maintenance Facility Aero Asia Tbk Area Perkantoran Bandara Soekarno-Hatta, Kelurahan Pajang, Kecamatan Benda, Kota Tangerang, Banten 15125 Second Floor, South Lobby Hangar 4 PT Garuda Maintenance Facility Aero Asia Tbk Soekarno-Hatta Airport Office Area, Pajang Village, Benda District, Tangerang City, Banten 15125 Telepon | Phone +62 21 550 8717 +62 21 550 8609 Surel | Email corporatecommunications@gmf-aeroasia.co.id marketing@gmf-aeroasia.co.id	
Media Sosial Social Media	YouTube	GMF AeroAsia
	LinkedIn	GMF AeroAsia
	Facebook	GMF AeroAsia
	Instagram	@gmfaeroasia

Skala Usaha
Business Scale [OJK C.3]

Jumlah Aset & Liabilitas
Total Assets & Liabilities

Jumlah Aset
Total Assets
USD812.98
juta/million

Jumlah Liabilitas
Total Liabilities
USD698.41
juta/million

Skala Pegawai
Employee Scale

Jumlah Pegawai
Total Employees
4.169
orang/people

Berdasarkan Status
By Status
4.169 Karyawan Tetap / Permanent Employee
857 Karyawan Tidak Tetap / Contract Employee



Berdasarkan Jenis Kelamin
By Gender
3.663 **pria**/male
506 **perempuan**/female

Berdasarkan Jabatan
By Position
20 Group Head
106 Division Head
351 Department Head
3.692 Staff

Berdasarkan Usia
By Age



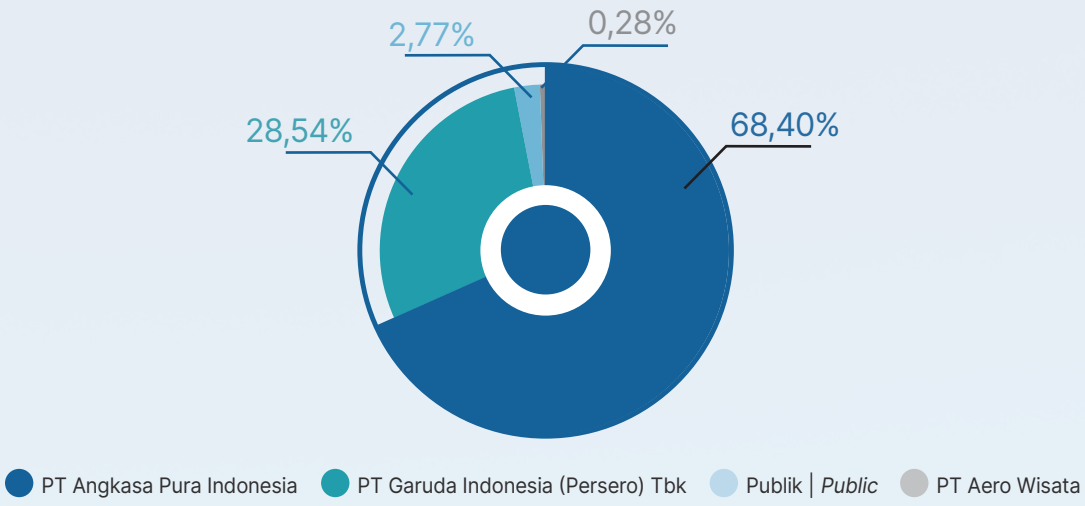
≥ 51 tahun/years old
295 **orang**/people

31-50 tahun/years old
2.484 **orang**/people

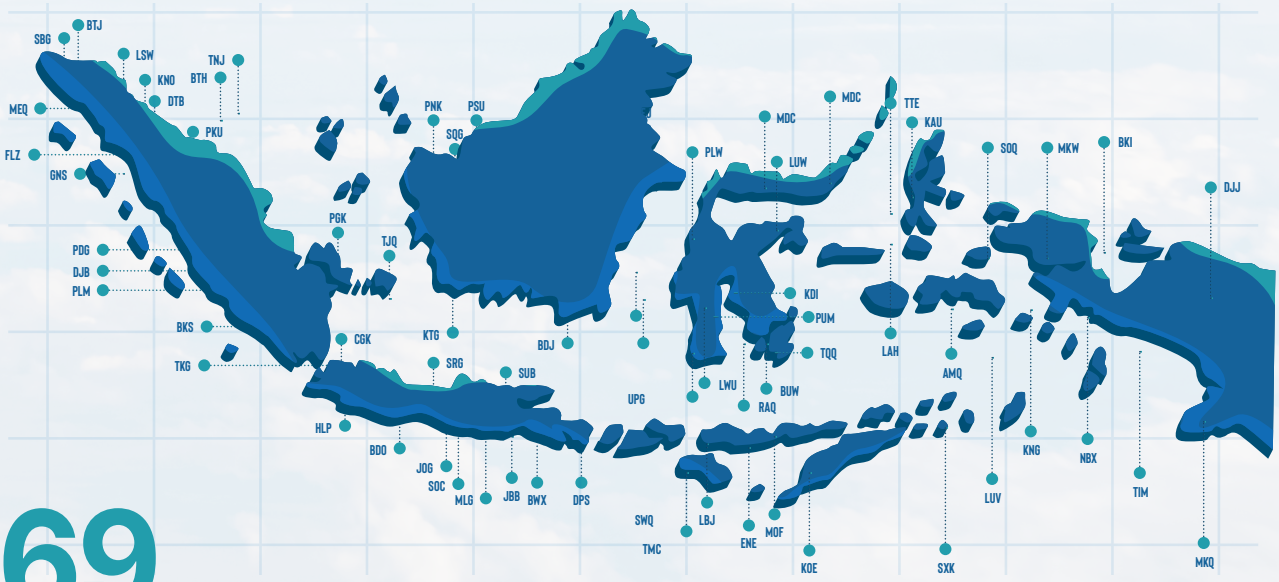
≤ 30 tahun/years old
1.390 **orang**/people

Berdasarkan Pendidikan
By Education
2 **Doktoral (S3)**/ Doctorate
213 **Magister (S2)**/ Master
1.638 **Sarjana (S1)**/ Bachelor
1.574 **Diploma (D3)**/ Diploma
742 **Sekolah Menengah Atas**/Senior High

Kepemilikan Saham
Shareholders



Wilayah Operasional
Operational Area



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Lokasi Perawatan *Line Maintenance*
Line Maintenance Station

Riwayat Singkat GMF

A Brief History of GMF

PENDIRIAN PERSEROAN

Awal Pendirian Perseroan

Perjalanan PT Garuda Maintenance Facility Aero Asia Tbk ("Perseroan" atau "GMF") berawal dari pembentukan Direktorat Teknik Garuda Indonesia di tahun 1949. Setelah lebih dari empat dekade beroperasi sebagai salah satu divisi di bawah Garuda Indonesia, GMF berubah menjadi Strategic Business Unit Garuda Maintenance Facility (SBU-GMF) yang menangani seluruh aktivitas perawatan armada Garuda Indonesia.

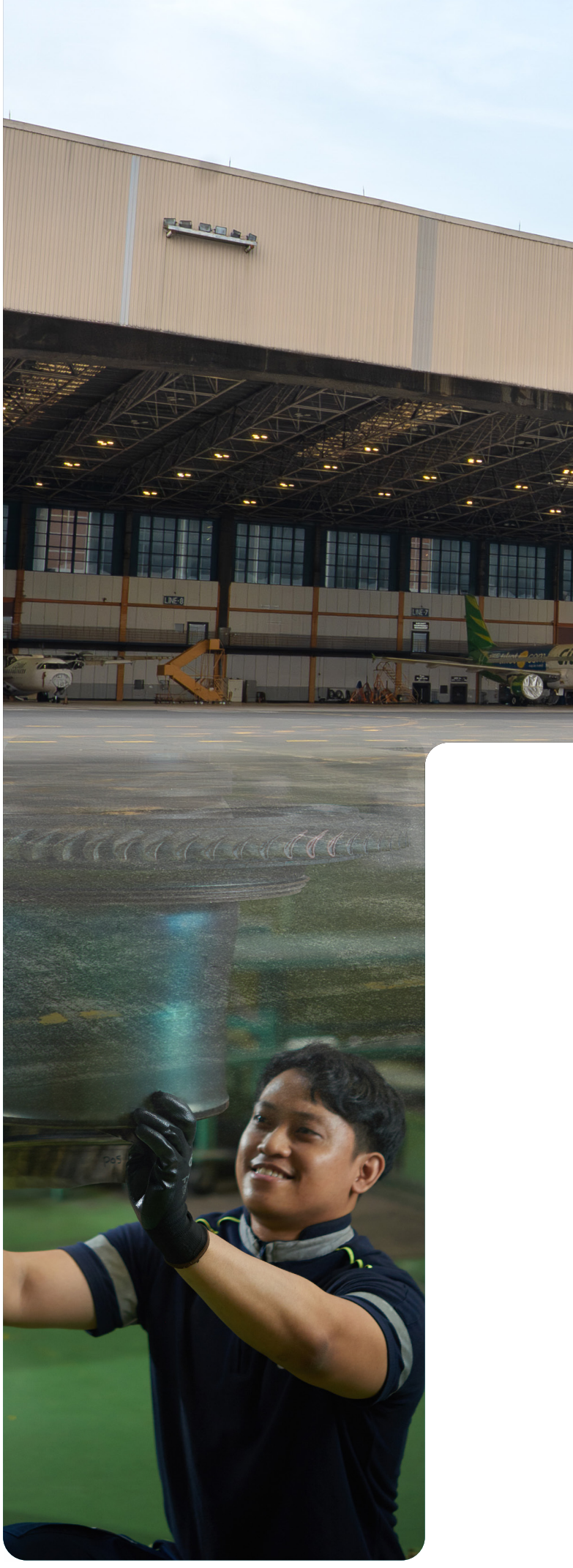
Pada tahun 2002, Garuda Indonesia melakukan '*spin-off*' terhadap SBU-GMF. Peristiwa ini membuat Perseroan resmi menjadi anak perusahaan Garuda Indonesia dengan nama PT Garuda Maintenance Facility Aero Asia melalui Akta Pendirian No. 93 tanggal 26 April 2002 oleh Notaris Arry Supratno, S.H. Akta tersebut telah diubah dengan perubahan terakhir melalui Akta Pernyataan Keputusan Rapat Perubahan Anggaran Dasar Nomor 2 tanggal 15 Januari 2025 dan susunan pengurus terakhir yang tercantum dalam Akta Pernyataan Keputusan Rapat Nomor 6 tanggal 28 September 2025 oleh Notaris Shanti Indah Lestari, S.H., M.Kn.

COMPANY ESTABLISHMENT

The Company's Establishment Journey

The history of PT Garuda Maintenance Facility Aero Asia Tbk (the "Company" or "GMF") began with the establishment of Garuda Indonesia's Technical Directorate in 1949. After more than four decades of operating as one of the divisions under Garuda Indonesia, GMF was transformed into the Strategic Business Unit Garuda Maintenance Facility (SBU-GMF), which handles all maintenance activities of Garuda Indonesia's fleet.

In 2002, Garuda Indonesia spin-offs SBU-GMF into a subsidiary. This event made the Company officially become a subsidiary of Garuda Indonesia, using PT Garuda Maintenance Facility Aero Asia as its name, under the Establishment Deed No. 93 of April 26, 2002, made by Notary Arry Supratno, S.H. The deed has been changed several times with the latest amendment through the Deed of Meeting Resolution of Articles of Association Amendment Number 2 dated January 15, 2025, and its final management, which stipulated in the Deed of Meeting Resolution Number 6 dated September 28, 2025, made by Notary Shanti Indah Lestari, S.H., M.Kn.





Perkembangan Usaha

Sebagai MRO terdepan di Indonesia, GMF memiliki perawatan *Line Maintenance* hingga *Overhaul*, perawatan dan perbaikan mesin serta komponen, proses modifikasi, dan perbaikan kabin. Perseroan terus memperkuat bisnis utamanya dengan sejumlah penambahan lini perawatan dan berbagai fasilitas berstandar internasional.

PENAWARAN UMUM PERDANA

GMF resmi menjadi emiten pertama industri MRO di Indonesia yang melakukan Penawaran Umum Perdana (*Initial Public Offering*/IPO) kepada publik pada tanggal 2 Oktober 2017 dan secara resmi sahamnya tercatat di Bursa Efek Indonesia pada tanggal 10 Oktober 2017. Momentum tersebut menjadi tonggak sejarah penting bagi Perseroan untuk semakin mengukuhkan posisi GMF untuk menjadi *Most Valuable MRO Company.*

PERUBAHAN NAMA PERSEROAN

Sejak didirikan pada tanggal 26 April 2002, Perseroan tetap menggunakan nama PT Garuda Maintenance Facility Aero Asia. Pada tanggal 10 Oktober 2017, Perseroan resmi memperdagangkan sahamnya di BEI sehingga menjadi perseroan terbuka (Tbk) yang terlihat dari namanya menjadi PT Garuda Maintenance Facility AeroAsia Tbk.

Business Development

As the leading MRO in Indonesia, GMF owns Line Maintenance including Overhaul, maintenance and repair of engines and components, modification processes, and cabin refurbishment. The Company continuously strengthens its core business by adding a number of additional maintenance services and various international standard facilities.

INITIAL PUBLIC OFFERING

GMF officially became the first issuer of the MRO industry in Indonesia to conduct an Initial Public Offering (IPO) to the public on October 2, 2017, and its shares were officially listed on the Indonesia Stock Exchange on October 10, 2017. This momentum became an important milestone for the Company to further strengthen GMF's position to become the Most Valuable MRO Company.

CHANGE OF THE COMPANY'S NAME

Since its establishment on April 26, 2002, the Company has continued to use the name PT Garuda Maintenance Facility Aero Asia. On October 10, 2017, the Company officially listed its shares on the Indonesia Stock Exchange (IDX), becoming a public company (Tbk), as reflected in its name change to PT Garuda Maintenance Facility AeroAsia Tbk.

Jejak Langkah
Milestones

1949
Pertama kali dibentuk sebagai Direktorat Teknik Garuda Indonesia.
Established as a Directorate of Engineering of Garuda Indonesia.

1984
Berawal dari Divisi *Maintenance & Engineering* (M&E) Garuda Indonesia.
Started to operate as the Division of Maintenance & Engineering (M&E) of Garuda Indonesia.

2016
Diresmikannya GMF menjadi Pusat Logistik Berikat oleh Kementerian Keuangan.
The Ministry of Finance inaugurated GMF as a Bonded Logistics Center.

2017
Melakukan penawaran perdana saham (*initial public offering*) kepada publik sebesar 10% dari modal ditempatkan dan disetor penuh.
Conducted an Initial Public Offering (IPO) of shares that amounted to 10% of the Company's issued and fully paid capital.

2018
Mengawali kerja sama strategis dalam rangka pengembangan bisnis di dalam dan luar negeri.
Initiated several strategic cooperation for business development, both domestically and internationally.

2019
Dianugerahi penghargaan "*Top 9 Airframe* MRO" oleh Aviation Week pada ajang Aviation Week Networks Editor's Choice Award 2019.
Awarded as the "Top 9 Airframe MRO" by Aviation Week at the Aviation Week Networks Editor's Choice Award 2019.

2025
Peningkatan Modal melalui Penyertaan Modal Non-tunai berupa Lahan dari PT Angkasa Pura Indonesia melalui Skema *Right Issue*.
Capital Increase through Non-Cash Capital Contribution in the form of Land from PT Angkasa Pura Indonesia through a Rights Issue Scheme.

2024
Penambahan Modal dengan Hak Memesan Efek Terlebih Dahulu (PMHMETD) dalam rangka *inbreng* aset/fasilitas dari induk usaha kepada GMF.
Capital Increase with Pre-emptive Rights for asset/facility inbreng from the parent company to GMF.

1998

Berubah menjadi *Strategic Business Unit* (SBU) GMF.
Becoming a Strategic Business Unit GMF (SBU-GMF).

2002

***Spin-Off* menjadi Anak Perusahaan dengan nama PT GMF AeroAsia.**
Spin-Off and became a Subsidiary under the name of PT GMF AeroAsia.

2013

Penambahan dua bidang usaha baru, yaitu SBU *Engine Maintenance* dan SBU IGTE, serta pembangunan Hangar 4.
Developed SBU Engine Maintenance and SBU IGTE as two new business units and constructing Hangar 4.

2015

Mulai beroperasinya Hangar 4 yang merupakan hangar narrow body terbesar di dunia seiring dengan pertumbuhan bisnis GMF dalam mengembangkan kapasitas perawatan pesawat.
Hangar 4 started to operate and became the world's largest hangar for narrow-body aircraft as GMF grew its aircraft maintenance capacity.

2020

Dianugerahi penghargaan "*Asia* MRO *Airframe of The Year*" oleh Aviation Week Network pada MRO Asia Pacific Awards 2020.
Awarded as the "Asia-MRO Airframe of The Year" by the Aviation Week Network at the MRO Asia Pacific Awards 2020.

2021

Modernisasi pesawat Hercules C130 pertama yang mencakup pengerjaan *replacement center wing box* dan *avionic upgrade*.
Conducted its first Hercules C130 job that covered the improvement of the aircraft's replacement center wing box and avionic upgrade.

2023

Kesepakatan konsorsium pengerjaan perawatan helikopter Bell 412.
A consortium agreement for maintenance work on Bell helicopters 412.

2022

Optimalisasi segmen usaha Jasa Kalibrasi untuk perawatan komponen.
Optimization of the Calibration Services business segment for component maintenance.

Visi, Misi, dan Nilai Perusahaan

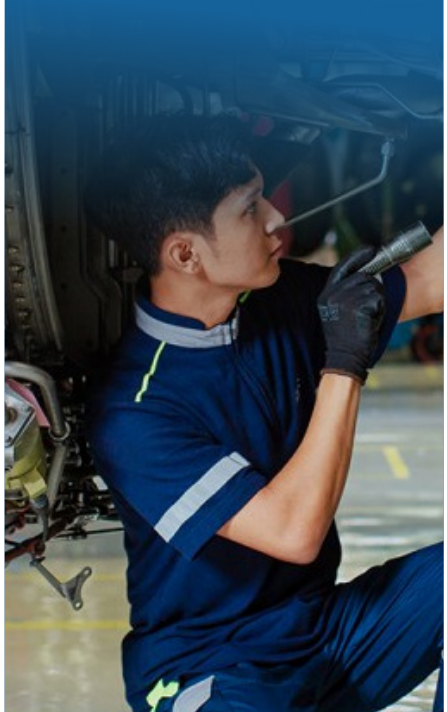
Vision, Mission, and Core Values [OJK C.1, A.1] [GRI 2-23]

Visi dan Misi Perseroan telah ditetapkan dalam Rencana Jangka Panjang Perusahaan (RJPP), menghasilkan peta strategis perkembangan bisnis secara komprehensif yaitu "*GMF Roadmap 2025-2030*". Manajemen GMF telah melakukan kajian terhadap Visi dan Misi Perseroan yang dirasa masih relevan dengan kondisi bisnis saat ini.

The Company's Vision and Mission have been outlined in the Company's Long-Term Business Plan (RJPP), generating a strategic business development as a whole which reflected in the "GMF Roadmap 2025-2030". The Management of GMF has reviewed the Company's Vision and Mission and felt that the content is still relevant to the current business condition.

VISI
VISION

Perusahaan MRO yang Paling Bernilai
Most Valuable MRO Company



PENJELASAN VISI

GMF telah mencapai salah satu target dalam pengembangan usaha yaitu melalui pengakuan sebagai *global player MRO* dengan menjadi Top 10 MRO pada tahun 2019. Perjalanan Perseroan tidak berhenti sampai di situ. Perseroan akan terus meningkatkan nilai usaha di mata publik, internal dan eksternal, dengan mengembangkan kegiatan usaha yang lebih luas dan tidak hanya bergantung pada sektor aviasi.

VISION EXPLANATION

GMF has achieved one of its targets in business development by gaining recognition as a global MRO player, reaching the Top 10 MRO in 2019. The Company's journey doesn't end there. The Company is committed to further enhancing business value in the eyes of the public, both internally and externally, by diversifying its business activities beyond solely relying on the aviation sector.

MISI
MISSION



Solusi Perawatan Terintegrasi dan Handal Sebagai Kontribusi untuk Bangsa

Integrated and Reliable Maintenance Solution as a Contribution to the Nation

PENJELASAN MISI

Demi mewujudkan misi tersebut, GMF meyakini bahwa setiap insan GMF wajib mematuhi ketentuan berikut:

1. **Menjamin Kualitas Pekerjaan**
   Membangun sistem perawatan, termasuk penjadwalan, material dan produksi, serta standarisasi yang ketat untuk menjamin tidak hanya kelaikan udara setiap pesawat terbang tetapi juga seluruh pekerjaan lain yang ditanganinya dilakukan dengan biaya yang wajar.
2. **Gigih Meningkatkan Kemampuan**
   Mengembangkan kemampuan teknis dan profesional pegawai, meningkatkan fasilitas dan peralatan demi melayani pelanggan untuk memperoleh alternatif pendayagunaan pesawat terbang terbaik yang dilakukan oleh tenaga profesional dengan akhlak dan etos kerja yang tinggi.
3. **Kerja sama Kelompok Serta Menghargai Kemampuan Individu**
   Mendorong terciptanya semangat kerja sama kelompok dan secara serius mengimplementasikan standar keamanan kerja demi menjamin keselamatan seluruh pegawai dan mencapai hasil kerja yang handal terpercaya. GMF menghargai dan menyadari kontribusi unik setiap individu serta berupaya menciptakan iklim kebebasan untuk menyampaikan saran dan umpan balik dengan santun dan beradab.
4. **Peduli Terhadap Kebutuhan Pelanggan**
   Melalui kerja sama yang erat dan penuh kepedulian terhadap kebutuhan pelanggan serta standar kerja yang tinggi, GMF mampu menghasilkan alternatif solusi perawatan pesawat terbang yang handal dengan tetap memenuhi standar aturan yang berlaku.
5. **Berkontribusi pada Perekonomian Nasional**
   GMF berkomitmen untuk mendukung pertumbuhan ekonomi nasional melalui peningkatan daya saing industri MRO Indonesia di tingkat global serta kontribusi terhadap perolehan devisa negara melalui layanan kepada pelanggan internasional.
6. **Menjadi Warga Usaha yang Baik**
   Menyadari bahwa kewajiban dan tanggung jawab sebagai warga usaha yang baik mencakup lingkungan di mana GMF beroperasi dan komunitas dunia yang lebih besar. GMF berupaya dengan sungguh-sungguh mengimplementasikan prinsip-prinsip yang saling menguntungkan, khususnya dalam hal tata kelola perusahaan, kesehatan, dan pendidikan.

MISSION EXPLANATION

To achieve this mission, GMF believes that every personnel must comply with the following conditions:

1. **Ensuring Work Quality**
   Building aircraft maintenance systems, including scheduling, materials and production, as well as strict standardization to ensure the airworthiness of each aircraft management and other projects at a reasonable cost.

2. **Persistent Increasing Ability**
   Developing technical and professional capabilities of employees, improving facilities and equipment to serve customers to obtain the best alternative aircraft utilization made by professionals with high morals and work ethics.

3. **Group Collaboration and Respect for Individual Capabilities**
   Encourage the creation of a spirit of group cooperation and seriously implement work safety standards to ensure the safety of all employees and achieve reliable work. GMF values and recognizes the unique contributions of each individual and strives to create a climate of freedom to politely submit advice and feedback.

4. **Caring About Customer Needs**
   Through close and caring collaboration with customer needs and high work standards, GMF is able to produce alternative aircraft maintenance solutions that are reliable while still meeting applicable regulatory standards.
5. **Contributing to the National Economy**
   GMF is committed to supporting national economic growth by strengthening the global competitiveness of Indonesia's MRO industry and contributing to the country's foreign exchange earnings through services delivered to international customers.
6. **Become a Good Business Citizen**
   Recognize that the obligations and responsibilities as good business citizens include the environment in which GMF operates and the larger global community. GMF strives to seriously implement mutually beneficial principles, especially in terms of corporate governance, health, and education.

PERNYATAAN VISI DAN MISI PERUSAHAAN SEBAGAI VISI DAN MISI KEBERLANJUTAN

GMF belum menetapkan visi dan misi keberlanjutan secara terpisah, namun telah memiliki visi dan misi tanggung jawab sosial yang disampaikan di Laporan Keberlanjutan. Pernyataan visi dan misi perusahaan dan tanggung jawab sosial secara keseluruhan menjadi bagian strategi keberlanjutan untuk semakin memperkuat praktik usaha GMF yang berkontribusi terhadap aspek ESG sesuai perhatian global saat ini.

NILAI PERUSAHAAN

Tata nilai AKHLAK diadopsi oleh GMF, sebagai anak usaha dari Badan Usaha Milik Negara (BUMN), sejak 2020 setelah dikeluarkannya Surat Edaran Menteri BUMN Nomor: SE 7/MB/07/2020 tanggal 1 Juli 2020.

STATEMENT OF COMPANY VISION AND MISSION AS SUSTAINABILITY VISION AND MISSION

GMF has not yet established a separate sustainability vision and mission, however, it has defined a vision and mission for social responsibility as disclosed in the Sustainability Report. The overall vision and mission of both corporate and social responsibility commitments, form part of its sustainability strategy to further strengthen GMF's business practices that contribute to ESG aspects in line with current global priorities.

CORPORATE VALUES

The AKHLAK core values have been adopted by GMF, as a subsidiary of a State-Owned Enterprise (SOE), since 2020 following the issuance of the Circular Letter of the Minister of SOEs No. SE-7/MB/07/2020 dated 1 July 2020.

A **Amanah**
Trustworthy

Memegang teguh kepercayaan yang diberikan dengan berperilaku dan bertindak selaras dengan perkataan, menjadi seseorang yang dapat dipercaya dan bertanggung jawab, dan bertindak jujur serta berpegang teguh kepada nilai moral dan etika secara konsisten.
Being accountable and have the integrity to do what was spoken, being someone who can be trusted and have the responsibility, act honestly, always adhere to moral and ethical values.

K **Kompeten**
Competent

Terus belajar dan mengembangkan kapabilitas, terus menerus meningkatkan kemampuan/kompetensi agar selalu mutakhir, selalu dapat diandalkan dengan memberikan kinerja terbaik, dan menghasilkan kinerja serta prestasi yang memuaskan.
Never stop learning and improving, always seek to improve abilities/ competencies with current trend, being someone who can be trusted only because of his performance, and deliver a performance that is satisfactory and making splendid achievement.

H **Harmonis**
Harmonious

Saling peduli dan menghargai perbedaan yang diwujudkan dalam bentuk berperilaku saling membantu dan mendukung sesama insan organisasi maupun masyarakat, selalu menghargai pendapat, ide atau gagasan orang lain, serta menghargai kontribusi setiap orang dari berbagai latar belakang.
Care for others and value differences by always helping and supporting others within the organization and the community, valuing the opinion of others, their ideas and their propositions, appreciating what others have contributed despite their backgrounds.

L **Loyal**
Loyalty

Berdedikasi dan mengutamakan kepentingan bangsa dan negara dengan menunjukkan komitmen yang kuat untuk mencapai tujuan, berkontribusi lebih dan rela berkorban dalam mencapai tujuan, dan menunjukkan kepatuhan kepada organisasi dan negara.
Dedicated and putting the interest of the state and the country firstly beyond others by showing a strong commitment to achieve the objective, giving more contribution and willing to sacrifice in achieving objective, showing the compliance to the organization and the state.

A **Adaptif**
Adaptive

Terus berinovasi dan antusias dalam menggerakkan ataupun menghadapi perubahan dengan melakukan inovasi secara konsisten untuk menghasilkan yang lebih baik, terbuka terhadap perubahan, bergerak lincah, cepat, dan aktif dalam setiap perubahan untuk menjadi lebih baik, serta bertindak proaktif dalam menggerakkan perubahan.
Constantly innovating and excited to move or face the changes to innovate for the best, accepting changes, moving with agility, quick-witted, and being active in promoting changes.

K **Kolaboratif**
Collaborative

Membangun kerja sama yang sinergis dan terbuka dengan berbagai pihak, mendorong terjadinya sinergi untuk mendapatkan manfaat dan nilai tambah, dan bersinergi untuk mencapai tujuan bersama.
Collaborating openly with others, pushing to synergize for added benefits and values to achieve common goals.

KEGIATAN MEMBANGUN BUDAYA KEBERLANJUTAN [OJK F.1] [GRI 2-24]

Perseroan telah menetapkan seperangkat nilai dan budaya korporasi sebagai fondasi seluruh kegiatan operasional yang tidak terpisahkan dari komitmen terhadap penerapan prinsip keberlanjutan. Nilai dan budaya korporasi tersebut menjadi pedoman bagi seluruh insan Perseroan dalam menjalankan kegiatan usaha secara bertanggung jawab, beretika, dan berorientasi pada penciptaan nilai jangka panjang.

Dengan berlandaskan prinsip-prinsip AKHLAK, didukung oleh visi dan misi perusahaan & keberlanjutan, GMF melaksanakan operasional *Maintenance, Repair, and Overhaul* (MRO) yang bertanggung jawab untuk berkontribusi terhadap pembangunan berkelanjutan. Sejak Juli 2020, BUMN melakukan transformasi Sumber Daya Manusia (SDM) dengan menyelaraskan nilai inti di seluruh keluarga besar BUMN dengan tujuan merekatkan budaya kerja seluruh insan BUMN. Perseroan telah menjalankan berbagai strategi untuk menanamkan nilai budaya AKHLAK yang terus berjalan hingga saat ini sebagai upaya penegakkan secara berkelanjutan.

Prinsip-prinsip AKHLAK tertanam secara kuat dalam pedoman berperilaku (*Code of Conduct*) GMF sebagai acuan bagi seluruh insan GMF untuk berperilaku. GMF juga memiliki "*GMF Spirit*" sebagai kalimat afirmasi pelengkap dari AKHLAK yang mendorong insan GMF berkontribusi optimal bagi seluruh aspek dalam keberlanjutan yang mencakup ekonomi, sosial, lingkungan, dan tata kelola.

Realisasinya adalah *You Do Matter* (Anda berharga) yang merupakan turunan dari nilai Harmonis, *I Empower You* (Saya Memberikan Anda Kekuatan) yang merupakan turunan dari nilai Kompeten, dan *Together We Achieve More* (Bersama Kita Mencapai Lebih) yang merupakan turunan dari nilai Kolaboratif. Ketiga budaya tersebut dijabarkan ke dalam delapan prinsip perilaku yang wajib diterapkan oleh insan GMF.

1. *Value All Contribution*: Insan GMF memiliki sikap saling menghargai antar sesama Insan GMF dan tidak merasa diri sendiri benar/hebat.
2. *Be Thoughtful and Caring*: Insan GMF memiliki kepedulian terhadap lingkungan dan mengurangi ego pribadi.
3. *Honor Integrity and Moral Value*: Insan GMF memiliki kesadaran untuk selalu menjaga integritas, baik dalam perkataan maupun perbuatan.
4. *Recognize Individual Potential*: Insan GMF memiliki kesadaran akan pentingnya pengembangan keterampilan, baik untuk diri sendiri maupun untuk anggota timnya dan berkomitmen untuk terus belajar serta meningkatkan kemampuan.

ACTIVITIES TO BUILD A CULTURE OF SUSTAINABILITY [OJK F.1] [GRI 2-24]

The Company has established a set of corporate values and culture as the foundation of all operational activities, which are inseparable from its commitment to the implementation of sustainability principles. These corporate values and culture serve as guidelines for all Company personnel in conducting business activities responsibly, ethically, and with an orientation on long-term value creation.

Grounded in the AKHLAK principles and supported by the vision and mission of both company and sustainability principles, GMF carries out responsible Maintenance, Repair, and Overhaul (MRO) operations to contribute to sustainable development. Since July 2020, SOEs have undertaken a human capital transformation by aligning core values across the entire SOE ecosystem, with the aim of strengthening a unified work culture among all SOE personnel. The Company has implemented various strategies to instill the AKHLAK cultural values, which continue to be reinforced on an ongoing basis until this moment.

The AKHLAK principles are firmly embedded in GMF's Code of Conduct, serving as a reference for all GMF personnel in their behavior and professional conduct. GMF also has established the "GMF Spirit" as an affirmative statement that complements the AKHLAK values and encourages GMF personnel to contribute optimally to all aspects of sustainability in terms of economic, social, environmental, and governance aspects.

The realization includes "You do Matter," which stems from the Harmonious value; "I Empower You," derived from the Competent value; and "Together We Achieve More," which reflects the Collaborative value. These three cultural principles are further translated into eight behavioral principles that all GMF personnel are required to uphold.

1. Value All Contributions: GMF personnel foster mutual respect among colleagues and refrain from self-righteous or self-superior attitudes.
2. Be Thoughtful and Caring: GMF personnel demonstrate care for their surroundings and prioritize collective interests over personal ego.
3. Honor Integrity and Moral Values: GMF personnel uphold integrity in both words and actions, ensuring ethical conduct at all times.
4. Recognize Individual Potential: GMF personnel acknowledge the importance of skill development for both themselves and their team members, committing to continuous learning and self-improvement.



5. *Enable Growth and Accomplishment*: Insan GMF memiliki kesadaran terhadap pentingnya budaya inovasi dan perbaikan berkelanjutan dalam tiap aspek pekerjaannya, eksplorasi teknologi baru, dan menerapkan praktik terbaik yang dapat meningkatkan efisiensi dan efektivitas kerja.
6. *Celebrate Team Diversity*: Insan GMF memiliki kesadaran terhadap lingkungan yang beragam dan percaya bahwa keberagaman ini merupakan kekuatan untuk membangun hubungan kerja yang solid dan produktif tanpa memandang perbedaan yang ada.
7. *Encourage Teamwork and Synergy*: Insan GMF memiliki kesadaran yang tinggi untuk memberikan hasil atau *output* pekerjaan yang terbaik sehingga kolaborasi dalam tim dan organisasi secara keseluruhan merupakan kunci untuk mencapai tujuan bersama
8. *Improve Effective Communication*: Insan GMF terus meningkatkan transparansi dalam situasi dan informasi di seluruh organisasi dengan memastikan bahwa informasi yang disampaikan penting, relevan, akurat, serta memiliki tanggung jawab untuk memverifikasi kebenaran setiap informasi sebelum disebarluaskan.

5. Enable Growth and Accomplishment: GMF personnel recognize the importance of fostering a culture of innovation and continuous improvement in all aspects of their work. They explore new technologies and implement best practices to enhance efficiency and effectiveness.
6. Celebrate Team Diversity: GMF personnel embrace a diverse work environment and believe that diversity is a strength in building solid and productive working relationships, regardless of differences.
7. Encourage Teamwork and Synergy: GMF personnel are highly committed to delivering the best possible outcomes, recognizing that collaboration within teams and across the organization is key to achieving shared goals.
8. Improve Effective Communication: GMF personnel continuously enhance transparency across the organization by ensuring that shared information is relevant, accurate, and essential. They also take responsibility for verifying the accuracy of information before dissemination.

Logo Perusahaan
Company Logo



Logo GMF AeroAsia dirancang dengan membawa nuansa identitas Garuda Indonesia, sebagai Perusahaan Induk, dengan rekam jejak selama lebih dari lima dekade di Indonesia.

The logo of GMF AeroAsia is designed using the identity of Garuda Indonesia, the Parent Company, with more than five decades of history in Indonesia.

Logo GMF terdiri dari elemen-elemen primer yang mutlak harus muncul di sebagian besar aplikasi, yaitu simbol burung Garuda, garis cakrawala biru, *logotype* GMF AeroAsia dan *tagline* Garuda Indonesia Group. Aplikasi identitas Perseroan yang tepat akan menciptakan sebuah standar dan konsistensi.

The GMF logo consists of primary elements that must appear in all communication applications and include the symbol of Garuda, the blue horizon line, the logotype of GMF AeroAsia, and Garuda Indonesia Group's tagline. A correct application of the Company's identity will create a standard and consistency.

***Logotype* "GMF" adalah Avenir Book Italic, sebuah *font* san serif modern untuk menggarisbawahi karakter GMF AeroAsia yang dinamis dan semangatnya untuk senantiasa maju dan memperbarui diri. Sedangkan "AeroAsia" disusun dalam Myriad Roman, sebuah *font* san serif dengan karakter yang kuat, dengan lekukan yang menekankan nilai fleksibilitas, kesantunan dalam pelayanan, serta nilai pelanggan.**

The logotype of "GMF" is the Avenir Book Italic, a modern san serif font that underlines the dynamic character of GMF AeroAsia with its renewing, constantly progressing spirit. The "AeroAsia" itself is composed in Myriad Roman, a sans serif font with a strong character that has a curve that emphasizes the value of flexibility, politeness in service, and the value of its customers.

Simbol burung Garuda serta *tagline* menunjukkan afiliasi GMF AeroAsia sebagai perusahaan pendukung Garuda Indonesia.

The Garuda symbol and tagline show the affiliation of GMF AeroAsia, as the supporting company of Garuda Indonesia.

Penghargaan dan Sertifikasi
Awards and Certification

PERKEMBANGAN USAHA YANG MENDUNIA

GMF terus bertumbuh secara signifikan dan saat ini merupakan salah satu penyedia solusi *Maintenance, Repair, and Overhaul* (MRO) terdepan di Indonesia. Dengan pengalaman operasional yang panjang serta komitmen yang kuat terhadap penerapan standar kualitas, keselamatan, dan keandalan yang tinggi, GMF memperkuat kepercayaan pelanggan domestik dan mendapatkan pengakuan dari industri penerbangan internasional.

Sebagai penyedia layanan MRO yang komprehensif, GMF menawarkan portofolio layanan yang terintegrasi, mencakup *Line Maintenance*, perawatan dan perbaikan mesin serta komponen, kegiatan *overhaul*, hingga layanan modifikasi pesawat dan peremajaan kabin. Seiring dengan perubahan dinamika industri penerbangan global dan tuntutan pasar saat ini, GMF terus melakukan transformasi strategis melalui diversifikasi usaha untuk memperkuat daya saing dan memastikan keberlanjutan usaha.

Saat ini, GMF tidak hanya berfokus pada layanan MRO untuk penerbangan komersial, tetapi juga telah memperluas bisnisnya ke sektor *Military & Defense* serta *Industrial Gas Turbine Engine* (IGTE). Langkah ini mencerminkan kemampuan GMF dalam mengelola kompleksitas operasional di berbagai sektor serta memperkuat posisinya sebagai perusahaan MRO yang adaptif dan tangguh menghadapi dinamika dan tantangan industri yang terus berkembang.

GLOBAL-SCALE DEVELOPMENT

GMF continues to experience significant growth and is now one of the leading providers of Maintenance, Repair, and Overhaul (MRO) solutions in Indonesia. With extensive operational experience and a strong commitment to upholding high standards of quality, safety, and reliability, GMF has strengthened the trust of domestic customers and gained recognition from the international aviation industry.

As a comprehensive MRO service provider, GMF offers an integrated portfolio of services, including Line Maintenance, engine and component maintenance and repair, overhaul activities, as well as aircraft modification and cabin refurbishment services. In response to changing dynamics in the global aviation industry and current market demands, GMF continues to perform strategic transformation through business diversification to enhance competitiveness and ensure business sustainability.

Currently, GMF not only focuses on MRO services for commercial aviation but has also expanded its business into the Military & Defense and Industrial Gas Turbine Engine (IGTE) sectors. This strategic move reflects GMF's capability to manage operational complexities across various sectors and reinforces its position as an adaptive and resilient MRO company amidst the evolving dynamics and challenges of the industry.

PENGHARGAAN YANG DITERIMA TAHUN 2025

AWARDS RECEIVED IN 2025

Pemberi Penghargaan Issuer	**Nama Penghargaan** Award	**Ajang Penghargaan** Event
PT Kilang Pertamina Internasional Refinery Unit III Plaju	The Best Quality Aspect Vendor	Vendor Day 2025
Provinsi Banten Banten Province	Pencegahan dan Penanggulangan HIV-AIDS & Penghargaan Pelaksanaan Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3) HIV-AIDS Prevention and Control & Occupational Safety and Health Committee (P2K3) Implementation Award	K3 Award
Aviation Week	Top 6 Finalist MRO Engine of the Year	MRO Asia Pacific 2025
PQM Consultants	Silver Award Implementasi 5R	Convention Continuous Improvement (CIC) 2025

Pemberi Penghargaan Issuer	**Nama Penghargaan** Award	**Ajang Penghargaan** Event
Kontan & GML Performance Consulting	Stellar Workplace Recognition in Employee Commitment	Stellar Workplace Award 2025
Humas Indonesia	Gold Winner Kategori Media Internal (Video Profile) untuk GMF Company Profile 2025 Gold Winner in the Internal Media Category (Video Profile) for GMF Company Profile 2025	Anugerah Humas Indonesia 2025 Indonesian Public Relations Award 2025
	Silver Winner Kartini Humas Indonesia (Generasi Milenial) untuk Khairani Windyaningrum, Corporate Communications & CSR Division Head Silver Winner of the Indonesian Kartini Public Relations Award (Millennial Generation) for Khairani Windyaningrum, Corporate Communications & CSR Division Head	

SERTIFIKASI YANG BERLAKU HINGGA AKHIR TAHUN 2025

VALID CERTIFICATES UNTIL END OF 2025

Tanggal Dikeluarkannya Sertifikasi Issuance Date	**Nama Sertifikasi** Certification	**Pemberi Sertifikasi** Issuer	**Masa Berlaku** Valid Until
28 Desember 2021 December 26, 2021	Directorate General of Civil Aviation: Approved Maintenance Organization	DGCA Indonesia	28 September 2026 September 28, 2026
01 Oktober 2025 October 01, 2025	Federal Aviation Administration: Approved Repair Station	FAA	31 Oktober 2026 October 31, 2026
24 Juli 2024 July 24, 2024	European Union Aviation Safety Agency: Approved Maintenance Organization	EASA	Tidak terbatas Unlimited
30 Mei 2025 May 30, 2025	Civial Aviation Safety Authority Australia: Approved Maintenance Organization	CASA Australia	31 Desember 2026 December 31, 2026
08 Februari 2026 February 08, 2026	Civil Aviation Authority of Thailand: Approved Repair Station	CAA Thailand	7 Februari 2029 February 7, 2029
01 Januari 2026 January 01, 2026	Directorate General of Civil Aviation: Approved Maintenance Organization	DGCA India	31 Desember 2030 December 31, 2030
30 Agustus 2023 August 30, 2023	Civil Aviation Authority of Fiji Approved Maintenance Organization	CAA Fiji	Tidak terbatas Unlimited
25 Agustus 2025 August 25, 2025	Ministry of Land, Infrastructure and Transport: Approved Maintenance Organization	MOLIT Korea	24 Agustus 2027 August 24, 2027
08 Oktober 2025 October 08, 2025	Director of Civil Aviation Bailiwick of Guernsey: Approved Maintenance Organization	Bailiwick of Guernsey	31 Oktober 2026 October 31, 2026
10 Desember 2024 December 10, 2024	Civil Aviation Authority of the United Kingdom: Approved Maintenance Organization	CAA United Kingdom	Tidak terbatas Unlimited
01 April 2025 April 1, 2025	Civil Aviation Safety Authority of Papua New Guinea: Approved Maintenance Organization	CASA Papua New Guinea	31 Maret 2027 March 31, 2027
06 September 2025 September 6, 2025	Civil Aviation Authority of the Cayman Island: Approved Maintenance Organization	CAA of Cayman Islands	5 September 2026 September 5, 2026

Tanggal Dikeluarkannya Sertifikasi Issuance Date	**Nama Sertifikasi** Certification	**Pemberi Sertifikasi** Issuer	**Masa Berlaku** Valid Until
15 Mei 2023 May 15, 2023	Civil Aviation Agency Under the Ministry of Transport of the Republic of Uzbekistan: Approved Maintenance Organization	CAA Uzbekistan	15 Mei 2026 May 15, 2026
20 Agustus 2025 August 20, 2025	Minister of Land, Infrastructure, Transport and Tourism: Approved Maintenance Organization	JCAB Japan	24 Oktober 2027 October 24, 2027
23 April 2024 April 23, 2024	Department of Civil Aviation of Lao PDR: Approved Maintenance Organization	DCA of LAO PDR	24 April 2026 April 24, 2026
19 November 2024 November 19, 2024	Civil Aviation Authority of Bangladesh: Approved Maintenance Organization	CAA Bangladesh	18 November 2026 November 18, 2026
01 Oktober 2025 October 01, 2025	Civil Aviation Authority: Approved Maintenance Organization	CAA Philippines	31 Agustus 2026 August 31, 2026
17 September 2024 September 17, 2024	State Secretariat of Civil Aviation Kingdom of Cambodia: Approved Maintenance Organization	SSCA Cambodia	29 Maret 2027 March 29, 2027
5 April 2024 April 5, 2024	Civil Aviation Authority Republic of Moldova: Approved Maintenance Organization	CAA Moldova	Masa berlaku ditentukan oleh DGCA Indonesia Expiry date refers to DGCA Indonesia
25 Maret 2015 March 25, 2015	Ministry of Transport and Communications of the Republic of Belarus: Approved Recognition Statement	MTCR Belarus	Masa berlaku ditentukan oleh FAA Expiry date refers to FAA
24 Februari 2011 February 24, 2011	General Department of Ciivil Aviation: Approved Maintenance Technical Organization	GDCA Armenia	Masa berlaku ditentukan oleh FAA Expiry date refers to FAA
5 Oktober 2022 October 05, 2022	Civil Aviation Authority: Approved Maintenance Organization	San Marino CAA	Masa berlaku ditentukan oleh FAA Expiry date refers to FAA
26 Februari 2024 December 26, 2024	Civil Aviation Authority: Approved Maintenance Organization	CAA Egypt	27 Februari 2027 February 27, 2027
31 Desember 2025 December 31, 2025	Civil Aviation Authority: Approved Maintenance Organization	CAA Oman	1 November 2027 November 1, 2027

Keanggotaan Asosiasi

Membership in Associations [OJK C.5] [GRI 2-28]

Organisasi Organization	**Deskripsi** Description	**Posisi GMF** GMF Position
IAMSA	Himpunan dari industri penerbangan yang bergerak dalam bidang perawatan pesawat udara Indonesia. Anggota IAMSA merupakan perusahaan/instansi pemegang sertifikasi AMO (*Approved Maintenance Organizations*) dari Direktorat Kelaikudaraan dan Pengoperasian Pesawat Udara (DKPPU) Republik Indonesia. It's an Indonesian aviation association in the field of aircraft maintenance. IAMSA members are companies/agencies holding AMO (Approved Maintenance Organizations) certification from the Directorate General of Civil Aviation (DGCA Indonesia) of the Republic of Indonesia.	Anggota (sejak tahun 1990) Member (since 1990)
ASA	ASA merupakan Asosiasi *Supplier Part* Pesawat. Program ini merupakan program audit 36 bulan guna mematuhi FAA *Advisory Circular* (AC) 00-56. ASA is an Aircraft Part Supplier Association. This is a 36-month audit program to comply with the FAA Advisory Circular (AC) 00-56.	Anggota (sejak tahun 2016) Member (since 2016)
AEI	AEI merupakan organisasi perusahaan publik atau emiten penerbit saham dan obligasi tercatat/listed/terdaftar di Bursa Efek Indonesia. AEI is an organization for public company or listed issuer of shares and bonds registered on the Indonesian Stock Exchange.	Anggota (sejak tahun 2018) Member (since 2018)
ILAC	ILAC adalah organisasi internasional untuk badan akreditasi yang beroperasi sesuai dengan ISO/IEC 17011 dan terlibat dalam akreditasi lembaga penilaian kesesuaian. GMF memiliki akreditasi KAN yang merupakan anggota dari ILAC. KAN menjalankan akreditasi untuk lembaga sertifikasi, laboratorium, lembaga inspeksi, dan lainnya, dengan standar ISO/IEC 17011. ILAC is an international organization for accreditation bodies operating in accordance with ISO/IEC 17011 and involved in the accreditation of conformity assessment bodies. GMF holds accreditation from KAN, which is a member of ILAC. KAN conducts accreditation for certification bodies, laboratories, inspection bodies, and others, following the ISO/IEC 17011 standard.	Anggota (sejak tahun 2022) *Member* *(since 2022)*

Bidang Usaha, Produk dan Jasa, Jaringan Usaha

Business Field, Products and Services, Business Network [OJK C.4, GRI 2-6]



KEGIATAN USAHA

BUSINESS ACTIVITIES

Kegiatan Usaha Berdasarkan Akta Anggaran Dasar Nomor 2 Tanggal 15 Januari 2025 Pasal 3 Ayat (1) dan Ayat (2) Business Activities based on Articles of Association Number 2, dated January 15, 2025 **Article 3 Paragraph (1) and Paragraph (2)**	
Kegiatan Usaha Utama Main Business Activities	
Industri pengolahan yaitu menjalankan usaha dalam bidang reparasi pesawat terbang; industri pesawat terbang dan perlengkapannya; reparasi motor listrik; generator dan transformator; Reparasi alat ukur, alat uji dan peralatan navigasi dan pengontrol; Reparasi mesin untuk keperluan umum.	Processing industry, running a business in the fields of aircraft maintenance; Industry of aircraft and its equipment; repair of electric motors, generators and transformers; Repair of measuring instruments, test equipment and navigation equipment and controllers; machine repair for general purposes.
Perdagangan besar dan eceran, reparasi dan perawatan mobil dan sepeda motor, yaitu menjalankan usaha dalam bidang perdagangan besar berbagai macam barang; perdagangan besar alat transportasi udara; suku cadang dan perlengkapannya; Perdagangan besar suku cadang elektronik; Perdagangan besar mesin, peralatan dan perlengkapannya.	Wholesale and retail, repair and maintenance of cars and motorbikes, running a business in wholesale trade of various kinds of goods; wholesale trade in air transportation equipment, spare parts and equipment; wholesale trade of electronic parts; wholesale of machinery, tools and equipment.
Pengangkutan dan pergudangan yaitu menjalankan usaha dalam bidang pergudangan dan penyimpanan; aktivitas bounded warehousing atau wilayah Kawasan berikat; angkutan multimoda; aktivitas kebandarudaraan; jasa pengurusan transportasi (JPT).	Transportation and warehousing, running a business in warehousing and transportation; warehousing and storage; bounded warehousing activities or bonded areas; multimodal transport; airport activities; transportation management services (JPT).
Aktivitas profesional, ilmiah dan teknis, yaitu menjalankan usaha dalam bidang aktivitas konsultasi transportasi; penelitian dan pengembangan teknologi dan rekayasa; jasa inspeksi *periodic*; jasa kalibrasi atau *metrology*.	Professional, scientific, and technical activities in engineering services including but not limited to transportation consultation; technology and engineering research and development; periodic inspection services; calibration or metrology services;

Kegiatan Usaha Berdasarkan Akta Anggaran Dasar Nomor 2 Tanggal 15 Januari 2025 Pasal 3 Ayat (1) dan Ayat (2) Business Activities based on Articles of Association Number 2, dated January 15, 2025 **Article 3 Paragraph (1) and Paragraph (2)**	
Kegiatan Usaha Utama Main Business Activities	
Aktivitas penyewaan dan sewa guna usaha tanpa hak opsi, ketenagakerjaan, agen perjalanan dan penunjang usaha lainnya, yaitu menjalankan usaha dalam bidang aktivitas penyewaan dan sewa guna usaha tanpa hak opsi mesin, peralatan dan barang berwujud lainnya yang tidak dapat diklasifikasikan di tempat lain.	Leasing without option rights, employment, travel agents and other supporting activities, running a business in the service sector, especially leasing services and leasing without options for engines, equipment and other tangible goods that cannot be classified elsewhere.
Pendidikan, yaitu menjalankan usaha dalam bidang Pendidikan swasta.	Education, namely running a business in the field of private education
Kegiatan Usaha Penunjang Supporting Business Activities	
Melakukan penyediaan jasa konsultan dan tenaga ahli di bidang perawatan pesawat udara, lomponen, dan mesin termasuk namun tidak terbatas pada aktivitas konsultasi transportasi.	Providing consultation services and experts in aircraft, component, and engine maintenance, including but not limited to transportation consulting.
Melakukan pelatihan di luar dari sebagaimana disebut dalam ayat 2 huruf f pasal yang terdapat di Anggaran Dasar Pasal 3.	Conduct training other than those referred to in paragraph 2 letter f of this Articles of Association Article 3.

PRODUK DAN JASA

GMF mengelompokkan jenis usahanya ke dalam dua segmen yaitu (1) Reparasi dan *Overhaul*, dan (2) Perawatan.

PRODUCTS AND SERVICES

GMF has two operations segments, including (1) Reparation and Overhaul, and (2) Maintenance.

Reparasi dan Overhaul Reparation and Overhaul		
Airframe	GMF memiliki empat hangar untuk melakukan: • *Heavy check* rutin; • Modifikasi besar; • Pengecatan eksterior pesawat; • *Finishing* dekoratif, *cabin refurbishment and reconfiguration*, perbaikan struktur besar; • Perawatan dan *overhaul* pesawat. Jenis pesawat yang telah mendapatkan sertifikasi (DKPPU, FAA, EASA, CAA UK, CASA): A320, A320NEO, A330, A330NEO, B737CL, B737NG, B737MAX, B747, B777, CRJ1000, ATR72.	GMF owns four hangars to perform: • Routine heavy checks; • Major modifications; • Aircraft exterior painting; • Decorative finishing, cabin refurbishment *and reconfiguration*, extensive structural repairs; • Aircraft maintenance and overhaul. The types of aircraft that have been certified (DKPPU, FAA, EASA, CAA UK, CASA): A320, A320NEO, A330, A330NEO, B737CL, B737NG, B737MAX, B747, B777, CRJ1000, ATR72.
Engine	GMF memiliki *Engine Workshop & Engine and APU Test Cell* untuk merawat mesin pesawat dan *Auxilliary Power Unit* (APU) seperti: • Mesin CFM56-3 dan APU GTCP 85 yang terpasang di pesawat seri B737CL; • Mesin CFM56-7 dan APU GTCP131-9B yang terpasang di pesawat seri B737NG; • Mesin CFM56-5 dan APU GTCP131-9A yang terpasang di pesawat seri A320; • Mesin PW100 yang terpasang di pesawat ATR 42/72; • APU GTCP331-350 untuk pesawat seri A330.	GMF owns Engine Workshop and Engine & APU Test Cell to perform aircraft engine maintenance and Auxiliary Power Units (APUs) such as: • The CFM56-3 and GTCP 85 APU engine type on the B737CL series aircraft; • The CFM56-7 and GTCP131 APU 9B engine type on the B737NG series aircraft; • The CFM56-5 and GTCP131-9A APU engines on A320; • The PW100 engine on the ATR 42/72 aircraft; • The APU GTCP331-350 series for A330 aircraft.

Reparasi dan Overhaul Reparation and Overhaul		
Component	Unit layanan Component dapat melakukan *repair and overhaul* untuk instrumen pesawat, kontrol elektronik, radar dan navigasi, *flight data recorders* dan *gyros*, serta Wheel Brake & Landing Gear. GMF juga dapat menjaga ketersediaan pasokan material untuk pelanggan melalui layanan *component pooling*.	The Component Services Unit capabilities include repair and overhauls for aircraft instruments, electronic controls, radars and navigation, flight data recorders and gyros, and Wheel Brake & Landing Gear. GMF can also maintain the availability of material supply for customers through component pooling services.
	GMF memiliki sejumlah *workshop*: *Avionics Workshop, Electro Mechanical and Oxygen Workshop, Wheel Brake & Landing Gear Workshop*, serta *Calibration* and *Non-Destructive Test* (NDT) *Workshop*. GMF dapat melakukan perawatan komponen untuk pesawat seri B737, B747, A320, A330, B777, CRJ1000, dan ATR72.	GMF has several workshops such as Avionics Workshop, Electro Mechanical and Oxygen Workshop, Wheel Brake & Landing Gear Workshop, Calibration and Non Destructive Test (NDT) Workshop. GMF can offer component maintenance for B737, B747, A320, A330, B777, CRJ1000, and ATR72 series aircraft.
	Workshop dan laboratorium GMF dilengkapi dengan peralatan *testing*, termasuk ATEC (*Automatic Test Equipment Complex*), IRIS *(Integrated Radio Instrument System*), INS *(Inertial Navigation System)*, IDG *(Integrated Drive Generator)* dan *Universal Testing Equipments.*	GMF's workshops and laboratories are equipped with high-tech testing equipment including ATEC (Automatic Test Equipment Complex), IRIS (Integrated Radio Instrument System), INS (Inertial Navigation System), IDG (Integrated Drive Generator), and Universal Testing Equipments.
Military & Defense	Pada Segmen Military & Defense, Perseroan telah dan sedang mengembangkan beberapa produk yang mencakup kategori *Airframe, Engine, Component* serta Produk/Layanan Pendukungnya.	In Military & Defense, the Company has owned and are developing several products that cover Airframe, Engine, Component, and other Supporting Products/Services.
	Beberapa produk/layanan segmen Military & Defense yang menjadi prioritas di antaranya adalah kapabilitas untuk perawatan dan modifikasi C130H, perawatan C130J, T56 *Engine Overhaul*, serta perawatan pesawat dan mesin untuk *fighter aircraft* dengan melihat perkembangan dari peluang pasar. Sementara itu, produk/layanan yang dimiliki oleh Perusahaan saat ini antara lain mencakup perawatan dan modifikasi Boeing Business Jet, Overhaul Engine CFM56-3 yang dioperasikan oleh institusi militer/kenegaraan, Overhaul APU GTCP 85, serta manufaktur dan perawatan untuk beberapa jenis *Ground Support Equipment*.	The main products/services in Military & Defense are maintaining and modifying C130H, C130J maintenance, MRTT Conversion, T56 Engine Overhaul, aircraft and engine maintenance for fighter aircraft. The Company's products/services include maintenance and modification of Boeing Business Jet, Overhaul Engine CFM56-3 operated by military/state institutions, Overhaul APU GTCP 85, manufacturing and maintenance of several types of Ground Support Equipment.
Perawatan Maintenance		
Line Maintenance & Technical Ground Handling	*Line Maintenance* dapat dipergunakan untuk penerbangan domestik dan internasional di Bandar Udara Soekarno Hatta.	Line Maintenance can be used for domestic and international flights at Soekarno-Hatta Airport.
	Line Maintenance menangani perawatan pesawat seperti *Pre-Flight Check, Transit Check, Daily Check, A Check* (perawatan sampai dengan 600 jam terbang), serta berbagai jenis perawatan lainnya.	Line Maintenance handles aircraft maintenance such as Pre-Flight Check, Transit Check, Daily Check, A Check (maintenance up to 600 flight hours), and other maintenance types.
	GMF dapat melakukan perawatan ringan pada pesawat seri B737, B737MAX, B747, B777, B787, A320, A320NEO, A330, A330NEO, A350, CRJ1000, dan ATR72. GMF juga menangani layanan *overnight transit* dan *Emergency* AOG (*Aircraft on Ground)*.	GMF can perform light maintenance on B737, B737MAX, B747, B777, B787, A320, A320NEO, A330, A330NEO, A350, CRJ1000, and ATR72 series. GMF also handles overnight transit and emergency AOG (Aircraft on Ground) services.
	GMF juga memiliki fasilitas MCC (*Maintenance Control Center*) untuk memantau operasional perawatan pesawat udara guna mengurangi perawatan yang tidak terjadwal dan keterlambatan teknis.	GMF also has the MCC (Maintenance Control Center) facility to monitor aircraft maintenance operations to reduce unscheduled maintenance and technical delays.
	Line Maintenance GMF didukung oleh 69 *line station* di seluruh Indonesia.	Line Maintenance has the support of 69 line stations throughout Indonesia.

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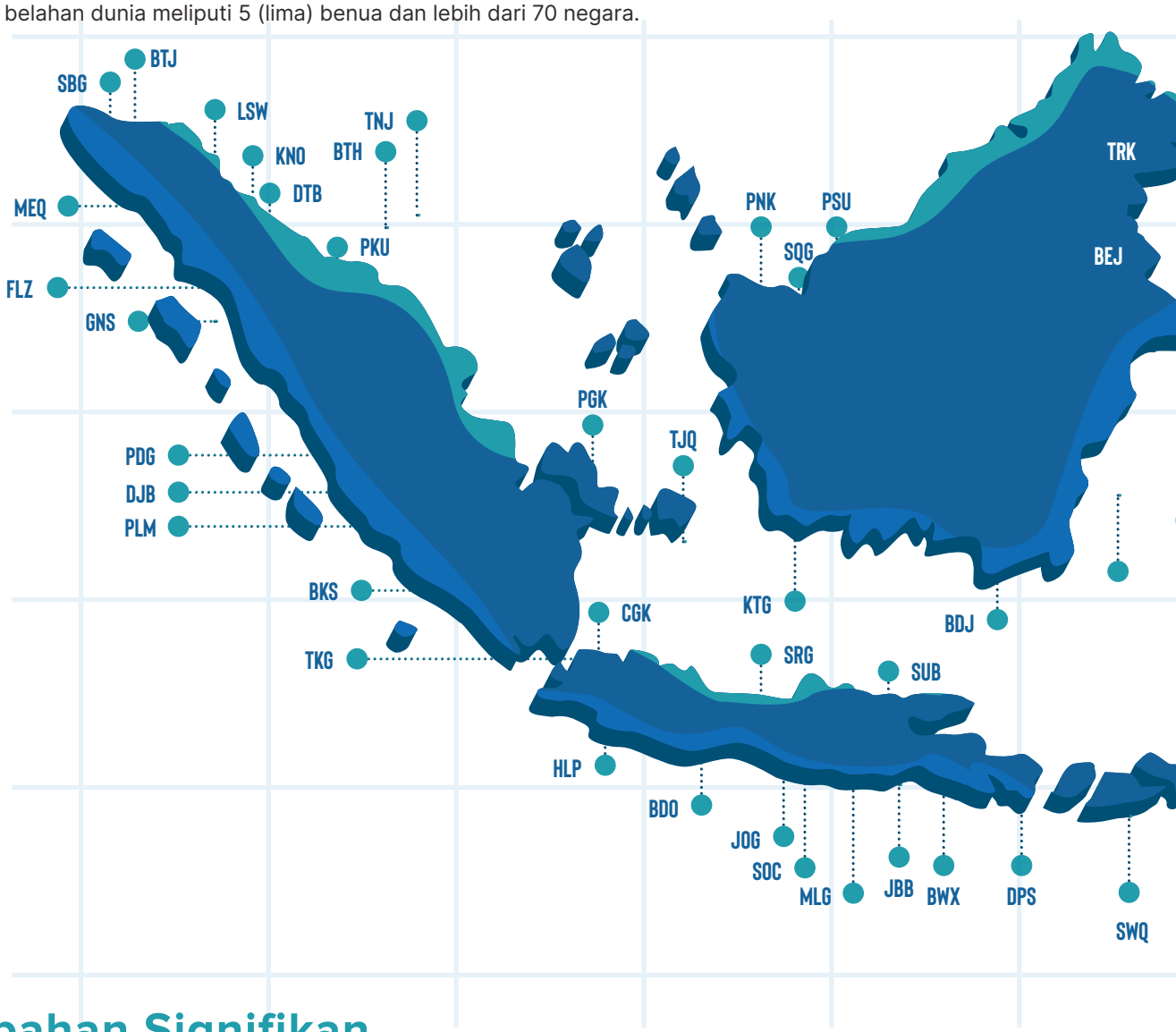
Wilayah Operasional
Operational Area

GMF merupakan perusahaan penyedia jasa perawatan dan perbaikan pesawat terintegrasi dengan area pelayanan di lebih dari 50 *Outstation Line Maintenance* Domestik. Sampai dengan akhir tahun 2025, GMF melayani pelanggan di berbagai belahan dunia meliputi 5 (lima) benua dan lebih dari 70 negara.

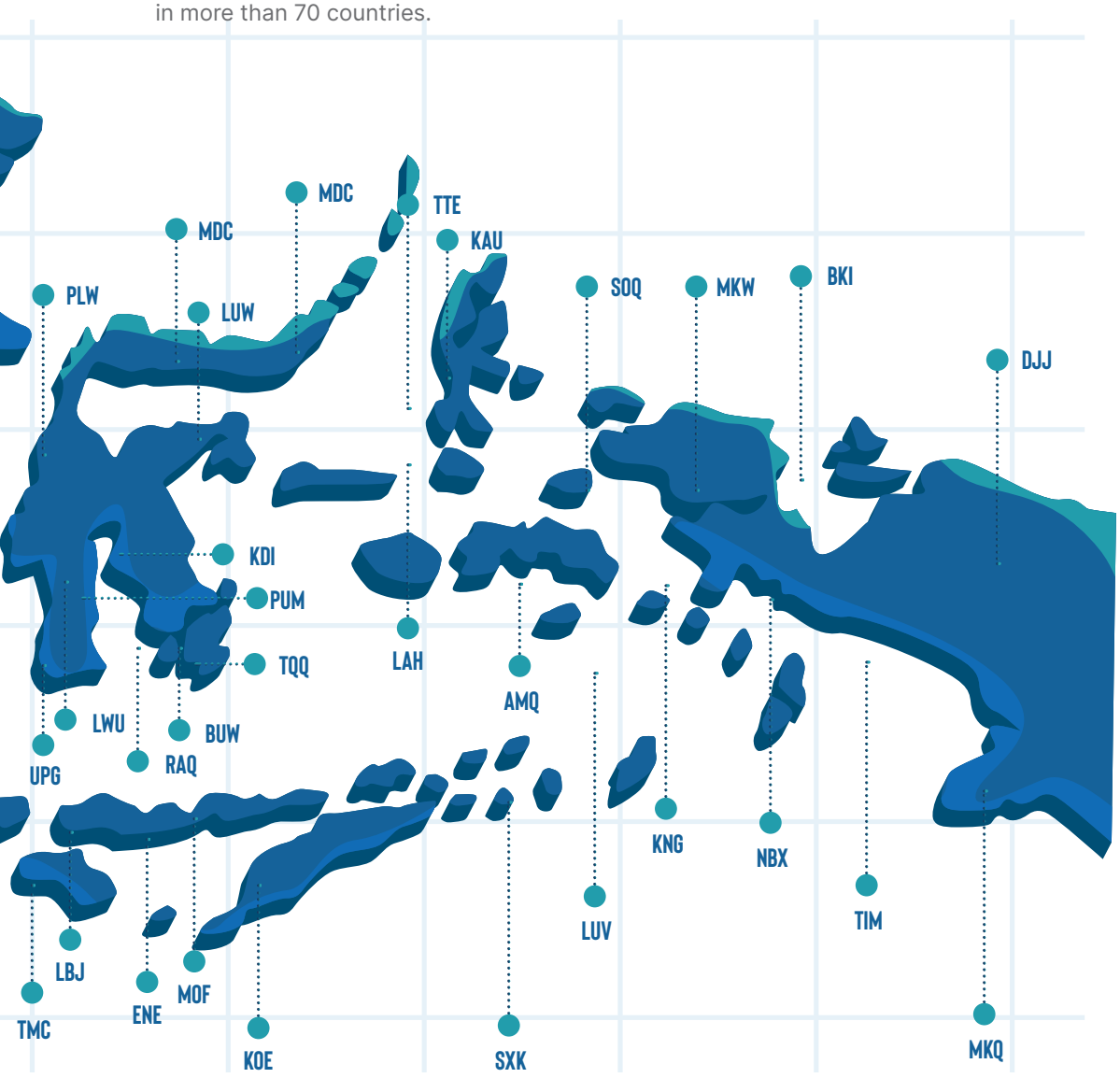


Perubahan Signifikan
Significant Changes [OJK C.6]

Pada tahun 2025, pada pelaksanaan RUPSLB tanggal 24 Oktober 2025, pemegang saham telah menyetujui pelaksanaan Penambahan Modal dengan Hak Memesan Efek Terlebih Dahulu II (PMHMETD II) atau *Rights Issue* yang pelaksanaannya selesai pada tanggal 29 Januari 2026.

In 2025, during the EGMS on October 24, 2025, the shareholders approved the implementation of the Capital Increase with Pre-mptive Rights II (PMHMETD II) or Rights Issue, which has finished to be executed on January 29, 2026.

GMF is a company that provides an integrated aircraft maintenance and repair in more than 50 Domestic Outstation Line Maintenance. Until the end of 2025, GMF has been serving its customers worldwide in 5 (five) major continents in more than 70 countries.



Pelaksanaan PMHMETD II dilakukan dalam rangka inbreng aset dari PT Angkasa Pura Indonesia kepada GMF. Pelaksanaan PMHMETD tercatat dalam Laporan Keuangan untuk tahun yang berakhir pada 31 Desember 2025 pada Laporan Posisi Keuangan bagian Ekuitas dengan dicatatkan pada "Modal Saham" dan "Modal Ditempatkan dan Disetor".

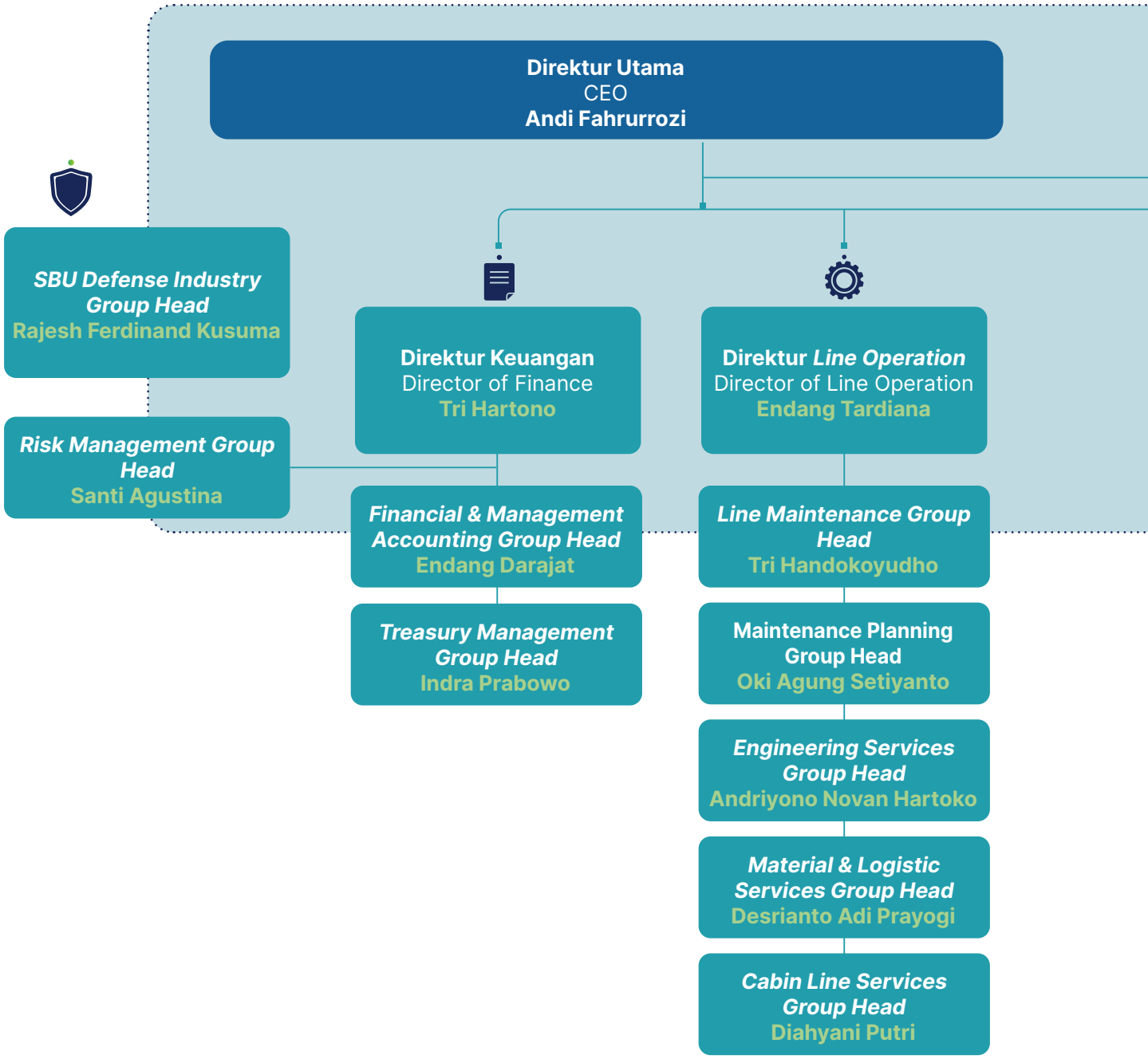
The implementation of the PMHMETD II is carried out as part of the asset injection from PT Angkasa Pura Indonesia to GMF. The PMHMETD II has been recorded in the Financial Statements for the year ending December 31, 2025, in the Financial Position, Equity section, with an addition to the "advance for share capital".

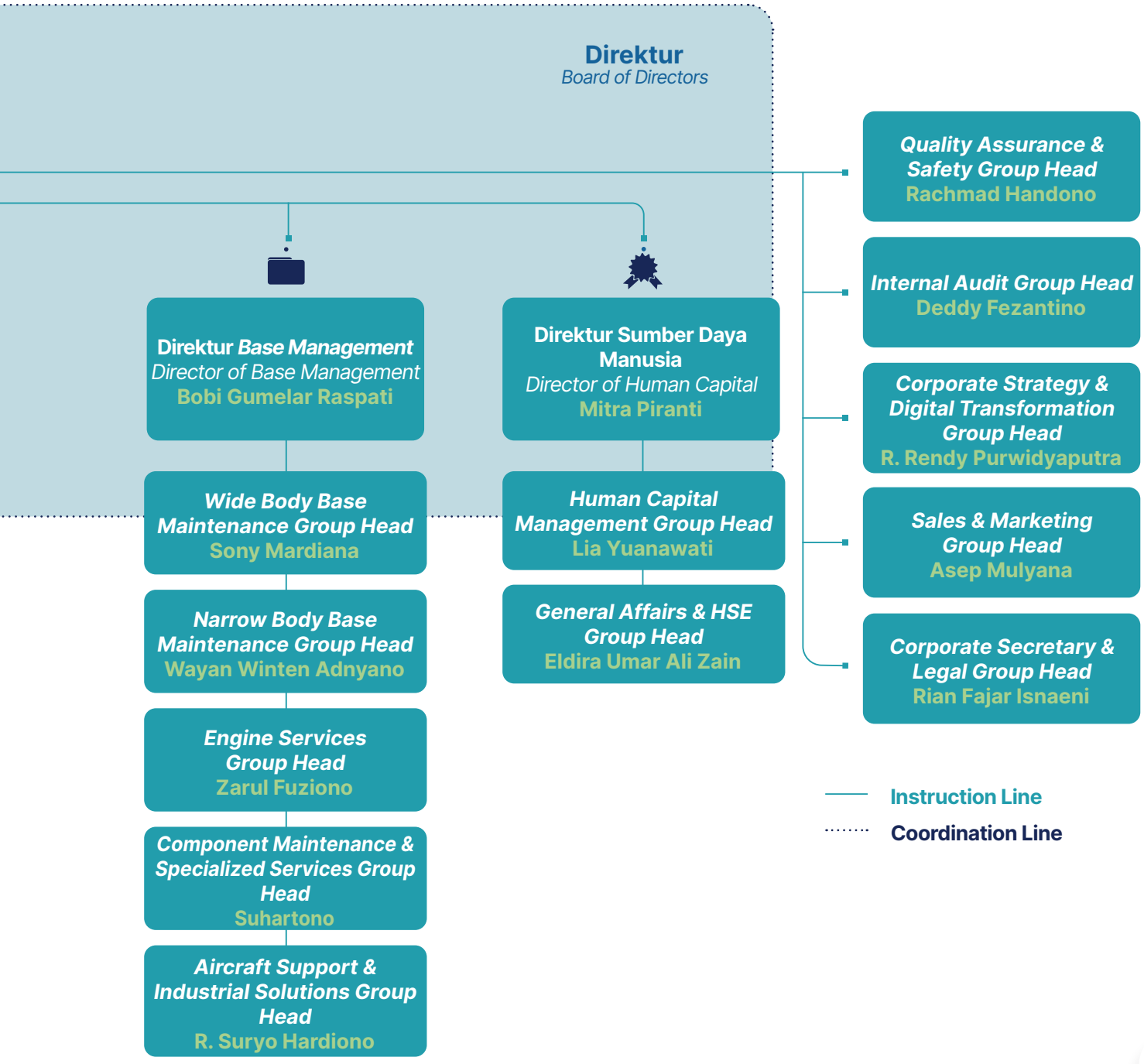
Struktur Organisasi
Organization Structure

Pada tahun 2025, GMF menggunakan Struktur Organisasi Induk yang telah ditetapkan berdasarkan Surat Keputusan Direktur Utama No. DT/SKEP-5015/25 tanggal 20 Juni 2025 tentang Organisasi Induk PT Garuda Maintenance Facility Aero Asia Tbk.

In 2025, GMF used the Parent Organization Structure which has been stipulated based on President Director's Decree No. DT/SKEP-5015/25 dated June 20, 2025, concerning the Parent Organization of PT Garuda Maintenance Facility Aero Asia Tbk.

Struktur Organisasi Induk
Parent Organizational Structure
PT Garuda Maintenance Facility Aero Asia Tbk




Direktur
Board of Directors
Direktur Base Management
Director of Base Management
Bobi Gumelar Raspati
Direktur Sumber Daya Manusia
Director of Human Capital
Mitra Piranti
Wide Body Base Maintenance Group Head
Sony Mardiana
Narrow Body Base Maintenance Group Head
Wayan Winten Adnyano
Engine Services Group Head
Zarul Fuziono
Component Maintenance & Specialized Services Group Head
Suhartono
Aircraft Support & Industrial Solutions Group Head
R. Suryo Hardiono
Human Capital Management Group Head
Lia Yuanawati
General Affairs & HSE Group Head
Eldira Umar Ali Zain
Quality Assurance & Safety Group Head
Rachmad Handono
Internal Audit Group Head
Deddy Fezantino
Corporate Strategy & Digital Transformation Group Head
R. Rendy Purwidyaputra
Sales & Marketing Group Head
Asep Mulyana
Corporate Secretary & Legal Group Head
Rian Fajar Isnaeni
Instruction Line
Coordination Line

Perubahan Komposisi Dewan Komisaris dan Direksi

Changes in the Composition of the Board of Commissioners and Board of Directors

Berikut disampaikan perubahan komposisi Dewan Komisaris dan Direksi sepanjang tahun 2025, beserta komposisi yang berlaku saat Laporan Terintegrasi ini dipublikasikan per 30 April 2026.

Profil masing-masing Komisaris dan Direksi yang menjabat per 30 April 2026 disampaikan di Profil Dewan Komisaris dan Profil Direksi.

The following information presents changes in the composition of the Board of Commissioners and the Board of Directors during 2025 and as of April 30, 2026, the publication date of this Integrated Report.

The profile of each Commissioner and Director in position as of April 30, 2026 is available in the Board of Commissioner's Profile and Board of Director's Profile.

Jabatan Position	**1 Januari 2025-5 Juni 2025** January 1, 2025-June 5, 2025	**Jabatan** Position	**5 Juni 2025-31 Desember 2025** June 5, 2025 - December 31, 2025	**Jabatan Position**	**31 Desember 2025-30 April 2026** December 31, 2025-April 30, 2026
Dewan Komisaris Board of Commissioners					
Komisaris Utama *President Commissioner*	Dharmadi	Komisaris Utama *President Commissioner*	Oki Yanuar	Komisaris Utama/ Independen *President/ Independent Commissioner*	Oki Yanuar
Komisaris Independen *Independent Commissioner*	Ali Gunawan	Komisaris Independen *Independent Commissioner*	Dean Arslan	Komisaris Independen *Independent Commissioner*	Dean Arslan
Komisaris Independen *Independent Commissioner*	Abhan	Komisaris Independen *Independent Commissioner*	Giring Ganesha Djumaryo	Komisaris *Commissioner*	Giring Ganesha Djumaryo
Komisaris *Commissioner*	Rahmat Hanafi	Komisaris *Commissioner*	Sugiharto Prapto	Komisaris *Commissioner*	Sugiharto Prapto
Komisaris *Commissioner*	Agit Atriantio	Komisaris *Commissioner*			
Direksi Board of Directors					
Direktur Utama *CEO*	Andi Fahrurrozi	Direktur Utama *CEO*	Andi Fahrurrozi	Direktur Utama *CEO*	Andi Fahrurrozi
Direktur Base Operation *Director of Base Operations*	Irvan Pribadi	Direktur Base Management *Director of Base Management*	Bobi Gumelar Raspati	Direktur Base Management *Director of Base Management*	Bobi Gumelar Raspati
Direktur Human Capital & Corporate Affairs *Director of Human Capital & Corporate Affairs*	Pudjo Sarwoko	Direktur Sumber Daya Manusia *Director of Human Capital*	Mitra Piranti	Direktur Sumber Daya Manusia *Director of Human Capital*	Mitra Piranti
Direktur Keuangan *Director of Finance*	Salusra Satria	Direktur Keuangan *Director of Finance*	Tri Hartono	Direktur Keuangan *Director of Finance*	Tri Hartono
Direktur Line Operation *Director of Line Operation*	Mukhtaris	Direktur Line Operation *Director of Line Operation*	Endang Tardiana*	Direktur Line Operation *Director of Line Operation*	Endang Tardiana

Catatan:
*Endang Tardiana diangkat melalui Rapat Umum Pemegang Saham Luar Biasa ("RUPSLB") 26 September 2025.
Endang Tardiana was appointed based on the Extraordinary General Meeting of Shareholders ("EGM") dated September 26, 2025.

Profil Dewan Komisaris
Board of Commissioners' Profile



Oki Yanuar

Komisaris Utama/ Independen
President/Independent Commissioner

Kewarganegaraan
Citizenship
Indonesia

Tempat Tanggal Lahir
Place of Birth and Date
Ternate, 27 Januari 1967
Ternate on January 27, 1953

Umur
Age
58 tahun per 31 Desember 2025
58 as of December 31, 2025

Dasar Hukum Penunjukan
Legal Basis of Appointment

Diangkat sebagai Komisaris Utama/Independen berdasarkan Keputusan RUPS Tahunan pada tanggal 5 Juni 2025 dan dinyatakan dalam Akta No. 5 tanggal 5 Juni 2025 yang dibuat di hadapan Shanti Indah Lestari, S.H., M.Kn., Notaris di Kabupaten Tangerang. Jabatan ini merupakan periode pertama dalam jajaran Dewan Komisaris GMF.

Appointed as President Commissioner/Independent Commissioner based on the resolution of the Annual GMS on June 5, 2025, as stated in Deed No. 5 dated June 5, 2025, drawn up before Shanti Indah Lestari, S.H., M.Kn., Notary in Tangerang Regency. This position represents his first term on the Board of Commissioners of GMF.

Latar Belakang Pendidikan
Educational Background

- Akademi Militer (1988)
- Sekolah Komando Kesatuan Angkasa Udara (1999)
- Sekolah Staf & Komando Angkatan Udara (2004)

- Military Academy (1988)
- Air Force Unit Command School (1999)
- Air Force Staff and Command School (2004)

Jabatan Rangkap
Concurrent Positions

Beliau tidak merangkap jabatan di luar GMF.

He holds no concurrent positions outside GMF.

Hubungan Afiliasi & Kepemilikan Saham GMF
Affiliation Relationship & Ownership of GMF Shares

Beliau tidak memiliki saham GMF dan tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris dan Direksi lainnya, ataupun dengan pemegang saham utama, Garuda Indonesia.

He holds no shares in GMF and has no affiliation with other members of the Board of Commissioners or the Board of Directors, nor with the controlling shareholder, Garuda Indonesia.

Latar Belakang Profesi & Penugasan
Professional Background & Assignments

- Komisaris Utama PT Garuda Maintenance Facility Aero Asia Tbk (2025-sekarang)
- Komisaris PT Dirgantara Indonesia (2024-2025)
- Dankoharmatau Angkatan Udara Tentara Nasional Indonesia (2023-2024)
- Waaslog Kasau Slogau Angkatan Udara Tentara Nasional Indonesia (2022-2023)
- Kadisaeroau Angkatan Udara Tentara Nasional Indonesia (2021-2022)
- Kadislitbangau Iptekhan Balitbang Kementerian Pertahanan (2021-2022)
- Kapuslitbang Iptekhan Balitbang Kementerian Pertahanan (2020-2021)
- Kabid Daya Tempur Puslitbang Iptekhan Balitbang Kementerian Pertahanan (2019-2020)
- Kadisrendalhar Depohar 30 Abd Angkatan Udara Indonesia (2009-2019)
- Kasi Hawk Mk – 109/209 Subdispespur Disaeroau Angkatan Udara Tentara Nasional Indonesia (2007-2009)
- Kasi Hawk Mk – 53/109/209 Disaeroau Angkatan Udara Tentara Nasional Indonesia (2005-2007)
- Dansathar 32 Sepohar 30 Angkatan Udara Tentara Nasional Indonesia (2004-2005)
- Kasubdit Engaero Diteng Koharmatu Angkatan Udara Tentara Nasional Indonesia (2002-2004)
- Kasubdit Engpulsi Diteng Koharmatau Angkatan Udara Tentara Nasional Indonesia (2001-2002)
- Kasi Jet Engine Subdis Propulsi Diteng K Angkatan Udara Tentara Nasional Indonesia (1999-2001)
- Kaurdal Skadud 4 Lanud Abd Angkatan Udara Tentara Nasional Indonesia (1997-1999)
- Kapok Penyiap FI Har Skadud 4 Lanud Abd Angkatan Udara Tentara Nasional Indonesia (1994-1997)
- Anggota Flight Har Skadud 4 Lanud Abd Angkatan Udara Tentara Nasional Indonesia (1989-1994)

- President Commissioner of PT Garuda Maintenance Facility Aero Asia Tbk (2025-Present)
- Commissioner of PT Dirgantara Indonesia (2024-2025)
- Dankoharmatau, Indonesian Air Force (2023-2024)
- Waaslog Kasau Slogau, Indonesian Air Force (2022-2023)
- Kadisaeroau, Indonesian Air Force (2021-2022)
- Kadislitbangau, Defense Science and Technology Research and Development Agency, Ministry of Defense (2021-2022)
- Kapuslitbang Iptekhan, Research and Development Agency, Ministry of Defense (2020-2021)
- Kabid Daya Tempur Puslitbang Iptekhan, Research and Development Agency, Ministry of Defense (2019-2020)
- Kadisrendalhar, Depohar 30 Abd, Indonesian Air Force (2009-2019)
- Kasi Hawk Mk–109/209 Subdispespur, Disaeroau, Indonesian Air Force (2007-2009)
- Disaeroau, Indonesian Air Force (2005-2007)
- Dansathar 32, Sepohar 30, Indonesian Air Force (2004-2005)
- Kasubdit Engaero, Directorate of Engineering, Koharmatu, Indonesian Air Force (2002-2004)
- Kasubdit Engpulsi, Directorate of Engineering, Koharmatau, Indonesian Air Force (2001-2002)
- Kasi Jet Engine Subdis Propulsi, Directorate of Engineering, Indonesian Air Force (1999-2001)
- Kaurdal, Skadud 4, Lanud Abd, Indonesian Air Force (1997-1999)
- Kapok Penyiap FI Har, Skadud 4, Lanud Abd, Indonesian Air Force (1994-1997)
- Member of Flight Har, Skadud 4, Lanud Abd, Indonesian Air Force (1989-1994)

Dean Arslan

Komisaris Independen
Independent Commissioner



Kewarganegaraan
Citizenship
Indonesia

Tempat Tanggal Lahir
Place of Birth and Date
Pontianak, 2 Juli 1953
Pontianak on July 2, 1953

Umur
Age
72 tahun per 31 Desember 2025
72 as of December 31, 2025

Dasar Hukum Penunjukan
Legal Basis of Appointment

Diangkat sebagai Komisaris Independen berdasarkan Keputusan RUPS Tahunan pada tanggal 5 Juni 2025 dan dinyatakan dalam Akta No. 5 tanggal 5 Juni 2025 yang dibuat di hadapan Shanti Indah Lestari, S.H., M.Kn., Notaris di Kabupaten Tangerang. Jabatan ini merupakan periode pertama dalam jajaran Dewan Komisaris GMF.

Appointed as Independent Commissioner based on the resolution of the Annual GMS on June 5, 2025, as stated in Deed No. 5 dated June 5, 2025, drawn up before Shanti Indah Lestari, S.H., M.Kn., Notary in Tangerang Regency. This position represents his first term on the Board of Commissioners of GMF.

Latar Belakang Pendidikan
Educational Background

- Master of Science in Management, Arthur D. Little Management Education Institute, Massachusetts, AS (1984)
- Sarjana Ekonomi (Akuntansi), Universitas Indonesia (1980)

- Master's degree in Management, Arthur D. Little Management Education Institute, Massachusetts, USA (1984)
- Bachelor's degree in Economics (Accounting), University of Indonesia (1980)

Latar Belakang Profesi & Penugasan
Professional Background & Assignments

- Komisaris Independen PT Inti Keramik Alamasri (2021-sekarang)
- Komisaris Independen PT Indofarma (Persero) Tbk (2021-2025)
- Komisaris Utama PT Len Industri (Persero)
- Ketua Komite Audit PT Inti Keramik Alamasri (2021)
- Penasihat OSO Group (2011-2018)

- Independent Commisioner of PT Inti Keramik Alamasri (2021-present)
- Independent Commisioner of PT Indofarma (Persero) Tbk (2021-2025)
- President Commissioner of PT Len Industri (Persero)
- Audit Committee Chairman at PT Inti Keramik Alamasri (2021)
- Advisor at OSO Group (2011-2018)

Jabatan Rangkap
Concurrent Positions

Komisaris Independen PT Inti Keramik Alamasri (2021-sekarang)

Independent Commisioner of PT Inti Keramik Alamasri (2021-present)

Hubungan Afiliasi & Kepemilikan Saham GMF
Affiliation Relationship & Ownership of GMF Shares

Beliau tidak memiliki saham GMF dan tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris dan Direksi lainnya, ataupun dengan pemegang saham utama, Garuda Indonesia.

He holds no shares in GMF and has no affiliation with other members of the Board of Commissioners or the Board of Directors, nor with the controlling shareholder, Garuda Indonesia.

Giring Ganesha Djumaryo

Komisaris
Commissioner



Kewarganegaraan
Citizenship
Indonesia

Tempat Tanggal Lahir
Place of Birth and Date
Jakarta, 14 Juli 1983
Jakarta on July 14, 1983

Umur
Age
42 tahun per 31 Desember 2025
42 as of December 31, 2025

Dasar Hukum Penunjukan
Legal Basis of Appointment

Diangkat sebagai Komisaris berdasarkan Keputusan RUPS Tahunan pada tanggal 5 Juni 2025 dan dinyatakan dalam Akta No. 5 tanggal 5 Juni 2025 yang dibuat di hadapan Shanti Indah Lestari, S.H., M.Kn., Notaris di Kabupaten Tangerang. Jabatan ini merupakan periode pertama dalam jajaran Dewan Komisaris GMF.

Appointed as Commissioner based on the resolution of the Annual GMS on June 5, 2025, as stated in Deed No. 5 dated June 5, 2025, drawn up before Shanti Indah Lestari, S.H., M.Kn., Notary in Tangerang Regency. This position represents his first term on the Board of Commissioners of GMF.

Latar Belakang Pendidikan
Educational Background

Sarjana Ilmu Komunikasi, Universitas Terbuka (2023)

Bachelor's degree in Communication Science, Universitas Terbuka (2023)

Latar Belakang Profesi & Penugasan
Professional Background & Assignments

- Wakil Menteri Kebudayaan Republik Indonesia (2024-sekarang)
- Pendiri dan CEO Kincir (2013-2018)
- Musisi (2002-2017)

- Deputy Minister of Culture of the Republic of Indonesia (2024-present)
- Founder & CEO of Kincir (2013-2018)
- Musician (2002-2017)

Jabatan Rangkap
Concurrent Positions

Wakil Menteri Kebudayaan Republik Indonesia (2024-sekarang)

Deputy Minister of Culture of the Republic of Indonesia (2024-present)

Hubungan Afiliasi & Kepemilikan Saham GMF
Affiliation Relationship & Ownership of GMF Shares

Beliau tidak memiliki saham GMF dan tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris dan Direksi lainnya, ataupun dengan pemegang saham utama, Garuda Indonesia.

He holds no shares in GMF and has no affiliation with other members of the Board of Commissioners or the Board of Directors, nor with the controlling shareholder, Garuda Indonesia.

Sugiharto Prapto

Komisaris
Commissioner



Kewarganegaraan
Citizenship
Indonesia

Tempat Tanggal Lahir
Place of Birth and Date
Pasuruan, 31 Januari 1967
Pasuruan on January 31, 1967

Umur
Age
58 tahun per 31 Desember 2025
58 as of December 31, 2025

Dasar Hukum Penunjukan
Legal Basis of Appointment

Diangkat sebagai Komisaris berdasarkan Keputusan RUPS Luar Biasa pada tanggal 26 September 2025 dan dinyatakan dalam Akta No. 6 tanggal 26 September 2025 yang dibuat di hadapan Shanti Indah Lestari, S.H., M.Kn., Notaris di Kabupaten Tangerang. Jabatan ini merupakan periode pertama dalam jajaran Dewan Komisaris GMF.

Appointed as Commissioner based on the resolution of the Extraordinary GMS on September 26, 2025, as stated in Deed No. 6 dated September 6, 2025, drawn up before Shanti Indah Lestari, S.H., M.Kn., Notary in Tangerang Regency. This position represents his first term on the Board of Commissioners of GMF.

Latar Belakang Pendidikan
Educational Background

- Akademi Militer (1989)
- Sekolah Komando Kesatuan Angkatan Udara (1998)
- STIAMI (2002)
- Sekolah Staf dan Komando Angkatan Udara (2003)
- Sekolah Staf dan Komando Tentara Nasional Indonesia (2012)

- Master's degree in Management, Arthur D. Little Management Education Institute, Massachusetts, USA (1984)
- Bachelor's degree in Economics (Accounting), University of Indonesia (1980)

Latar Belakang Profesi & Penugasan
Professional Background & Assignments

- Komisaris PT Garuda Maintenance Facility Aero Asia Tbk (2025-sekarang)
- Staf Ahli Menteri Pertahanan Bidang Sosial Kementerian Pertahanan Republik Indonesia (2024-2025)

- Sekretaris Inspektorat Jenderal Inspektorat Jenderal Kementerian Pertahanan Republik Indonesia (2023-2024)
- Inspektur III, Inspektorat Jenderal Kementerian Pertahanan Republik Indonesia (2022-2023)
- Wakil Inspektorat Jenderal Angkatan Udara, Markas Besar Tentara Nasional Indonesia Angkatan Udara (2021-2022)
- Sekretaris Inspektorat Jenderal Angkatan Udara, Markas Besar Tentara Nasional Indonesia Angkatan Udara (2021)
- Pamen Sopsau Dik PPRA Lemhannas Sops Kasau Markas Besar Tentara Nasional Indonesia Angkatan Udara (2019-2021)
- Paban II/PERS Ditum Kodiklatau Denmabesau Markas Besar Tentara Nasional Indonesia Angkatan Udara (2018-2019)
- Paban III/Binkar Spersau Spers Kasau Markas Besar Tentara Nasional Indonesia Angkatan Udara (2017-2018)

- Dirjian Air Power Seskoau Tentara Nasional Indonesia Angkatan Udara (2015-2017)
- Patun Kelompok Susstaf Seskoau Tentara Nasional Indonesia Angkatan Udara (2015)
- Komandan Lanud I Gusti Ngurah Rai, Bali, Koopsau II Tentara Nasional Indonesia Angkatan Udara (2013-2015)

- Commissioner of PT Garuda Maintenance Facility Aero Asia Tbk (2025-Present)
- Special Advisor to the Minister of Defense for Social Affairs, Ministry of Defense of the Republic of Indonesia (2024-2025)
- Secretary of the Inspectorate General, Inspectorate General of the Ministry of Defense of the Republic of Indonesia (2023-2024)
- Inspector III, Inspectorate General of the Ministry of Defense of the Republic of Indonesia (2022-2023)
- Deputy Inspector General of the Air Force, Headquarters of the Indonesian Air Force (2021-2022)
- Secretary of the Inspectorate General of the Air Force, Headquarters of the Indonesian Air Force (2021)
- Pamen Sopsau, Dik PPRA Lemhannas, Sops Kasau, Headquarters of the Indonesian Air Force (2019-2021)

- Paban II/PERS, Kodiklatau, Headquarters Detachment, Indonesian Air Force (2018–2019)
- Paban III/Binkar, Spersau, Personnel Staff of the Chief of Air Force Staff, Headquarters of the Indonesian Air Force (2017-2018)
- Dirjian Air Power, Seskoau, Indonesian Air Force (2015-2017)
- Lecturer, Patun Kelompok Susstaf, Seskoau, Indonesian Air Force (2015)
- Commander of I Gusti Ngurah Rai Air Base, Bali, Koopsau II, Indonesian Air Force (2013-2015)

Latar Belakang Profesi & Penugasan
Professional Background & Assignments

- Aspers Kas Koopsau Koopsau I Tentara Nasional Indonesia Angkatan Udara (2012-2013)
- Pamen Sopsau Dik Sesko TNI A-39 Sops Kasau Markas Besar Angkatan Udara Tentara Nasional Indonesia Angkatan Udara (2012)
- Komandan WING Taruna Akademi Angkatan Udara Tentara Nasional Indonesia Angkatan Udara (2011-2012)
- Koordinator Dosen Akademi Angkatan Udara Tentara Nasional Indonesia Angkatan Udara (2010-2011)
- Dosen Gol IV Akademi Angkatan Udara Tentara Nasional Indonesia Angkatan Udara (2008-2010)
- Komandan Lanud Padang Koopsud I, Koopsudnas Tentara Nasional Indonesia Angkatan Udara (2006-2008)
- Komandan Skadron Taruna TK III Akademi Angkatan Udara Tentara Nasional Indonesia Angkatan Udara (2005-2006)
- Kaioplat Wings 4 Lanud ATS Lanud Atang Sendjaja Koopsud I, Koopsudnas Tentara Nasional Indonesia Angkatan Udara (2004-2005)
- Kadisops Skadud 6 Wing 4 Lanud ATS Atang Sendjaja, Koopsud I, Koopsudnas Tentara Nasional Indonesia Angkatan Udara (2003-2004)
- Instruktur PNB Wingdik Terbang Lanud Adi MABESAU Tentara Nasional Indonesia Angkatan Udara (2002-2003)
- PA PNB Skadud 6 Wing 4 Lanud ATS Lanud Atang Sendjaja, Koopsud I, Koopsudnas Tentara Nasional Indonesia Angkatan Udara (2000-2002)
- Kaurdal Skadud 6 Wing 4 Lanud Atang Sendjaja, Koopsud I, Koopsudnas Tentara Nasional Indonesia Angkatan Udara (1998-2000)
- PA PNB Skadud 6 Lanud ATS Lanud Atang Sendjaja, Koopsud I, Koopsudnas Tentara Nasional Indonesia Angkatan Udara (1992-1998)
- PA DP GUB Akademi Angkatan Udara Tentara Nasional Indonesia Angkatan Udara (1989-1992)

- Assistant for Personnel Affairs to the Chief of Staff, Koopsau I, Indonesian Air Force (2012-2013)
- Pamen Sopsau, TNI Staff and Command School Program A-39, Operations Staff of the Chief of Air Force Staff, Headquarters of the Indonesian Air Force (2012)
- Commander of the Cadet Wing, Air Force Academy, Indonesian Air Force (2011-2012)
- Lecturer Coordinator, Air Force Academy, Indonesian Air Force (2010-2011)
- Lecturer Grade IV, Air Force Academy, Indonesian Air Force (2008-2010)
- Commander of Lanud Padang Koopsud I, Koopsudnas, Indonesian Air Force (2006-2008)
- Commander Skadron Taruna TK III, Air Force Academy, Indonesian Air Force (2005-2006)
- Kaioplat, Wing 4, Atang Sendjaja Koopsud I, Indonesian Air Force (2004-2005)
- Kadisops, Squadron 6, Wing 4, Atang Sendjaja Air Base, Koopsud I Koopsudnas, Indonesian Air Force (2003-2004)
- Flight Instructure PNB Wingdik, Lanud Adi MABESAU Indonesian Air Force (2002-2003)
- PA PNB Skadud 6 Wing 4 Lanud ATS Lanud Atang Sendjaja, Koopsud I, Koopsudnas Indonesian Air Force (2000-2002)
- Kaurdal Skadud 6 Wing 4 Lanud Atang Sendjaja, Koopsud I, Koopsudnas Indonesian Air Force (1998-2000)
- PA PNB Skadud 6 Lanud ATS Lanud Atang Sendjaja, Koopsud I, Koopsudnas Indonesian Air Force (1992-1998)
- PA DP GUB Indonesian Air Force (1989-1992)

Jabatan Rangkap
Concurrent Positions

Beliau tidak merangkap jabatan di luar GMF.

He holds no concurrent positions outside GMF.

Hubungan Afiliasi & Kepemilikan Saham GMF
Affiliation Relationship & Ownership of GMF Shares

Beliau tidak memiliki saham GMF dan tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris dan Direksi lainnya, ataupun dengan pemegang saham utama, Garuda Indonesia.

He holds no shares in GMF and has no affiliation with other members of the Board of Commissioners or the Board of Directors, nor with the controlling shareholder, Garuda Indonesia.

Profil Direksi
Board of Directors' Profile



Andi Fahrurrozi

Direktur Utama
CEO

Kewarganegaraan
Citizenship
Indonesia

Tempat Tanggal Lahir
Place of Birth and Date
Temanggung, 12 April 1980
Temanggung on April 12, 1980

Umur
Age
56 tahun per 31 Desember 2025
56 as of December 31, 2025

Dasar Hukum Penunjukan
Legal Basis of Appointment

Diangkat sebagai Direktur Utama berdasarkan Keputusan RUPS Tahunan pada tanggal 28 Juni 2023 dan dinyatakan dalam Akta Pernyataan Keputusan Rapat No. 16 tanggal 28 Juni 2023 yang dibuat di hadapan Shanti Indah Lestari, S.H., M.Kn., Notaris di Kabupaten Tangerang. Jabatan ini merupakan periode kedua dalam jajaran Direksi GMF.

Appointed as President Director based on the resolution of the Annual GMS on June 28, 2023, as stated in Deed of Meeting Resolution Statement No. 16 dated June 28, 2023, drawn up before Shanti Indah Lestari, S.H., M.Kn., Notary in Tangerang Regency. This position represents his second term on the Board of Directors of GMF.

Latar Belakang Pendidikan
Educational Background

- Magister Aeronautika, Institut Teknologi Bandung (ITB)
- Sarjana Teknik Penerbangan, Institut Teknologi Bandung (ITB)

- Master's degree in Aeronautic, Bandung Institute of Technology (ITB)
- Bachelor's degree in Aeronautics Engineering, Bandung Institute of Technology (ITB)

Latar Belakang Profesi & Penugasan
Professional Background & Assignments

- Director of Business & Base Operation di GMF
- Vice President of Component Services di GMF (2017-2020)
- Vice President of Logistics & Bonded Services di GMF (2017)

- Director of Business & Base Operation at GMF
- Vice President of Component Services at GMF (2017-2020)
- Vice President of Logistics & Bonded Services at GMF (2017)

Rangkap Jabatan
Concurrent Position

Beliau tidak merangkap jabatan di luar GMF.

He holds no concurrent positions outside GMF.

Hubungan Afiliasi & Kepemilikan Saham GMF
Affiliation Relationship & Ownership of GMF Shares

Beliau tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris dan Direksi lainnya, ataupun dengan pemegang saham utama, Garuda Indonesia.
Beliau memiliki 672,300 lembar saham di GMF (kode saham: GMFI).

He has no affiliation with other members of the Board of Commissioners or the Board of Directors, nor with the controlling shareholder, Garuda Indonesia.
He owns 672,300 shares in GMF (stock code: GMFI).

Bobi Gumelar Raspati

Direktur Base Management
Director of Base Management



Kewarganegaraan
Citizenship
Indonesia

Tempat Tanggal Lahir
Place of Birth and Date
Bandung, 19 November 1988
Bandung on November 19

Umur
Age
37 tahun per 31 Desember 2025
37 as of December 31, 2025

Dasar Hukum Penunjukan
Legal Basis of Appointment

Diangkat sebagai Direktur Base Management berdasarkan Keputusan RUPS Tahunan pada tanggal 5 Juni 2025 dan dinyatakan dalam Akta No. 5 tanggal 5 Juni 2025 yang dibuat di hadapan Shanti Indah Lestari, S.H., M.Kn., Notaris di Kabupaten Tangerang. Jabatan ini merupakan periode pertama dalam jajaran Direksi GMF.

Appointed as Director of Base Management based on the resolution of the Annual GMS on June 5, 2025, as stated in Deed No. 5 dated June 5, 2025, drawn up before Shanti Indah Lestari, S.H., M.Kn., Notary in Tangerang Regency. This position represents his first term on the Board of Directors of GMF.

Latar Belakang Pendidikan
Educational Background

Sarjana Teknik Penerbangan, Universitas Nurtanio (2025)

Bachelor's degree in Aeronautics Engineering, Nurtanio University (2025)

Latar Belakang Profesi & Penugasan
Professional Background & Assignments

- CEO Specialist di PT Garuda Indonesia (Persero) Tbk (2024-2025)
- Direktur Line Maintenance Lion Air Group (2023-2024)
- Direktur Teknik WINGS AIR (2022-2023)
- Manager Fleet Specialist ATR di WINGS AIR (2010-2022)

- CEO Specialist at PT Garuda Indonesia (Persero) Tbk (2024-2025)
- Director of Line Maintenance at Lion Air Group (2023-2024)
- Technical Director at WINGS AIR (2022-2023)
- Manager Fleet Specialist ATR at WINGS AIR (2010-2022)

Rangkap Jabatan
Concurrent Position

Beliau tidak merangkap jabatan di luar GMF.

He holds no concurrent positions outside GMF.

Hubungan Afiliasi & Kepemilikan Saham GMF
Affiliation Relationship & Ownership of GMF Shares

Beliau tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris dan Direksi lainnya, ataupun dengan pemegang saham utama, Garuda Indonesia.
Beliau memiliki 679 lembar saham di GMF (kode saham: GMFI).

He has no affiliation with other members of the Board of Commissioners or the Board of Directors, nor with the controlling shareholder, Garuda Indonesia.
He owns 679 shares in GMF (stock code: GMFI).

Endang Tardiana

Direktur Line Operation
Director of Line Operation



Kewarganegaraan
Citizenship
Indonesia

Tempat Tanggal Lahir
Place of Birth and Date
Kuningan, 10 Oktober 1979
Kuningan on October 10, 1979

Umur
Age
46 tahun per 31 Desember 2025
46 as of December 31, 2025

Dasar Hukum Penunjukan
Legal Basis of Appointment

Diangkat sebagai Direktur Line Operation berdasarkan Keputusan RUPS Luar Biasa pada tanggal 26 September 2025 dan dinyatakan dalam Akta No. 6 tanggal 26 September 2025 yang dibuat di hadapan Shanti Indah Lestari, S.H., M.Kn., Notaris di Kabupaten Tangerang. Jabatan ini merupakan periode pertama dalam jajaran Direksi GMF.

Appointed as Director of Line Operation based on the resolution of the Extraordinary GMS on September 26, 2025, as stated in Deed No. 6 dated September 26, 2025, drawn up before Shanti Indah Lestari, S.H., M.Kn., Notary in Tangerang Regency. This position represents his first term on the Board of Directors of GMF.

Latar Belakang Pendidikan
Educational Background

Sarjana Teknik, Institut Teknologi Sepuluh Nopember (ITS) (2007)

Bachelor's degree in Engineering, Sepuluh Nopember Institute of Technology (ITS) (2007)

Latar Belakang Profesi & Penugasan
Professional Background & Assignments

- Aircraft Maintenance Management Group Head PT Garuda Indonesia (Persero) Tbk (2021-sekarang)
- Senior Manager Engine & Component, Plan & Control PT Garuda Indonesia (Persero) Tbk (2014-2021)
- Aircraft Maintenance Planner PT Garuda Indonesia (Persero) Tbk (2008-2014)

- Aircraft Maintenance Management Group Head at PT Garuda Indonesia (Persero) Tbk (2021-present)
- Senior Manager Engine & Component, Plan & Control at PT Garuda Indonesia (Persero) Tbk (2014-2021)
- Aircraft Maintenance Planner at PT Garuda Indonesia (Persero) Tbk (2008-2014)

Jabatan Rangkap
Concurrent Positions

Beliau tidak merangkap jabatan di luar GMF.

He holds no concurrent positions outside GMF.

Hubungan Afiliasi & Kepemilikan Saham GMF
Affiliation Relationship & Ownership of GMF Shares

Beliau tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris dan Direksi lainnya, ataupun dengan pemegang saham utama, Garuda Indonesia.
Beliau memiliki 1,000 lembar saham di GMF (kode saham: GMFI).

He has no affiliation with other members of the Board of Commissioners or the Board of Directors, nor with the controlling shareholder, Garuda Indonesia.
He owns 1,000 shares in GMF (stock code: GMFI).

Mitra Piranti

Direktur Sumber Daya Manusia
Director of Human Capital



Kewarganegaraan
Citizenship
Indonesia

Tempat Tanggal Lahir
Place of Birth and Date
Jakarta, 30 Mei 1986
Jakarta on May 30, 1986

Umur
Age
39 tahun per 31 Desember 2025
39 as of December 31, 2025

Dasar Hukum Penunjukan
Legal Basis of Appointment

Diangkat sebagai Direktur Sumber Daya Manusia berdasarkan Keputusan RUPS Tahunan pada tanggal 5 Juni 2025 dan dinyatakan dalam Akta No. 5 tanggal 5 Juni 2025 yang dibuat di hadapan Shanti Indah Lestari, S.H., M.Kn., Notaris di Kabupaten Tangerang. Jabatan ini merupakan periode pertama dalam jajaran Direksi GMF.

Appointed as Director of Human Capital based on the resolution of the Annual GMS on June 5, 2025, as stated in Deed No. 5 dated June 5, 2025, drawn up before Shanti Indah Lestari, S.H., M.Kn., Notary in Tangerang Regency. This position represents her first term on the Board of Directors of GMF.

Latar Belakang Pendidikan
Educational Background

- Magister Manajemen, Universitas Indonesia (2021)
- Sarjana Akuntansi, Universitas Padjadjaran (2008)

- Master's degree in Management, University of Indonesia (2021)
- Bachelor's degree in Accounting, Padjadjaran University (2008)

Latar Belakang Profesi & Penugasan
Professional Background & Assignments

- Komisaris di PT Sabre Travel Network Indonesia (2023-2025)
- Vice President Corporate Secretary di PT Garuda Indonesia (Persero) Tbk (2020-sekarang)
- Vice President Business Support & General Affairs di PT Garuda Indonesia (Persero) Tbk (2016-2020)
- Senior Manager Business Support Quality Assurance di PT Garuda Indonesia (Persero) Tbk (2013-2016)
- Assistant to Director Human Capital & Corporate Affairs di PT Garuda Indonesia (Persero) Tbk (2012-2013)

- Commissioner at PT Sabre Travel Network Indonesia (2023-2025)
- Vice President Corporate Secretary at PT Garuda Indonesia (Persero) Tbk (2020-present)
- Vice President Business Support & General Affairs at PT Garuda Indonesia (Persero) Tbk (2016-2020)
- Senior Manager Business Support Quality Assurance at PT Garuda Indonesia (Persero) Tbk (2013-2016)
- Assistant to Director Human Capital & Corporate Affairs at PT Garuda Indonesia (Persero) Tbk (2012-2013)

Jabatan Rangkap
Concurrent Positions

Beliau tidak merangkap jabatan di luar GMF.

She holds no concurrent positions outside GMF.

Hubungan Afiliasi & Kepemilikan Saham GMF
Affiliation Relationship & Ownership of GMF Shares

Beliau tidak memiliki saham GMF dan tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris dan Direksi lainnya, ataupun dengan pemegang saham utama, Garuda Indonesia.

She holds no shares in GMF and has no affiliation with other members of the Board of Commissioners or the Board of Directors, nor with the controlling shareholder, Garuda Indonesia.



Tri Hartono

Direktur Keuangan
Director of Finance

Kewarganegaraan
Citizenship
Indonesia

Tempat Tanggal Lahir
Place of Birth and Date
Pagar Alam, 21 Desember 1973
Pagar Alam on December 21, 1973

Umur
Age
52 tahun per 31 Desember 2025
52 as of December 31, 2025

Dasar Hukum Penunjukan
Legal Basis of Appointment

Diangkat sebagai Direktur Keuangan berdasarkan Keputusan RUPS Tahunan pada tanggal 5 Juni 2025 dan dinyatakan dalam Akta No. 5 tanggal 5 Juni 2025 yang dibuat di hadapan Shanti Indah Lestari, S.H., M.Kn., Notaris di Kabupaten Tangerang. Jabatan ini merupakan periode pertama dalam jajaran Direksi GMF.

Appointed as Director of Finance based on the resolution of the Annual GMS on June 5, 2025, as stated in Deed No. 5 dated June 5, 2025, drawn up before Shanti Indah Lestari, S.H., M.Kn., Notary in Tangerang Regency. This position represents his first term on the Board of Directors of GMF.

Latar Belakang Pendidikan
Educational Background

- MBA, Clark University, Massachusetts, AS (2010)
- Sarjana Akuntansi, Universitas Padjadjaran (1997)

- MBA, Clark University, Massachusetts, USA (2010)
- Bachelor's degree in Accounting, Padjadjaran University (1997)

Latar Belakang Profesi & Penugasan
Professional Background & Assignments

- Division Head Syndication & FI Non-Bank di Bank BRI (2022-2024)
- Division Head International Business di Bank BRI (2021)
- General Manager KCLN New York di Bank BRI (2018-2021)

- Division Head Syndication & FI Non-Bank at Bank BRI (2022-2024)
- Division Head International Business at Bank BRI (2021)
- General Manager KCLN New York at Bank BRI (2018-2021)

Jabatan Rangkap
Concurrent Positions

Beliau tidak merangkap jabatan di luar GMF.

He holds no concurrent positions outside GMF.

Hubungan Afiliasi & Kepemilikan Saham GMF
Affiliation Relationship & Ownership of GMF Shares

Beliau tidak memiliki saham GMF dan tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris dan Direksi lainnya, ataupun dengan pemegang saham utama, Garuda Indonesia.

He holds no shares in GMF and has no affiliation with other members of the Board of Commissioners or the Board of Directors, nor with the controlling shareholder, Garuda Indonesia.

Profil Pejabat Eksekutif
Profile of Executive Officials



Endang Darajat
Financial & Management Accounting Group Head

Usia
Age

Usia 44 tahun
44 years old

Menjabat sejak 15 Agustus 2025
Serving since August 15, 2025

Bergabung di GMF pada 1 Februari 2008
Joined GMF on February 1, 2008

Latar Belakang Pendidikan
Educational Background:

Master of Management, IPMI Business School (2016)

Riwayat Jabatan
Positional History:

- General Affairs & HSE Group Head (2025)
- VP Corporate Affairs & HSE (2020-2025)
- VP Financial Analysis & Enterprise Risk Management (2018-2020)
- GM Financial Analysis (2015-2018)



Sony Mardiana
Wide Body Base Maintenance Group Head

Usia
Age

Usia 54 tahun
54 years old

Menjabat sejak 2 September 2025
Serving since September 2, 2025

Bergabung di GMF pada 24 Desember 1993
Joined GMF on December 24 , 1993

Latar Belakang Pendidikan
Educational Background:

Diploma of Social Science, University of Indonesia (1995)

Riwayat Jabatan
Positional History:

- Quaity System & Auditing Base Maintenance Division Head (2025)
- SM Quality System & Auditing Component Maintenance & Specialized Services (2025)
- SM Shop & Material Quality Inspection (2024-2025)
- SM Structure Workshop (2023-2024)



Suhartono
Component Maintenance & Specialized Services Group Head

Usia
Age

Usia 40 tahun
40 years old

Menjabat sejak 20 Juni 2025
Serving since June 20, 2025

Bergabung di GMF pada 13 Mei 2008
Joined GMF on May 13, 2008

Latar Belakang Pendidikan
Educational Background:

Bachelor of Engineering, Sepuluh Nopember Institute of Technology (2007)

Riwayat Jabatan
Positional History:

- Area Manager 2 (2023-2025)
- SM Revenue Management & Sales Support (2021-2023)
- Senior Project Manager (2020-2021)



R. Rendy Purwidyaputra
Corporate Strategy & Digital Transformation Group Head

Usia
Age

Usia 37 tahun
37 years old

Menjabat sejak 1 September 2023
Serving since September 1, 2023

Bergabung di GMF pada 18 Desember 2013
Joined GMF on December 18, 2013

Latar Belakang Pendidikan
Educational Background:

Master of Business Administration, SBM ITB (2002)

Riwayat Jabatan
Positional History:

- SM Business Transformation (2020-2023)
- GM Business Development (2019-2020)
- GM Project Management Office & Inorganic Development (2018-2019)



Andriyono Novan Hartoko
Engineering Services Group Head

Usia
Age

Usia 46 tahun
46 years old

Menjabat sejak 1 Oktober 2024
Serving since October 1, 2024

Bergabung di GMF 4 Desember 2008
Joined GMF on December 4, 2008

Latar Belakang Pendidikan
Educational Background:

Bachelor of Engineering, Bandung Institute of Technology (2004)

Riwayat Jabatan
Positional History:

- SM Line Maintenance Production Planning (2021-2024)
- SM Aircraft Engineering (2020-2021)
- GM Fleet Type CRJ-1000 (2018-2020)



Oki Agung Setiyanto
Maintenance Planning Group Head

Usia
Age

Usia 41 tahun
41 years old

Menjabat sejak 1 Januari 2025
Serving since January 1, 2025

Bergabung di GMF pada 21 November 2008
Joined GMF on November 21, 2008

Latar Belakang Pendidikan
Educational Background:

Master of Management, Sepuluh Nopember Institute of Technology (2022)

Riwayat Jabatan
Positional History:

- SM Line Maintenance Production Planning (2024)
- SM Line Maintenance Production Control (2022-2024)
- SM Line Maintenance Support (2021)



Desrianto Adi Prayogi
Material & Logistic Services Group Head

Usia
Age

Usia 37 tahun
37 years old

Menjabat sejak 26 Agustus 2022
Serving since August 26, 2022

Bergabung di GMF 4 Desember 2008
Joined GMF on 1 Mei 2011

Latar Belakang Pendidikan
Educational Background:

Master of Management, IPMI Business School (2016)

Riwayat Jabatan
Positional History:

- VP Corporate Secretary & Business Development (2018-2022)
- Corporate Business Partner (2017-2018)
- Executive Assistant to Board of Directors (2017)



Tri Handokoyudho
Line Maintenance Group Head

Usia
Age

Usia 52 tahun
52 years old

Menjabat sejak 2 September 2025
Serving since September 2, 2025

Bergabung di GMF pada 19 Juni 1996
Joined GMF on November June 19, 1996

Latar Belakang Pendidikan
Educational Background:

Master of Management, Narotama University (2025)

Riwayat Jabatan
Positional History:

- Hangar Line Maintenance Division Head (2025)
- SM Line Maintenance Garuda CGK (2024-2025)
- SM Line Maintenance Bali & Nusa Tenggara (2024)



Lia Yuanawati
Human Capital Management Group Head

Usia
Age

Usia 44 tahun
44 years old

Menjabat sejak 15 Agustus 2025
Serving since August 15, 2025

Bergabung di GMF 15 Maret 2007
Joined GMF on March 15, 2007

Latar Belakang Pendidikan
Educational Background:

Master of Management, IPMI Business School (2014)

Riwayat Jabatan
Positional History:

- Organization Transformation Group Head, PT Garuda Indonesia Tbk (2025)
- VP Component Maintenance & Specialized Services (2024-2025)
- Advisor (2024)
- Finance and Human Resources Director, PT AGI (2023-2024)



Deddy Fezantino
Internal Audit Group Head

Usia
Age

Usia 50 tahun
50 years old

Menjabat sejak 22 November 2021
Serving since November 22, 2021

Bergabung di GMF pada 1 September 2014
Joined GMF on November September 1, 2014

Latar Belakang Pendidikan
Educational Background:

Master of Management, University of Indonesia (2004)

Riwayat Jabatan
Positional History:

- VP Accounting (2018-2021);
- GM Reporting & Financial Planning (2016-2018);
- GM Payable & Receivable Accounting (2015-2016).



Wayan Winten Adnyano
Narrow Body Base Maintenance Group Head

Usia
Age

Usia 39 tahun
39 years old

Menjabat sejak 2 Desember 2025
Serving since December 2, 2025

Bergabung di GMF 1 Januari 2008
Joined GMF on January 1, 2008

Latar Belakang Pendidikan
Educational Background:

Master of Management, University of Indonesia (2019)

Riwayat Jabatan
Positional History:

- VP Line Maintenance (2024-2025)
- VP Maintenance Planning (2021-2024)
- VP Engineering Services (2019-2021)



Rajesh Ferdinand Kusuma
SBU Defense Industry Group Head

Usia
Age

Usia 42 tahun
42 years old

Menjabat sejak 1 Oktober 2023
Serving since October 1, 2023

Bergabung di GMF pada 21 November 2012
Joined GMF on November November 21, 2012

Latar Belakang Pendidikan
Educational Background:

Master of Business Administration, Bandung Institute of Technology (2017)

Riwayat Jabatan
Positional History:

- VP Sales & Marketing (2021-2023)
- SM Revenue Management & Sales Support (2019-2020)
- Account Manager & Sales (2014-2019)



Asep Mulyana
Sales & Marketing Group Head

Usia
Age

Usia 55 tahun
55 years old

Menjabat sejak 1 Oktober 2023
Serving since Oktober 1, 2023

Bergabung di GMF 1 Juni 1993
Joined GMF on June 1, 1993

Latar Belakang Pendidikan
Educational Background:

Bachelor of Electrical Engineering, Jayabaya University (1998)

Riwayat Jabatan
Positional History:

- VP SBU Defense Industry (2021-2023);
- VP SBU Military (2020-2021);
- KSO Chief of GMF-IAS (2019-2020)



Rachmad Handono
Quality Assurance & Safety Group Head

Usia
Age

Usia 41 tahun
41 years old

Menjabat sejak 1 April 2025
Serving since April 1, 2025

Bergabung di GMF pada 9 September 2024
Joined GMF on November September 9, 2024

Latar Belakang Pendidikan
Educational Background:

Bachelor of Engineering, Sepuluh Nopember Institute of Technology

Riwayat Jabatan
Positional History:

- Assistant Vice President (2024-2025);
- SM Airworthiness Standard, PT Garuda Indonesia Tbk (2023-2024)



Rian Fajar Isnaeni
Corporate Secretary & Legal Group Head

Usia
Age

Usia 48 tahun
48 years old

Menjabat sejak 21 Juli 2020
Serving since July 21, 2020

Bergabung di GMF 7 Januari 2019
Joined GMF on January 7, 2019

Latar Belakang Pendidikan
Educational Background:

Bachelor of Law, Diponegoro University (1999)

Riwayat Jabatan
Positional History:

- SM Legal & Corporate Governance (2019-2020)



Eldira Umar Ali Zain
General Affairs & HSE Group Head

Usia
Age

Usia 42 tahun
42 years old

Menjabat sejak 15 Agustus 2025
Serving since August 15, 2025

Bergabung di GMF pada 20 Februari 2012
Joined GMF on November February 12, 2012

Latar Belakang Pendidikan
Educational Background:

Master of Business Administration, Bandung Institute of Technology (2010)

Riwayat Jabatan
Positional History:

- VP Human Capital Management (2023-2025)
- SM Leader & Talent Development (2020-2023)



Zarul Fuziono
Engine Services Group Head

Usia
Age

Usia 45 tahun
45 years old

Menjabat sejak 2 September 2025
Serving since September 2, 2025

Bergabung di GMF 1 November 2006
Joined GMF on November 1, 2006

Latar Belakang Pendidikan
Educational Background:

Master of Management, IPMI International Business School (2016)

Riwayat Jabatan
Positional History:

- VP Wide Body Base Maintenance (2024-2025)
- VP Narrow Body Base Maintenance (2022-2024)
- SM Base Maintenance Planning & Engineering (2020-2022)
- Account Manager & Sales (2016-2019)



Indra Prabowo
Treasury Management Group Head

Usia
Age

Usia 48 tahun
48 years old

Menjabat sejak 25 Maret 2019
Serving since March 25, 2019

Bergabung di GMF pada 20 Agustus 2009
Joined GMF on November August 20, 2009

Latar Belakang Pendidikan
Educational Background:

Master of Management, IPMI Business School (2014)

Riwayat Jabatan
Positional History:

- Financial Expert (2019);
- GM Cash Management (2018-2019);
- GM Treasury Analysis (2016-2018).



R. Suryo Hardiono
Aircraft Support & Industrial Solutions Group Hea

Usia
Age

Usia 51 tahun
51 years old

Menjabat sejak 1 Agustus 2023
Serving since August 1, 2023

Bergabung di GMF 3 Februari 2014
Joined GMF on February 3, 2014

Latar Belakang Pendidikan
Educational Background:

Master of Industrial Engineering & Management, Bandung Institute of Technology (2009)

Riwayat Jabatan
Positional History:

- SM Business Support (2020-2023);
- GM Subsidiaries Management (2019-2020)
- GM Strategy Management Office (2016-2019).



Diahyani Putri
Cabin Line Services Group Head

Usia
Age

Usia 37 tahun
37 years old

Menjabat sejak 1 April 2025
Serving since April 1, 2025

Bergabung di GMF pada 1 Desember 2010
Joined GMF on November December 1, 2010

Latar Belakang Pendidikan
Educational Background:

Master of Management, National University of Kaohsiung (2015)

Riwayat Jabatan
Positional History:

- SM Cabin Line Maintenance (2021-2025);
- SM Line Maintenance SUpport (2020-2021)
- GM LMS 01 – Outstation Line Maintenance Support (2019-2020).

Demografi Pegawai
Employee Demographic [GRI 2-7, 405-1]

PEGAWAI PERSEROAN

Pengungkapan informasi mengenai demografi pegawai diperoleh dari sumber internal dan dihitung berdasarkan jumlah pegawai yang tercatat per 31 Desember 2025.

Jumlah pegawai Perseroan tahun 2025 adalah 5.026 orang, yang terdiri dari 4.169 orang pegawai tetap dan 857 orang pegawai tidak tetap. Pegawai Perseroan bekerja di Indonesia, yaitu di kantor pusat di Tangerang dan *Outstation Line Maintenance* Domestik di berbagai daerah di Indonesia.

GMF hanya menyajikan komposisi rinci terkait demografi hanya untuk pegawai tetap (di luar entitas anak). Komposisi pegawai tidak tetap hanya mencakup 17,05% dari keseluruhan pegawai dan dapat dikategorikan sebagai non-staf sehingga tidak memiliki dampak terhadap perkembangan bisnis inti Perseroan. Perseroan tidak mempekerjakan pegawai paruh waktu dan pegawai dengan jam kerja tidak pasti (borongan/*non-guaranteed hours employees*).

Komposisi pegawai selama dua tahun terakhir selengkapnya disajikan dalam tabel-tabel berikut:

COMPANY EMPLOYEES

Disclosure of information regarding employee demographic is obtained from internal sources and is calculated based on the number of employees recorded as of December 31, 2025.

Total number of Company employees in 2025 is 5.026 people, comprising 4.169 permanent employees and 857 contract employees. The Company's employees work in Indonesia, specifically at the head office in Tangerang and Domestic Line Maintenance Outstations in various regions in Indonesia.

GMF only presents the detail composition of demography only for its permanent employees (excluding subsidiaries). The composition of non-permanent employees accounts for only 17.05% of the total workforce and can be categorized as non-staff, meaning they do not have an impact on the Company's core business development. The Company does not employ part-time employees or employees with non-guaranteed working hours (contract/hourly workers).

The composition of employees for the last two years is presented in the following tables:

Status Kepegawaian
Employment Status

Keterangan Description	2025			2024		
	Pria Male	**Wanita** Female	**Jumlah** Total	**Pria** Male	**Wanita** Female	**Jumlah** Total
Pegawai Tetap Permanent Employee	**3,663**	**506**	**4,169**	3,715	460	4,175
Pegawai Tidak Tetap Contract Employee	**795**	**62**	**857**	864	95	959
Jumlah Total	**4,458**	**568**	**5,026**	**4,579**	**555**	**5,134**

Jabatan Pegawai
Employee Position

Keterangan Description	2025			2024		
	Pria Male	**Wanita** Female	**Jumlah** Total	**Pria** Male	**Wanita** Female	**Jumlah** Total
Vice President	**18**	**2**	**20**	16	1	17
Senior Manager	**86**	**21**	**107**	83	19	102
Manager	**311**	**41**	**352**	299	37	336

Jabatan Pegawai
Employee Position

Keterangan Description	2025			2024		
	Pria Male	Wanita Female	Jumlah Total	Pria Male	Wanita Female	Jumlah Total
Staff	**4,043**	**504**	**4,547**	3,317	403	3,720
Jumlah Total	**4,458**	**568**	**5,026**	**3,715**	**460**	**4,175**

Wilayah Kerja Pegawai
Employee Operational Area

Keterangan Description	2025			2024		
	Pria Male	Wanita Female	Jumlah Total	Pria Male	Wanita Female	Jumlah Total
Jakarta	**4,126**	**555**	**4,681**	3,394	449	3,843
Denpasar	**75**	**3**	**78**	67	2	69
Surabaya	**52**	**5**	**57**	49	5	54
Kualanamu	**28**	**0**	**28**	30	0	0
Makassar	**40**	**2**	**42**	42	2	44
Daerah Lainnya (Indonesia) Other Areas (Indonesia)	**137**	**3**	**140**	133	2	135
Jumlah Total	**4,458**	**568**	**5,026**	**3,715**	**460**	**4,175**

Tingkat Pendidikan Pegawai
Employee Education

Keterangan Description	2025			2024		
	Pria Male	Wanita Female	Jumlah Total	Pria Male	Wanita Female	Jumlah Total
Doktoral (S3) Doctorate	**3**	**0**	**3**	2	-	2
Magister (S2) Master	**170**	**60**	**230**	123	38	161
Sarjana (S1) Bachelor	**1,518**	**340**	**1,858**	1,124	263	1,387
Diploma (D3) Diploma	**1,911**	**138**	**2,049**	1,636	127	1,763
Sekolah Menengah Atas Senior High	**856**	**30**	**886**	830	32	862
Jumlah Total	**4,458**	**568**	**5,026**	**3,715**	**460**	**4,175**

Usia Pegawai
Employee Age

Keterangan Description	2025			2024		
	Pria Male	Wanita Female	Jumlah Total	Pria Male	Wanita Female	Jumlah Total
≥ 51 tahun ≥ 51 years old	**433**	**17**	**448**	376	17	393
31-50 tahun 31-50 years old	**2,428**	**314**	**2,726**	2,001	271	2,272
≤ 30 tahun ≤ 30 years old	**1,597**	**237**	**1,852**	1,338	172	1,510
Jumlah Total	**4,458**	**568**	**5,026**	**3,715**	**460**	**4,175**

Jenis Kelamin Pegawai
Employee Gender

Keterangan Description	2025	2024
Pria Male	**4,458**	3,175
Wanita Female	**568**	460
Jumlah Total	**5,026**	**4,715**

PEKERJA YANG BUKAN PEGAWAI LANGSUNG [GRI 2-8]

Aktivitas operasional Perseroan membutuhkan pemasok yang berasal dari dalam negeri (lokal) dan luar negeri (nonlokal). Para pekerja dari pemasok yang terlibat telah ditempatkan sesuai dengan perjanjian kerja sama antara Perseroan dengan pemasok.

Perusahaan pihak ketiga yang menjadi pemasok tenaga kerja bagi GMF pada tahun 2025 tercatat sebanyak 4 perusahaan, sama dengan jumlah pemasok pada tahun 2024.

Berikut adalah jumlah pekerja yang bukan pegawai langsung, yang merupakan pemasok GMF:

WORKERS WHO ARE NOT EMPLOYEES [GRI 2-8]

The Company's operational activities require suppliers from within the country (local) and abroad (nonlocal). Workers of suppliers who are involved in GMF's business performed their work in accordance with the agreement that the Company and suppliers have agreed upon.

The third-party companies supplying labor for GMF in 2025 totaled 4 companies, the same as the number of suppliers in 2024.

The following is the number of workers who are not direct employees and came from GMF suppliers:

Pekerja yang Bukan Merupakan Pegawai Perseroan
Workers who are Not Employees of the Company
[ESG S-04]

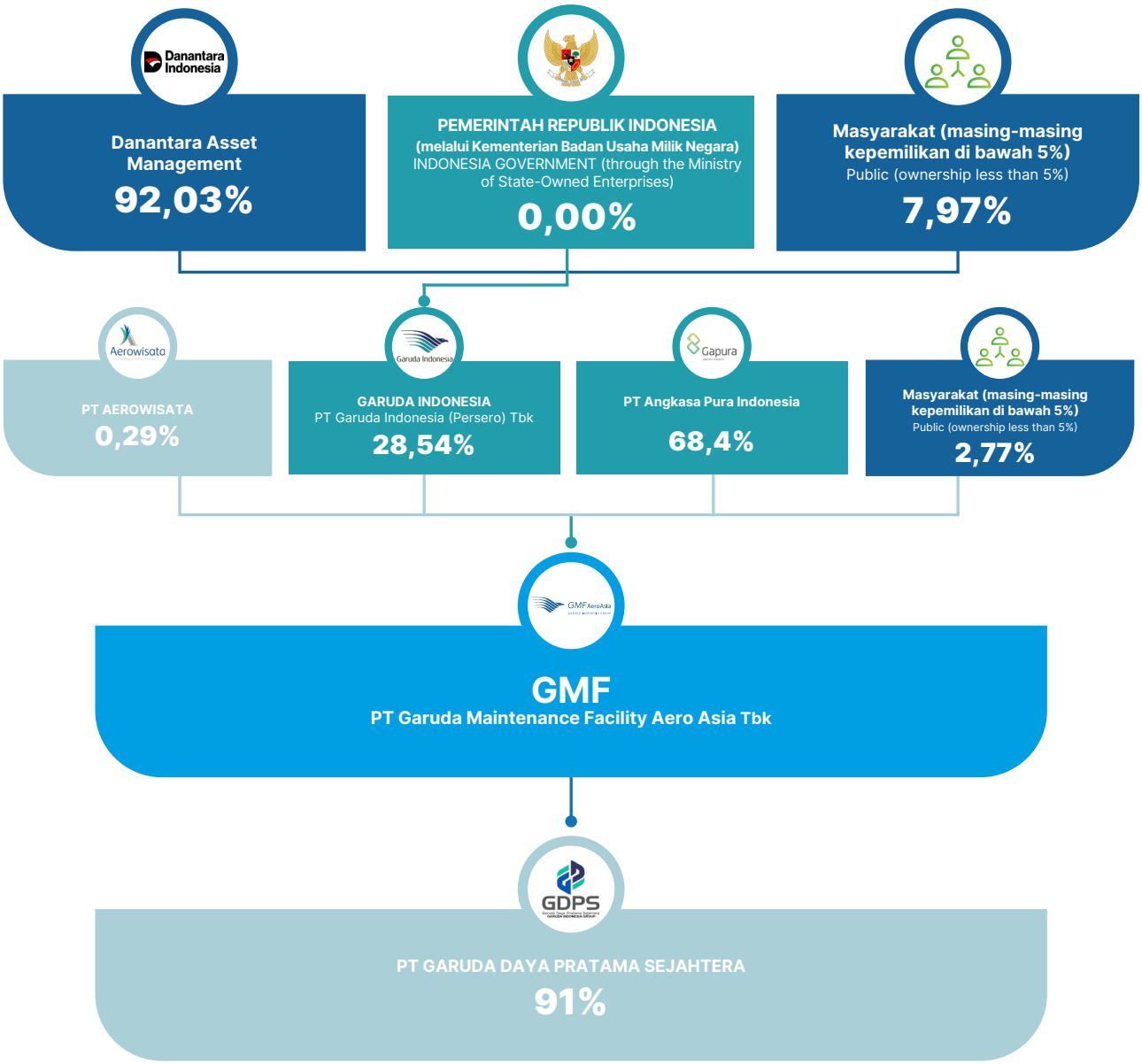
Jenis Pekerjaan Type of duty	Keterlibatan Supplier	Keterangan Description	Jumlah Total
Keamanan Security	Penyedia Pihak Ketiga Third-party Vendor	Para pekerja keamanan di mana Perseroan memiliki kendali atas para pekerja yang bertanggung jawab menjaga keamanan di area operasional dan kantor. Security workers, for whom the Company has control, are responsible for maintaining security in the office and operational area.	151 orang dari 1 perusahaan 151 people from 1 company

Pekerja yang Bukan Merupakan Pegawai Perseroan
Workers who are Not Employees of the Company
[ESG S-04]

Jenis Pekerjaan Type of duty	**Keterlibatan** Supplier	**Keterangan** Description	**Jumlah** Total
Kebersihan dan Lingkungan Cleanliness and Environment	Penyedia Pihak Ketiga Third-party Vendor	Para pekerja kebersihan dan lingkungan di mana Perseroan memiliki kendali atas para pekerja yang bertanggung jawab menjaga kebersihan dan lingkungan di area operasional dan kantor. Cleaning and environmental workers, also under the Company's control, are responsible for maintaining cleanliness and the environment in the office and operational area.	120 orang dari 1 perusahaan 120 people from 1 company
Teknis dan Non Teknis Technical and Non Technical	Penyedia Pihak Ketiga Third-party Vendor	Para pekerja Teknis dan Non Teknis di mana Perseroan memiliki kendali atas para pekerja yang bertanggung jawab menjalankan tugas dan memastikan aspek teknis dan non teknis tersedia di kantor dan area produksi. Technical and Non-Technical workers, under the Company's control, are responsible for carrying out tasks and ensuring technical and non-technical aspects are available in office and production areas.	416 orang dari 4 perusahaan 416 people from 4 companies
Administrasi Administration	Penyedia Pihak Ketiga Third-party Vendor	Para pekerja Administrasi di mana Perseroan memiliki kendali atas para pekerja yang bertanggung jawab menjalankan tugas Administrasi di area operasional dan kantor. Administrative workers, under the Company's control, are responsible for carrying out administrative tasks in the office and operational area.	288 orang dari 3 perusahaan 288 people from 3 companies
Jumlah Total			975 orang dari 4 perusahaan 975 people from 4 company
Dibandingkan Total Pegawai (termasuk pegawai tidak tetap) Compared to Total Employees (including contract employees)			19,39%

Informasi Pemegang Saham
Information on Shareholders

Struktur Grup
Group Structure



KOMPOSISI KEPEMILIKAN SAHAM

SHARE OWNERSHIP COMPOSITION

Komposisi per 1 Januari 2025 dan 31 Desember 2025
Composition as of January 1, 2025 and December 31, 2025

Pemegang Saham Shareholders	1 Januari 2025 January 1, 2025		31 Desember 2025 December 31, 2025	
	Jumlah Saham Number of Shares	Kepemilikan Ownership	Jumlah Saham Number of Shares	Kepemilikan Ownership
Kepemilikan saham ≥ 5% Share ownership ≥ 5%				
PT Garuda Indonesia (Persero) Tbk	25,156,058,796	89.10%	**34,249,304,396**	**28.54%**
PT Angkasa Pura Indonesia	-	-	**82,100,173,900**	**68.40%**
Kepemilikan saham < 5% Share ownership < 5%				
PT Aerowisata	254,101,604	0.90%	**345,952,504**	**0.29%**
Masyarakat (masing-masing kepemilikan <5%) *Pubic (each with <5% ownership)*	2,823,351,100	10.00%	**3,326,763,645**	**2.77%**
Jumlah Saham Number of Shares	**28,233,511,500**	**100.00%**	**120,022,194,445**	**100%**

INFORMASI PEMEGANG SAHAM UTAMA DAN PENGENDALI HINGGA PEMILIK AKHIR

PT Garuda Indonesia (Persero) Tbk merupakan pemegang saham pengendali GMF dengan kepemilikan sebesar 28,54% saham. Garuda Indonesia merupakan maskapai milik Pemerintah Indonesia yang didirikan pada tanggal 31 Maret 1950 sebagai bagian dari penataan kedirgantaraan Republik Indonesia.

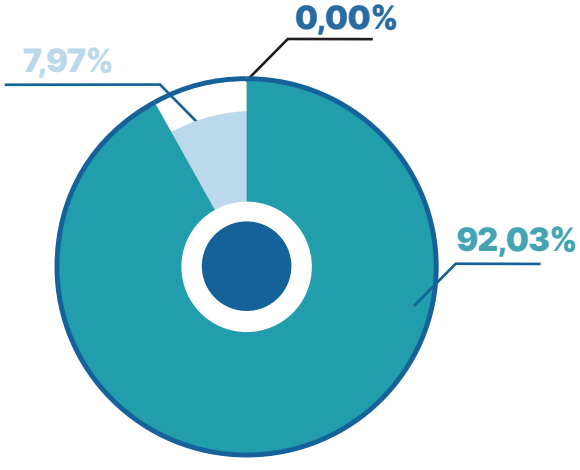
Pada tahun 2008, Garuda Indonesia menjadi satu-satunya maskapai lokal yang memperoleh sertifikasi IATA *Operational Safety Audit* (IOSA) *Operator*. Garuda Indonesia melakukan *Initial Public Offering* (IPO) pada tanggal 11 Februari 2011 atas 6,335,738,000 sahamnya kepada masyarakat. Saham tersebut telah dicatatkan pada Bursa Efek Indonesia dengan kode "GIAA".

INFORMATION ON THE MAJOR AND CONTROLLING SHAREHOLDERS UNTIL THE FINAL OWNER

PT Garuda Indonesia (Persero) Tbk is the major and controlling shareholder of GMF with 89.10% ownership. Garuda Indonesia is a State-Owned Airline, which was established on March 31, 1950, as part of the government's effort to manage national aerospace.

In 2008, Garuda Indonesia became the only local airline with IATA Operational Safety Audit (IOSA) Operator certification. Garuda Indonesia held an Initial Public Offering (IPO) to the public on February 11, 2011, on its 6,335,738,000 shares. Those shares were listed using "GIAA" as its ticker code at Indonesia Stock Exchange.

Komposisi Pemegang Saham Garuda Indonesia
Garuda Indonesia's Shareholders Composition



Hingga akhir tahun 2025, Pemerintah Republik Indonesia melalui PT Danantara Asset Management (Persero) memiliki 92.03% saham Garuda Indonesia dan menjadi pemegang saham pengendali GMF. Kemudian, terdapat kepemilikan saham sebesar 68.40% dari PT Angkasa Pura Indonesia. Dengan demikian, entitas pemilik akhir GMF adalah Pemerintah Republik Indonesia.

As of the end of 2025, the Government of the Republic of Indonesia, through PT Danantara Asset Management (Persero), holds 92.03% of the shares in Garuda Indonesia and serves as the controlling shareholder of GMF. In addition, there is a 68.40% share ownership by PT Angkasa Pura Indonesia. Accordingly, the ultimate beneficial owner of GMF is the Government of the Republic of Indonesia.

KEPEMILIKAN SAHAM DEWAN KOMISARIS DAN DIREKSI

Berikut disampaikan kepemilikan saham anggota Dewan Komisaris dan Direksi yang menjabat per akhir 31 Desember 2025. GMF tidak mengungkapkan kepemilikan saham dari anggota Dewan Komisaris dan Direksi yang digantikan sepanjang tahun pelaporan.

THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS' SHARE OWNERSHIP

The following is the share ownership of members of the Board of Commissioners and the Board of Directors serving as of December 31, 2025. GMF does not disclose the share ownership of members of the Board of Commissioners and the Board of Directors who were replaced during the reporting year.

Nama dan Posisi Name and Position	**31 Desember 2025** December 31, 2025		**1 Januari 2025** January 1, 2025	
	Kepemilikan Langsung Direct Ownership	**Kepemilikan Tidak Langsung** Indirect Ownership	**Kepemilikan Langsung** Direct Ownership	**Kepemilikan Tidak Langsung** Indirect Ownership
DEWAN KOMISARIS BOARD OF COMMISSIONERS				
Oki Yanuar Komisaris Utama/Independen President/Independent Commissioner	**Nihil** None	**Nihil** None	Nihil None	Nihil None
Dean Arslan Komisaris Independen Independent Commissioner	**Nihil** None	**Nihil** None	Nihil None	Nihil None
Giring Ganesha Djumaryo Komisaris Commissioner	**Nihil** None	**Nihil** None	Nihil None	Nihil None
Sugiharto Prapto Komisaris Commissioner	**Nihil** None	**Nihil** None	Nihil None	Nihil None
DIREKSI BOARD OF DIRECTORS				
Andi Fahrurrozi Direktur Utama CEO	**144,400**	**0.00051**	672,300	0.00056
Bobi Gumelar Raspati Direktur Base Management Director of Base Management	**Nihil** None	**Nihil** None	679	0.0000006
Endang Tardiana Direktur Line Operation Director of Line Operation	**Nihil** None	**Nihil** None	1,000	0.0000008
Mitra Piranti Direktur Sumber Daya Manusia Director of Human Capital	**Nihil** None	**Nihil** None	Nihil None	Nihil None
Tri Hartono Direktur Keuangan Director of Finance	**Nihil** None	**Nihil** None	Nihil None	Nihil None

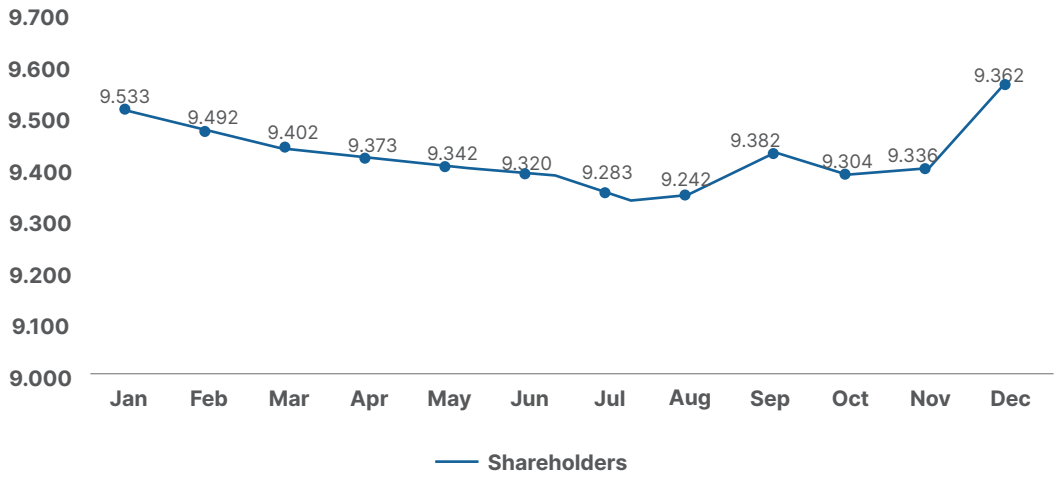
Kepemilikan saham anggota Direksi (Manajemen) pada tabel merupakan kepemilikan langsung yang didapat dari program kepemilikan saham oleh pegawai melalui program *Employee Stock Allocation* ("ESA") yang diadakan Perseroan ketika Direktur yang bersangkutan masih berstatus sebagai pegawai Perseroan dan pada saat melakukan pembelian pribadi pada pasar sekunder. Anggota Dewan Komisaris dan Direksi tidak memiliki kepemilikan saham tidak langsung terhadap Perseroan. Keterangan lebih lanjut mengenai kepemilikan oleh Manajemen dapat dilihat pada program MESOP yang terdapat di Bab Analisis dan Pembahasan Manajemen.

Share ownership over the Company by members of the Board of Directors (the Management) is categorized as direct ownership through the Company's Employee Stock Allocation ("ESA") when those Directors were still the Company's employees and when the purchase was made personally on the secondary market. Members of the Board of Commissioners and Directors have no indirect ownership over the Company. Further information concerning Management's share ownership is available in the MESOP program within the chapter of Management Analysis and Discussion.

KELOMPOK PEMEGANG SAHAM DENGAN KEPEMILIKAN <5%
Group of Shareholders with <5% Ownership

Kelompok Pemegang Saham Groups of Shareholders	**1 Januari 2025** January 1, 2025			**31 Desember 2025** December 31, 2025		
	Jumlah Pemilik Number of Owners	**Jumlah Lembar Saham** Number of Shares	**Persentase Kepemilikan** Ownership Percentage **(%)**	**Jumlah Pemilik** Number of Owners	**Jumlah Lembar Saham** Number of Shares	**Persentase Kepemilikan** Ownership Percentage **(%)**
DOMESTIK DOMESTIC						
Perorangan Individual	9,259	1,016,966,160	3.60%	**14,745**	**1,660,216,248**	**1.38%**
Koperasi Cooperation	2	14,850,100	0.05%	**3**	**19,953,300**	**0.02%**
Yayasan Foundation	...	...	...	**...**	**...**	**...**
Dana Pensiun Pension Fund	6	767,244,900	2.71%	**4**	**766,280,000**	**0.64%**
Asuransi Insurance	6	675,824,800	2.39%	**5**	**490,852,200**	**0.41%**
Perseroan Terbatas Limited Liability Company	10	25,560,932,200	90.5%	**26**	**116,892,313,927**	**97.39%**
Lembaga Keuangan Financial Institutions						
Bank Bank	1	161,050,000	0.57%	**1**	**161,050,000**	**0.13%**
Sub Jumlah Sub Total	9,284	28,196,868,160	99,82%	**14,757**	**3,098,351,748**	**99.97%**
ASING FOREIGN						
Perorangan Individual	29	6,409,900	0,02%	**27**	**2,566,100**	**0.0021%**
Badan Usaha Business Entity	11	32,236,000	0,10%	**13**	**27,629,855**	**0.0230%**
Sub Jumlah Sub Total	40	36,642,900	0,12%	**40**	**30,195,955**	**0.03%**
JUMLAH TOTAL	**9,324**	**28,233,511,060**	**100.00%**	**14,797**	**120,020,861,630**	**100.00%**

Pergerakan Jumlah Pemegang Saham < 5% Sepanjang 2025
Movement of <5% Shareholders Throughout 2025



20 PEMEGANG SAHAM TERBESAR

20 LARGEST SHAREHOLDERS

No.	Nama Investor Investor Name	Status Status	Klasifikasi (L=Lokal/A=Asing) Classification (L=Local/A=Foreign)	Jumlah Lembar Saham Number of Shares	Persentase Kepemilikan Ownership Percentage (%)
1.	PT ANGKASA PURA INDONESIA	PERSEROAN TERBATAS LIMITED LIABILITY COMPANY	L	82.100.173.900	68,40%
2.	GARUDA INDONESIA (PERSERO) TBK, PT	PERSEROAN TERBATAS LIMITED LIABILITY COMPANY	L	34.249.304.396	28,54%
3.	PT. JASA RAHARJA (PERSERO)	ASURANSI INSURANCE	L	435.323.000	0,36%
4.	PT TASPEN (ASURANSI) - AFS	DANA PENSIUN PENSION FUND	L	425.000.000	0,35%
5.	AEROWISATA, PT	PERSEROAN TERBATAS LIMITED LIABILITY COMPANY	L	345.952.504	0,29%
6.	PT ASABRI (PERSERO) - DAPEN TNI	DANA PENSIUN PENSION FUND	L	175.000.000	0,15%
7.	PT ASABRI (PERSERO) - DAPEN POLRI	DANA PENSIUN PENSION FUND	L	162.500.000	0,14%
8.	PERUM JAMKRINDO	DANA PENSIUN PENSION FUND	L	161.050.000	0,134%
9.	PT YULIE SEKURITAS INDONESIA TBK	BANK BANK	L	154.900.900	0,129%
10.	IR KOMARI SUBAKIR	PERORANGAN INDONESIA LOCAL INDIVIDUAL	L	70.861.628	0,059%
11.	PT. ASKRINDO	PERSEROAN TERBATAS LIMITED LIABILITY COMPANY	L	30.000.000	0,025%
12.	ROBERT DANIEL WALONI	PERORANGAN INDONESIA LOCAL INDIVIDUAL	L	27.000.000	0,023%
13.	LIE CHANDRA	PERORANGAN INDONESIA LOCAL INDIVIDUAL	L	26.550.000	0,022%
14.	ARSYAH FEBRIAN RASYID	PERORANGAN INDONESIA LOCAL INDIVIDUAL	L	22.698.800	0,018%

No.	Nama Investor Investor Name	Status Status	Klasifikasi (L=Lokal/A=Asing) Classification (L=Local/A=Foreign)	Jumlah Lembar Saham Number of Shares	Persentase Kepemilikan Ownership Percentage (%)
15.	KOPERASI SIMPAN PINJAM NUSANTARA SEJAHTE	KOPERASI COOPERATIVE	L	19.196.900	0,016%
16.	HENOCH WEYLIM	PERORANGAN INDONESIA LOCAL INDIVIDUAL	L	17.431.200	0,014%
17.	BUDI PRISWANTO BUDI PRISWANTO	PERORANGAN INDONESIA LOCAL INDIVIDUAL	L	16.000.000	0,013%
18.	IRWAN SOETIKNO	PERORANGAN INDONESIA LOCAL INDIVIDUAL	L	15.484.100	0,0129%
19.	FERRY DARMAWAN FERRY DARMAWAN	PERORANGAN INDONESIA LOCAL INDIVIDUAL	L	15.451.100	0,0129%
20.	PT COALSON INVESTAMA CIPTA	PERSEROAN TERBATAS LIMITED LIABILITY COMPANY	L	15.255.800	0,0127%

Daftar Entitas Anak, Entitas Asosiasi, Joint Venture (JV), Special Purpose Vehicle (SPV)

List of Subsidiaries, Associates, Joint Venture (JV), Special Purpose Vehicle (SPV)

Nama Name	Bidang Usaha	Alamat Address	Penyertaan Modal, Pendirian, Operasi Capital Investment, Establishment, Operational	Kepemilikan Oleh GMF (%) Ownership by GMF (%)		Jumlah aset (Rp Juta) Total Assets (Rp Million)		Status Status
				2025	2024	2025	2024	
Entitas Anak Subsidiaries								
PT Garuda Daya Pratama Sejahtera	Jasa penyediaan tenaga kerja dan jasa borongan pekerjaan lainnya Labor supply and other wholesale services	Jalan Husein Sastranegara Blok F Nomor 2, Rukun Tetangga 005, Rukun Warga 004, Kelurahan Jurumudi, Kecamatan Benda, Kota Tangerang, Provinsi Banten 15124	2019	91	91	137,570	108,682	Beroperasi Operating

Kronologi Penerbitan dan Pencatatan Saham

Chronology of Share Issuance and Listing

GMF mencatatkan sahamnya pertama kali di Bursa Efek Indonesia (BEI) pada tanggal 10 Oktober 2017. GMF menawarkan 2.823.351.100 saham biasa atas nama atau 10% dari modal ditempatkan dengan harga penawaran Rp400 per saham kepada masyarakat. Saat IPO terjadi *over subscribe* sebanyak 2,6 kali dengan nilai proceed sebesar Rp1.129.340.440.000.

GMF listed its shares for the first time on the Indonesia Stock Exchange (IDX) on October 10, 2017. GMF offered 2,823,351,100 common, registered stock or 10% of the issued capital, offering Rp400 per share to the public. GMF experienced an oversubscribed IPO by 2.6 times and gained a proceed value of Rp1,129,340,440,000.

Sejak mencatatkan sahamnya di BEI pada tanggal 10 Oktober 2017 hingga akhir tahun 2025, GMF tidak melakukan pemecahan saham (*stock split*), penggabungan saham (*reverse stock*), mengeluarkan saham bonus, merubah nilai nominal saham, mengeluarkan efek konversi, namun pada tahun 2024, GMF dalam proses pelaksanaan Penambahan Modal Dengan Hak Memesan Efek Terlebih Dahulu ("PMHMETD") atau *Rights Issue*.

Since registered its shares in IDX on October 10, 2017, until the end of 2025, GMF had never conducted any of the following corporate actions that might add or deduce its capital, among others, stock split, reverse stock, however, GMF is in the process of implementing Capital Increase with Pre-Emptive Rights or Rights Issue.

PMHMETD dilaksanakan sesuai dengan Keputusan Rapat Umum Pemegang Saham Luar Biasa yang diselenggarakan pada tanggal 28 Oktober 2024 dan berdasarkan Keterbukaan Informasi yang telah dipublikasikan pada tanggal 9 September 2024.

PMHMETD is implemented in accordance with the Decision of General Meeting of Shareholders on October 28, 2024 and based on Disclosure Information which published on September 9, 2024.

Kemudian pada tahun 2025, Perseroan melaksanakan aksi korporasi berupa inbreng lahan seluas 973.120 m² dari PT Angkasa Pura Indonesia yang berdampak pada perubahan struktur saham dan modal Perseroan. Hal tersebut dilaksanakan sesuai Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) pada 24 Oktober 2025 serta Keterbukaan Informasi yang telah dipublikasikan pada tanggal 17 September 2025. Pemegang saham menyetujui pelaksanaan Penambahan Modal dengan Hak Memesan Efek Terlebih Dahulu II ("PMHMETD II") atau *Rights Issue*, yang prosesnya selesai pada 27 Januari 2026. Aksi korporasi ini dilakukan sebagai bagian dari proses inbreng aset PT Angkasa Pura Indonesia ke dalam GMF, sehingga memperkuat struktur permodalan sekaligus mendukung strategi pengembangan Perseroan.

In 2025, the Company carried out a corporate action in the form of an inbreng of land covering an area of 973,120 m² from PT Angkasa Pura Indonesia, which resulted in changes to the Company's shareholding and capital structure. This was implemented in accordance with the Extraordinary General Meeting of Shareholders (EGMS) held on October 24, 2025, as well as the Disclosure of Information published on September 17, 2025. The shareholders approved the implementation of a Capital Increase with Pre-emptive Rights II (PMHMETD II) or Rights Issue, the process of which was completed on January 27, 2026. This corporate action was carried out as part of the asset inbreng process of PT Angkasa Pura Indonesia into GMF, thereby strengthening the Company's capital structure while supporting its development strategy.

Jumlah Lembar Saham Sebelum IPO Share Numbers Before IPO	**Jumlah Lembar Saham Setelah Penambahan** Share Numbers After the Addition	**Jumlah Lembar Saham Akumulasi** Accumulated Share Numbers
665,600	28,232,845,900	28,233,511,500

Kronologi Kepemilikan Saham GMF
GMF Share Ownership Chronology

Keterangan Description	**Pemegang Saham** Shareholders	**Jumlah Lembar Saham** Share Numbers	**Modal Ditempatkan dan Disetor Penuh** Issued and Fully Paid Capital **(Rp)**	**Persentase Kepemilikan** Ownership Percentage **(%)**
Pra IPO 10 Oktober 2017 (Nilai Nominal Saham = Rp250,000/lembar saham) Before IPO on October 10, 2017 (Share Value = Rp250,000/share)	PT Garuda Indonesia (Persero) Tbk	658,944	164,736,000,000	99.00
	PT Aero Wisata	6,656	1,664,000,000	1.00
	Jumlah Total	665,600	166,400,000,000	100.00
Pasca IPO per 31 Desember 2025 (Nilai Nominal Saham = Rp100/lembar saham) After IPO as of December 31, 2025 (Share Value = Rp100/share)	PT Garuda Indonesia (Persero) Tbk	34,249,304,396	2,742,937,019,600	28.53
	PT Aero Wisata	345,952,504	27,706,432,900	0.28
	PT Angkasa Pura Indonesia	82,100,173,900	2,052,504,347,500	68.40
	Dewan Komisaris dan Direksi Board of Commissioners and Board of Directors	673,900	67,397,900	0.00
	Masyarakat (masing-masing kepemilikan < 5%) Public (each with < 5% ownership)	3,327,437,624	294,937,273,100	2.77
	Jumlah Total	120,023,542,324	5,118,152,471,000	100

Informasi Kronologi Penerbitan dan Pencatatan Efek Lainnya

Chronological Information on Other Securities Issuance and Listing

Hingga akhir tahun 2025, GMF tidak mencatatkan efek di bursa efek mana pun. Dengan demikian tidak ada informasi terkait kronologis pencatatan, jenis tindakan korporasi, perubahan jumlah efek, nama bursa maupun peringkat efek.

By the end of 2025, GMF had not listed any securities on any stock exchange. Therefore, there was no information related to chronological listings, types of corporate actions, changes in the number of securities, the names of stock exchanges, or securities rankings.

Lembaga dan Profesional Penunjang
Supporting Agencies and Professionals

Pencatatan Saham Share Listing	
Nama Name	PT Bursa Efek Indonesia Indonesia Stock Exchange Building 1st Tower Jl. Jenderal Sudirman Kav. 52-53, Jakarta 12190 Telp: 021 5150 515 Email: listing@idx.co.id www.idx.co.id
Jasa yang Diberikan Services	Jasa pencatatan saham tahunan. Annual stock listing services.
Periode Pemberian Jasa Assignment Period	Oktober 2017-sekarang October 2017-present

Kustodian Sentral Efek Sentral Custody Securities	
Nama Name	PT Kustodian Sentral Efek Indonesia Gedung Bursa Efek Indonesia, Tower 1, Lt. 5 Jl. Jend. Sudirman kav. 52-53, Jakarta 12190 Indonesia Telp: 021 5152 855 Email: helpdesk@ksei.co.id
Jasa yang Diberikan Services	• Jasa Kustodian Sentral Efek Central Custody Services • Jasa penyelenggaraan RUPS Tahunan dan Luar Biasa Holding of Annual and Extraordinary GMS services
Periode Pemberian Jasa Assignment Period	Oktober 2017-sekarang October 2017-present

Akuntan Publik Public Accountant	
Nama Name	Kantor Akuntan Publik Purwanto Susanti dan Surja (Firma Anggota Jaringan Global Ernst & Young) Indonesia Stock Exchange Building, Tower 2, 7th Floor, Jl. Jend. Sudirman Kav. 52-53, Jakarta 12190 +62 21 52895000 www.ey.com/id
Jasa Services	• Audit atas Laporan Keuangan Konsolidasian Tahun Buku 31 Desember 2025 Audited the Company's Financial Statement for 2025 Financial Year • Laporan Kepatuhan terhadap Perundang-Undangan dan Pengendalian Internal periode 31 Desember 2025 Compliance Report with Laws and Regulations and Internal Control as of December 31, 2025 • Laporan Jasa AUP atas Laporan Pencapaian *Key Performance Indicator* (KPI) periode 31 Desember 2025 AUP Engagement Report on the Achievement of Key Performance Indicators (KPI) as of December 31, 2025 • Laporan Jasa AUP terhadap Laporan Kegiatan Penerapan Prinsip Kehati-hatian (KPPK) Perseroan Tahun Buku 31 Desember 2023 AUP Engagement Report on the Implementation of the Company's Prudential Principles (KPPK) Activities for the Fiscal Year ended December 31, 2023
Periode Penugasan Assignment Period	2025
Nomor STTD Number STTD	STTD.AP-40/PM.021/2024 tanggal 2 April 2024 STTD.AP-40/PM.021/2024 dated April 2, 2024

Biro Administrasi Efek Share Registrar	
Nama Name	PT Datindo Entrycom Jl Hayam Wuruk No.28 Kebon Kelapa, Gambir, Jakarta 10120 +62 21 3508077 www.datindo.com
Jasa Services	• Administrasi saham pasar sekunder Administration of share ownership on the secondary market • Pelaksanaan RUPS Tahunan dan Luar Blasa Annual and Extraordinary GMS holding • Pengelolaan Pencatatan Saham pada Proses PMHMETD Management of Registration in Rights Issue Process
Periode Penugasan Assignment Period	Oktober 2017-sekarang October 2017-present

Notaris Notary	
Nama Name	Shanti Indah Lestari, S.H., M.Kn. Jl. Mahakam F 34/7 Pondok Indah, Kutabumi, Pasar Kemis, Tangerang 15560 +62 81808391586
Jasa Services	Jasa Notaris RUPS Tahunan, RUPS Luar Biasa, dan proses PMHMETD, dan peningkatan modal berupa tanah/aset non-tunai ke dalam perusahaan (inbreng). Notary Services for Annual GMS, Extraordinary GMS, and Rights Issue Process, Land In-Kind Capital Contribution.
Periode Penugasan Assignment Period	2025
Nomor STTD Number STTD	STTD.N-95/PJ-1/PM-02/2023 tanggal 12 April 2023 atas nama Shanti Indah Lestari, SH., M.Kn. STTD.N-95/PJ-1/PM-02/2023 dated April 12, 2023, issued by Shanti Indah Lestari, SH., M.Kn.

Firma Hukum Law Firm	
Nama Name	TnP Law Firm
Jasa Services	• Jasa Firma Hukum dalam RUPS Luar Biasa Law Firm Services for Extraordinary GMS • Jasa Firma Hukum dalam PMHMETD. Law Firm Services for Rights Issue Process
Periode Penugasan Assignment Period	2025
Nomor STTD Number STTD	STTD.KH-454/PM.223/2022 tanggal 9 Maret 2022 atas nama Ken Prasadtyo STTD.KH-454/PM.223/2022 dated March 9, 2022, issued by Ken Prasadtyo

CLEAR

Kerja Sama Dengan Mitra Lain

Cooperation with Other Partners

GMF terus mejalin kerja sama dengan sejumlah mitra untuk memperkuat bisnis dari berbagai sisi, terutama *Supply Chain Management*, *Sales & Marketing*, Perbankan dan Sumber Daya Manusia (SDM). GMF juga menjalin kerja sama lainnya melalui pembentukan *Joint Operation* untuk memperluas pasar dan meningkatkan pendapatan.

Adapun bentuk kerja sama yang telah dilakukan GMF dengan mitra lain sepanjang tahun 2025 adalah sebagai berikut:

Mitra Domestik:
1. PT Garuda Indonesia (Persero) Tbk
2. PT Citilink Indonesia
3. PT Pelita Air Service
4. Kementerian Pertahanan Republik Indonesia
5. PT Pelayanan Listrik Nasional Batam
6. PT Kilang Pertamina Internasional
7. PT Pertamina Power Indonesia
8. PT Pelayanan Listrik Nasional Batam
9. PT Turkish Aerospace Indonesia
10. PT Telkom Satelit Indonesia
11. PT Astra Otoparts Tbk
12. PT Grab Teknologi Indonesia
13. PT Bank Negara Indonesia (Persero) Tbk
14. PT Kereta Api Indonesia (Persero)
15. PT Bandarudara Internasional Jawa Barat (PERSERODA)

Mitra Internasional:
1. Cebu Air, Inc.
2. Martinair Holland N.V.
3. Korean Air Lines Co., Ltd.
4. Lufthansa Technik AG
5. Texel Air Limited
6. Etihad Airways
7. All Nippon Airways Co., Ltd
8. Qantas Airways Limited
9. Virgin Australia International Airlines Pty Ltd
10. Egypt Air
11. Air Niugini Limited, Icelandair EHF
12. CA Fly Pro SRL
13. Sunlight Express Airways Corporation
14. The Boeing Company
15. Segers Aero Corporation

GMF continues to partner with various parties to strengthen its business from multiple aspects, particularly in Supply Chain Management, Sales & Marketing, Banking, and Human Resources. GMF also engages in other forms of collaboration through Joint Operations in order to expand market reach and increase revenue.

The forms of cooperation undertaken by GMF with its partners throughout 2025 are as follows:

Domestic Partners:
1. PT Garuda Indonesia (Persero) Tbk
2. PT Citilink Indonesia
3. PT Pelita Air Service
4. Kementerian Pertahanan Republik Indonesia
5. PT Pelayanan Listrik Nasional Batam
6. PT Kilang Pertamina Internasional
7. PT Pertamina Power Indonesia
8. PT Pelayanan Listrik Nasional Batam
9. PT Turkish Aerospace Indonesia
10. PT Telkom Satelit Indonesia
11. PT Astra Otoparts Tbk
12. PT Grab Teknologi Indonesia
13. PT Bank Negara Indonesia (Persero) Tbk
14. PT Kereta Api Indonesia (Persero)
15. PT Bandarudara Internasional Jawa Barat (PERSERODA)

International Partners:
1. Cebu Air, Inc.
2. Martinair Holland N.V.
3. Korean Air Lines Co., Ltd.
4. Lufthansa Technik AG
5. Texel Air Limited
6. Etihad Airways
7. All Nippon Airways Co., Ltd
8. Qantas Airways Limited
9. Virgin Australia International Airlines Pty Ltd
10. Egypt Air
11. Air Niugini Limited, Icelandair EHF
12. CA Fly Pro SRL
13. Sunlight Express Airways Corporation
14. The Boeing Company
15. Segers Aero Corporation

KERJA SAMA DENGAN INSTITUSI DALAM NEGERI DAN LUAR NEGERI

Kerja sama dengan institusi lokal dan asing mendukung GMF untuk meningkatkan daya saing. Melalui kerja sama yang kuat, GMF mendapatkan sarana yang dibutuhkan untuk memperkuat kapabilitas operasional, meningkatkan kualitas layanan, serta memperluas akses terhadap pasar dan peluang bisnis baru.

GMF terlibat dalam berbagai bentuk kerja sama, termasuk pembinaan hubungan dengan kedutaan besar dan institusi perdagangan asing. GMF juga berkolaborasi dengan instansi pemerintah, seperti Kementerian Perindustrian, untuk mendukung pengembangan industri nasional dan peningkatan kapasitas usaha. Di sisi pengembangan sumber daya manusia, Perseroan juga secara konsisten membangun kerja sama dengan universitas-universitas terkemuka di dalam negeri.

Adapun kerja sama yang terus berlangsung dengan mitra lain sepanjang tahun 2025 adalah sebagai berikut

1. Kementerian Perhubungan Direktorat Jendral Perhubungan Udara KUPBU Kelas I
2. Universitas Brawijaya
3. Direktorat Keamanan Siber dan Sandi Teknologi Informasi dan Komunikasi, Media, dan Transportasi Badan Siber dan Sandi Negara
4. Tim Penelitian Pengabdian Kepada Masyarakat dan Inovasi Fakultas Teknik Mesin dan Dirgantara Insitut Teknologi Bandung
5. Badan Perencanaan Pembangunan Nasional
6. Ikatan Ahli Fasilitas Produksi Migas Indonesia
7. Masyarakat Uji Tanpa Rusak Ind

COOPERATION WITH LOCAL AND FOREIGN INSTITUTIONS

Collaboration with local and international institutions supports GMF in enhancing its competitiveness. Through strong partnerships, GMF gains the means to strengthen its operational capabilities, improve service quality, and expand access to new markets and business opportunities.

GMF engages in various forms of cooperation, including building relationships with embassies and foreign trade institutions. GMF also collaborates with government agencies, such as the Ministry of Industry, to support the development of the national industry and enhance business capacity. In terms of human capital development, the Company consistently establishes partnerships with leading universities in Indonesia.

The ongoing collaborations with other partners throughout 2025 are as follows:

1. Ministry of Transportation, Directorate General of Civil Aviation, Class I KUPBU
2. Brawijaya University
3. The Directorate of Cyber Security and Cryptography for Information and Communication Technology, Media, and Transportation, under Badan Siber dan Sandi Negara
4. The Research, Community Service, and Innovation Team, Faculty of
5. Mechanical and Aerospace Engineering, Institut Teknologi Bandung
6. National Development Planning Agency
7. Indonesian Association of Oil and Gas Production Facility Experts Indonesian Society for Non-Destruct

Informasi Situs Web GMF
GMF Website



GMF telah memenuhi ketentuan umum atas informasi yang diwajibkan oleh regulator sebagaimana yang tertuang dalam Peraturan OJK No. 8/POJK.04/2015 tentang Situs Web Emiten atau Perusahaan Publik.

GMF memiliki situs web resmi www.gmf-aeroasia.co.id yang tersedia dalam Bahasa Indonesia dan Bahasa Inggris. Situs web GMF menampilkan informasi Perseroan yang dapat diakses oleh pemangku kepentingan maupun masyarakat umum.

GMF has fulfilled the general requirements on Issuers' or Public Companies' website as stated in OJK Regulation No. 8/POJK.04/2015.

GMF has an official website at www.gmf-aeroasia.co.id in Indonesian and English. The GMF website displays Company information accessible by the stakeholders and the general public.

No.	Informasi Information	Website GMF GMF Website
1.	Informasi Perseroan Company Information	✓
2.	Informasi Bagi Pemodal atau Investor Information for Investors	✓
3.	Informasi Tata Kelola Perusahaan Information on Corporate Governance	✓
4.	Informasi Tanggjung Jawab Sosial Perusahaan Information on Corporate Social Responsibility	✓

Informasi Menu Website GMF

Website Menu of GMF

Informasi Perusahaan	Corporate Information
• Visi - Misi • Sejarah Singkat GMF • Dewan Komisaris & Direksi • Pelanggan Kami • Penghargaan & Pencapaian • Sertifikat • CSR • Pendekatan Kemanusiaan & Keramahan Indonesia	• Vision - Mission • History & Short Brief of GMF • BOC & BOD • Our Customers • Awards & Achievements • Certificate • CSR • Human Touch & Indonesian Hospitality
Layanan Kami	**Our Services**
• Commercial Aircraft MRO • GMF Defense • Power Services • AOG Support • Kunjungi Fasilitas Kami	• Commercial Aircraft MRO • GMF Defense • Power Services • AOG Support • Explore Our Facility
Fasilitas	**Facilities**
• Sekilas Hanggar • Fasilitas Lain	• Hanggar Overview • Other Facilities
Hubungan Investor	**Investor Relations**
• Laporan Tahunan • Laporan Keberlanjutan • Laporan RUPS • Laporan Keuangan • Harga Saham • Keuntungan Berinvestasi di GMF • Laporan Bisnis Bulanan	• Annual Reports • Sustainability Reports • GMF Report • Financial Report • Stock Price • Why You Should Invest in GMF • Monthly Business Update
Anak Perusahaan	**Subsidiary**
GDPS	GDPS
Ruang Berita	**News Room**
• Siaran Pers • SBU Deferense Update • Kegiatan & Konferensi	• Press Release • SBU Deferense Update • Event & Conference
Tata Kelola Perusahaan	**Corporate Governance**
• Praktik GCG • Komite Audit • Pengadaan	• GCG Practices • Audit Committee • Procurement
Hubungi Kami	**Contact Us**
• Info Kontak Perusahaan • Sales & Marketing	• Corporate Contact Info • Sales & Marketing
Karir	**Career**
Lowongan & Program Magang	Jobs Vacancy & Internship


GMF

Analisis & Pembahasan Manajemen

Management Analysis and Discussion



Tinjauan Perekonomian dan Industri

Industrial and Economic Review

Dihadapkan pada dinamika ekonomi global yang diwarnai oleh meningkatnya kebijakan proteksionisme dan penerapan tarif tinggi yang memicu tensi perdagangan internasional, Indonesia tetap mampu menunjukkan kinerja yang resilien.

Kementerian Keuangan mencatat bahwa sepanjang tahun 2025 Indonesia berhasil membukukan surplus neraca perdagangan sebesar USD46 juta. Pencapaian ini mencerminkan daya tahan sektor perdagangan nasional di tengah tekanan global, yang tidak terlepas dari tetap terjaganya permintaan dari sejumlah mitra dagang utama. Berdasarkan data Badan Pusat Statistik (BPS), beberapa negara mitra utama Indonesia mencatat pertumbuhan ekonomi yang relatif kuat dan bahkan cenderung menguat pada kuartal IV-2025, antara lain Singapura sebesar 5,7%, Malaysia 5,7%, Vietnam 8,5%, dan Korea Selatan 1,5%. Kondisi tersebut turut menopang kinerja ekspor Indonesia, khususnya pada komoditas unggulan, sehingga menjaga keseimbangan neraca perdagangan tetap positif.

Dari sisi domestik, perekonomian Indonesia juga menunjukkan fundamental yang solid, didukung oleh kuatnya aktivitas konsumsi masyarakat dan meningkatnya transaksi ekonomi. Data BPS dan Bank Indonesia (BI) menunjukkan bahwa konsumsi per kapita pada kelompok jasa makanan, minuman, dan akomodasi tumbuh signifikan sebesar 10,66% secara tahunan (YoY), mencerminkan meningkatnya mobilitas dan aktivitas sektor jasa. Sementara itu, konsumsi pada kelompok barang dan jasa lainnya juga mengalami pertumbuhan sebesar 6,11% (YoY), yang mengindikasikan daya beli masyarakat yang tetap terjaga.

Di sisi stabilitas harga, tingkat inflasi tahunan pada Desember 2025 tercatat sebesar 2,92%, yang masih berada dalam kisaran target nasional sebesar 1,5%-3,5%. Kondisi inflasi yang terkendali ini menjadi indikator penting terjaganya stabilitas makroekonomi, sekaligus memberikan ruang bagi dunia usaha untuk terus berkembang dengan tingkat kepastian yang lebih baik.

Industri penerbangan global menunjukkan tren pemulihan dan pertumbuhan yang positif pascapandemi, yang semakin didorong oleh ekspansi pasar di kawasan Asia dan Timur Tengah. Berdasarkan data Global Fleet and MRO Market Forecast 2025 oleh Oliver Wyman, jumlah armada pesawat global pada awal 2025 mencapai sekitar 29.000 unit dan diproyeksikan meningkat sekitar 32% menjadi ±38.300 unit pada tahun 2035, dengan

Amid global economic dynamics marked by rising protectionist policies and the imposition of high tariffs that have heightened international trade tensions, Indonesia has continued to demonstrate resilient performance.

The Ministry of Finance recorded that throughout 2025, Indonesia succeeded in maintaining a trade balance surplus of USD46 million. This achievement reflects the resilience of the national trade sector amid global pressures, supported by sustained demand from several key trading partners. Based on data from the Statistics Indonesia (BPS), a number of Indonesia's major trading partners recorded relatively strong economic growth and even showed strengthening trends in Q4-2025, including Singapore at 5.7%, Malaysia at 5.7%, Vietnam at 8.5%, and South Korea at 1.5%. These conditions supported Indonesia's export performance, particularly in key commodities, thereby maintaining a positive trade balance.

From the domestic side, Indonesia's economy also demonstrated solid fundamentals, supported by strong consumption activity and increased economic transactions. Data from BPS and Bank Indonesia (BI) show that per capita consumption in the food, beverage, and accommodation services category grew significantly by 10.66% year-on-year (YoY), reflecting increased mobility and activity in the service sector. Meanwhile, consumption in other goods and services also grew by 6.11% (YoY), indicating sustained purchasing power among consumers.

In terms of price stability, the annual inflation rate in December 2025 was recorded at 2.92%, remaining within the national target range of 1.5%-3.5%. This controlled inflation level serves as an important indicator of maintained macroeconomic stability, while also providing a conducive environment for businesses to grow with greater certainty.

The global aviation industry has shown a positive recovery and growth trend in the post-pandemic period, increasingly driven by market expansion in Asia and the Middle East. According to the Global Fleet and MRO Market Forecast 2025 by Oliver Wyman, the global aircraft fleet at the beginning of 2025 reached approximately 29,000 units and is projected to grow by around 32% to approximately 38,300 units by 2035, with

tingkat pertumbuhan tahunan gabungan (CAGR) sebesar 2,8%. Pertumbuhan ini mencerminkan meningkatnya permintaan perjalanan udara, khususnya di negara-negara berkembang.

a compound annual growth rate (CAGR) of 2.8%. This growth reflects rising demand for air travel, particularly in developing countries.

Selain itu, komposisi armada juga menunjukkan pergeseran, di mana pesawat jenis *narrow-body* diproyeksikan semakin mendominasi hingga mencapai 68% pada tahun 2035 dari sekitar 62% saat ini, seiring dengan tren efisiensi operasional maskapai. Pertumbuhan pangsa armada di wilayah Tiongkok, Timur Tengah, dan India juga menjadi indikator penting meningkatnya pusat pertumbuhan baru dalam industri penerbangan global.

In addition, the composition of the fleet is also shifting, with narrow-body aircraft projected to become increasingly dominant, reaching 68% by 2035 from around 62% currently, in line with airlines' operational efficiency trends. The growing share of fleets in China, the Middle East, and India also indicates the emergence of new growth centers in the global aviation industry.

Sejalan dengan perkembangan tersebut, industri *Maintenance, Repair, and Overhaul* (MRO) global juga menunjukkan prospek yang semakin positif. Berdasarkan sumber yang sama, nilai pasar MRO global diperkirakan tumbuh sekitar 15%, dari USD104 miliar pada tahun 2024 menjadi USD120 miliar pada tahun 2025. Pertumbuhan ini didorong oleh meningkatnya jumlah armada yang beroperasi, kebutuhan perawatan pesawat yang lebih intensif, serta bertambahnya usia armada di beberapa kawasan.

In line with these developments, the global Maintenance, Repair, and Overhaul (MRO) industry is also showing increasingly positive prospects. Based on the same source, the global MRO market is expected to grow by around 15%, from USD104 billion in 2024 to USD120 billion in 2025. This growth is driven by the increasing number of operating aircraft, greater maintenance needs, and the aging of fleets in several regions.

Asia sendiri menjadi salah satu dari tiga kawasan dengan nilai pasar MRO terbesar, dengan nilai mencapai sekitar USD16 miliar pada tahun 2025 atau setara dengan 14% dari total pasar global. Hal ini menunjukkan bahwa kawasan Asia memiliki peran strategis dalam rantai pasok industri aviasi global.

Asia is among the top three regions with the largest MRO market value, reaching approximately USD16 billion in 2025, or around 14% of the global market. This highlights Asia's strategic role in the global aviation supply chain.

Bagi Indonesia, kondisi ini menghadirkan peluang yang signifikan untuk mengembangkan industri MRO domestik. Dengan posisi geografis yang strategis, pertumbuhan lalu lintas udara yang terus meningkat, serta dukungan kebijakan pemerintah dalam penguatan industri aviasi, Indonesia berpotensi menjadi salah satu pusat MRO di kawasan. Optimalisasi peluang ini memerlukan peningkatan kapabilitas teknis, investasi dalam infrastruktur dan teknologi, serta penguatan kualitas sumber daya manusia agar mampu bersaing di tingkat regional maupun global.

For Indonesia, these conditions present significant opportunities to develop its domestic MRO industry. With its strategic geographic position, increasing air traffic growth, and government support for strengthening the aviation industry, Indonesia has the potential to become one of the MRO hubs in the region. Optimizing this opportunity requires enhancing technical capabilities, investing in infrastructure and technology, and strengthening human capital to compete at both regional and global levels.

Kebijakan Strategis 2025

Strategic Policy in 2025

Sesuai dengan yang tercantum dalam Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2025, serta sejalan dengan tren industri penerbangan yang dipenuhi peluang dan tantangan, Perseroan secara konsisten menjalankan berbagai inisiatif strategis yang difokuskan pada penguatan kinerja keuangan dan dukungan terhadap keandalan operasional.

Inisiatif-inisiatif tersebut diarahkan untuk mendorong Perseroan menjalankan bisnis menciptakan pertumbuhan usaha yang sehat dan berkelanjutan yang tidak hanya berorientasi pada pencapaian keuntungan jangka pendek, tetapi juga memastikan keberlangsungan usaha dan penciptaan nilai jangka panjang bagi seluruh pemangku kepentingan. Program kerja yang ditetapkan pada tahun 2025 adalah sebagai berikut:

1. Transformasi Operasional
   Beberapa langkah yang dilakukan untuk meningkatkan performa operasional difokuskan pada aspek *Quality, Cost & Delivery* (QCD) serta penguatan pegawai dan manajemen rantai pasok:
   a. Peningkatan *operational excellence* melalui program peningkatan *Turn Around Time* (TAT), peningkatan profitabilitas pekerjaan, penguatan manajemen *supply chain*, serta pengembangan kompetensi dan produktivitas SDM. Selain itu, dilakukan peningkatan pengelolaan fasilitas, *tools & equipment*, lingkungan kerja, serta penerapan *continuous improvement*.

   b. Pelaksanaan program reaktivasi pesawat dari *Group Affiliation*, baik Garuda Indonesia maupun Citilink, dengan memberikan layanan yang optimal guna memastikan penyelesaian program sesuai target yang ditetapkan.
2. Optimalisasi Arus Kas
   Sebagai upaya pengelolaan keuangan, program optimalisasi arus kas terus dilaksanakan dan melanjutkan program di tahun sebelumnya.

   Dalam pengelolaan arus kas, optimalisasi dilakukan melalui percepatan penagihan piutang (*aging receivables*), negosiasi *credit limit* dan *payment term* kepada vendor, serta percepatan proses *billing* dan *invoicing*. Selain itu, pengelolaan arus kas dilakukan secara disiplin untuk mendukung kebutuhan operasional dan pembiayaan investasi yang mendukung pertumbuhan usaha di masa depan.

In accordance with the Company's Work Plan and Budget (RKAP) for 2025, and in line with an aviation industry landscape characterized by both opportunities and challenges, the Company consistently implements various strategic initiatives focused on strengthening financial performance and supporting operational reliability.

These initiatives are designed to encourage the Company to conduct its business in a manner that fosters robust and sustainable growth, not only oriented toward the achievement of short-term profitability, but also ensuring business continuity and the creation of long-term value for all stakeholders. The work programs established for 2025 are as follows:

1. Operational Transformation
   Steps taken to enhance the Company's operational performance were focused on Quality, Cost & Delivery (QCD) aspects, as well as the strengthening of people and supply chain management:
   a. Enhancing operational excellence through Turn Around Time (TAT) improvement programs, increasing job profitability, strengthening supply chain management, and developing employee competency and productivity. In addition, improvements are carried out in facility management, tools & equipment, working environment, as well as the implementation of continuous improvement initiatives.
   b. Implementation of aircraft reactivation programs from Group Affiliates, namely Garuda Indonesia and Citilink, by delivering optimal services to ensure completion of the programs in line with the established targets.
2. Cash Flow Optimization
   As part of the Company's financial management efforts, cash flow optimization programs continue to be implemented, building upon initiatives undertaken in the previous year.

   In managing cash flow, optimization is carried out through the acceleration of receivables collection (aging receivables), negotiation of credit limits and payment terms with vendors, and acceleration of billing and invoicing processes. In addition, cash flow is managed in a disciplined manner to support operational requirements and investment financing that support future business growth.

3. Perbaikan Ekuitas
   Pada 2025, Perseroan melaksanakan perbaikan ekuitas melalui Peningkatan Modal melalui Penyertaan Modal Non-Tunai. Proses ini mencakup inbreng lahan dari PT Angkasa Pura Indonesia, dan aset inbreng berupa lahan untuk operasional Perseroan. Adapun proses ini dilakukan menggunakan skema *right issue* atau Hak Memesan Efek Terlebih Dahulu (HMETD).
4. Pengembangan Teknologi
   Penerapan dan adaptasi teknologi menjadi salah satu fokus utama dalam mendukung keberlangsungan operasional Perseroan. Strategi ini mencakup peningkatan keamanan siber untuk melindungi data dan sistem operasional, serta pengembangan sistem dan digitalisasi proses kerja guna meningkatkan efektivitas dan daya saing Perseroan di tengah perkembangan teknologi industri aviasi.
5. Pertumbuhan Bisnis yang Menguntungkan
   Sebagai upaya mencapai pertumbuhan yang menguntungkan dan berkelanjutan, Perseroan terus mengembangkan bisnis *Commercial Aviation* dengan memperkuat dukungan terhadap *Group Affiliates* (GA) sebagai *captive market*, sekaligus mendorong peningkatan kontribusi pendapatan dari *Non-Group Affiliates* (NGA). Perseroan mengadopsi pendekatan yang seimbang antara GA dan NGA dengan target komposisi pendapatan yang proporsional, guna mendiversifikasi sumber pendapatan, menyeimbangkan risiko, dan memastikan keberlanjutan jangka panjang. Selain itu, Perseroan juga terus mengakselerasi pertumbuhan pada segmen *Government & Industrial Solutions* melalui optimalisasi aktivitas *maintenance*, pengembangan kapabilitas dan kapasitas, serta pencarian sumber pendapatan baru.

   Peningkatan kinerja dalam beberapa tahun terakhir menjadi fondasi bagi Perseroan untuk melakukan ekspansi bisnis, memperluas jangkauan pasar, dan mengembangkan kapasitas dan kapabilitas baru guna memasuki segmen maupun pasar baru. Ekspansi dilakukan secara organik maupun melalui *strategic partnership* di tingkat domestik dan internasional, termasuk dalam bentuk *Joint Venture*, *Joint Operation*, serta kerja sama strategis lainnya. Melalui langkah ini, GMF memperkuat posisinya di pasar global sekaligus membuka akses terhadap pelanggan baru dan peluang pertumbuhan yang lebih luas.

3. Equity Improvement
   In 2025, the Company undertakes equity improvement through a Capital Increase by way of Non-Cash Capital Contribution. This process includes the inbreng of land from PT Angkasa Pura Indonesia, whereby the contributed asset consists of the Company's operational land. The process is carried out through a rights issue scheme or Pre-emptive Rights (HMETD).
4. Technology Advancement
   The adoption and adaptation of technology constitute one of the key priorities in supporting the Company's operational sustainability. This strategy includes enhancing cybersecurity to protect data and operational systems, as well as developing systems and digitalizing work processes to improve effectiveness and competitiveness amid advancements in aviation industry technology.
5. Profitable Business Growth
   As part of its efforts to achieve profitable and sustainable growth, the Company continues to develop its Commercial Aviation business by strengthening support for Group Affiliates (GA) as a captive market, while also driving increased revenue contribution from Non-Group Affiliates (NGA). The Company adopts a balanced approach between GA and NGA, targeting a proportional revenue composition to diversify revenue sources, balance risks, and ensure long-term sustainability. In addition, the Company continues to accelerate growth in the Government & Industrial Solutions segment through the optimization of maintenance activities, enhancement of capabilities and capacity, as well as the exploration of new revenue streams.

   The improvement in performance over the past few years has provided a strong foundation for the Company to pursue business expansion, broaden market reach, and develop new capacities and capabilities to enter new segments and markets. Expansion is carried out both organically and through strategic partnerships at the domestic and international levels, including Joint Ventures, Joint Operations, and other strategic collaborations. Through these initiatives, GMF strengthens its position in the global market while opening access to new customers and broader growth opportunities.

Aspek Pemasaran
Marketing Aspect

PANGSA PASAR

GMF melayani konsumen bisnis menggunakan pendekatan *business to business* (B2B) dan membagi pangsa pasarnya ke dalam beberapa kategori yaitu grup afiliasi (GA) dan non-grup afiliasi (NGA), serta pasar global dan domestik.

GMF terus memperkuat kehadirannya di pasar dengan memanfaatkan jaringan domestik yang luas serta posisinya yang strategis di Indonesia. Sebagai penyedia layanan MRO terkemuka, GMF melayani dua segmen pasar utama: (1) pasar domestik, yang terdiri dari maskapai penerbangan Indonesia dan perusahaan lain yang membutuhkan layanan MRO di dalam negeri, serta (2) pasar global, yang mencakup klien internasional yang memiliki aktivitas usaha di wilayah Indonesia.

Dalam upaya memperluas pangsa pasar, GMF menjalankan berbagai inisiatif pemasaran yang disesuaikan dengan masing-masing segmen. Khusus pasar domestik, GMF mengoptimalkan keunggulannya melalui jaringan *Outstation Line Maintenance* yang tersebar di hampir seluruh bandara di Indonesia, memastikan layanan yang andal dan efisien bagi mitra maskapai. Jangkauan yang luas ini menjadi nilai tambah yang signifikan dalam menarik klien baru dan mengamankan kontrak jangka panjang.

Meskipun GMF tidak memiliki jaringan operasional di luar negeri, strategi pemasaran tetap difokuskan untuk menjangkau klien internasional yang beroperasi di Indonesia. GMF secara aktif mempromosikan kapabilitasnya melalui pendekatan langsung kepada pelanggan, membangun kemitraan strategis, serta berpartisipasi dalam berbagai pameran industri penerbangan dan forum bisnis tingkat global. Dengan cara ini, GMF tetap mampu menjangkau pasar internasional dan menarik maskapai asing serta perusahaan penerbangan yang membutuhkan layanan MRO di Indonesia.

Khusus untuk pangsa pasar GA, Perseroan melakukan transaksi dengan pihak-pihak berelasi dari Group Garuda Indonesia sebagaimana didefinisikan dalam PSAK 224 “Pengungkapan Pihak-Pihak Berelasi”.

MARKET SHARE

GMF serves business consumers with a business-to-business (B2B) approach, dividing its market share into several categories of affiliate group (GA) and non-affiliate group (NGA), as well as global and domestic markets.

GMF continues to strengthen its market presence by leveraging its extensive domestic network and strategic position in Indonesia. As a leading MRO service provider, GMF serves two main market segments: (1) the domestic market, consisting of Indonesian airlines and other companies requiring MRO services within the country, and (2) the global market, which includes international clients conducting business activities in Indonesia.

To expand its market share, GMF implements various marketing initiatives tailored to each segment. For the domestic market, GMF optimizes its advantage through its extensive Outstation Line Maintenance network, which is present at nearly all airports across Indonesia. This ensures reliable and efficient services for airline partners, making it a key competitive edge in attracting new clients and securing long-term contracts.

Although GMF does not have operational networks abroad, its marketing strategy remains focused on reaching international clients operating in Indonesia. GMF actively promotes its capabilities through direct customer engagement, building strategic partnerships, and participating in various aviation industry exhibitions and global business forums. Through these efforts, GMF can still tap into the international market and attract foreign airlines and aviation companies seeking MRO services in Indonesia.

For GA, the Company is transacting with related parties from Garuda Indonesia Group as defined in PSAK 224 “Related Parties Disclosures”.

Pangsa Pasar Group Afiliasi dan Non-Group Afiliasi
Market Share by Group Affiliation and Non-Group Affiliation

Uraian Description	2025		2024	
	Jumlah Total **(USD)**	**Komposisi** Composition **%**	**Jumlah** Total **(USD)**	**Komposisi** Composition **%**
GA	**357,372,307**	**72.65%**	317,741,156	75.43%
NGA	**134,510,487**	**27.35%**	103,482,030	24.57%

Segmen pasar GA mencakup Garuda Indonesia Group dan Perseroan berperan untuk mendukung operasional Group sehingga dapat memberikan pelayanan yang unggul dan nilai tambah kepada para pelanggannya.

Pasar NGA merupakan segmen pasar di luar Garuda Indonesia Group dari sektor BUMN, swasta, maupun luar negeri. Hingga akhir tahun 2025, klien di segmen NGA adalah maskapai kargo internasional, *lessor*, perusahaan pembangkit listrik, dan beberapa maskapai internasional lainnya.

Pendapatan dari segmen GA masih mendominasi total pendapatan Perseroan pada tahun 2025 yaitu sebesar 72.65%. Porsi pendapatan ini mengalami penurunan dibandingkan tahun sebelumnya 75.43%. Pelanggan NGA sendiri menyumbang 27.35% dari total pendapatan Perseroan pada tahun 2025. Hingga akhir tahun 2025, pelanggan-pelanggan Perseroan di segmen NGA adalah maskapai internasional, maskapai kargo internasional, *lessor*, perusahaan pembangkit listrik, perusahaan kereta api, dan beberapa perusahaan lainnya.

Perseroan juga memiliki pangsa pasar berdasarkan pangsa pasar global dan domestik. Pangsa pasar global yang dimiliki Perseroan mencakup negara-negara di wilayah Asia Tenggara, Asia Timur, Asia Selatan, Timur Tengah, Eropa, Oceania, Afrika. GMF saat ini memiliki 65 kantor perwakilan domestik yang tersebar di seluruh bandara besar di tanah air dari Sabang sampai Merauke.

GA's market segment includes the Garuda Indonesia Group, and the Company's role is to support the Group's operations to provide superior service and added value to its customers.

The NGA market refers to a market segment outside the Garuda Indonesia Group, vary from SOEs, private companies, and foreign customers. By the end of 2025, clients in the NGA segment covered international cargo airlines, lessors, power generation companies, and several other international airlines.

Revenue from the GA segment still dominates the Company's total revenue in 2025 at 72.65%. This portion of revenue has decreased compared to the previous year at 75.43%. NGA customers alone accounted for 27.35% of the Company's total revenue in 2025. Until the end of 2025, the Company's customers in the NGA segment are international airlines, international cargo airlines, lessors, power generation companies, railway companies, and several other companies.

The Company also has market shares based on global and domestic market shares. The Company's global market share includes countries in Southeast Asia, East Asia, South Asia, Middle East, Europe, Oceania, Africa. GMF currently has 65 domestic representative offices spread across all major airports in the country from Sabang to Merauke.

Pangsa Pasar Global
Global Market Share

Uraian Description	2025		2024	
	Jumlah Total **(MUSD)**	**Komposisi** Composition **%**	**Total** (MUSD)	**Komposisi** Composition **%**
Jumlah Pendapatan Industri MRO dari Pasar Global Total MRO Industry Revenues from Global Markets	**119,700**	**100%**	110,692	100.0%
Pendapatan Kompetitor dari Pasar Global Competitor Income from the Global Market	**119,234**	**99.61%**	110,288	99.6%
Pendapatan GMF GMF Revenue	**492**	**0,41%**	421	0,38%

Pangsa Pasar Domestik
Domestic Market Share

Uraian Description	2025		2024	
	Jumlah Total **(MUSD)**	**Komposisi** Composition **%**	**Total** **(MUSD)**	**Komposisi** Composition **%**
Jumlah Pendapatan Industri MRO dari Pasar Domestik Total MRO Industry Revenues from Domestic Markets	**1,774**	**100%**	1,768	100.00%
Pendapatan Kompetitor dari Pasar Domestik Competitor Income from the Domestic Market	**1,309**	**80.12%**	1,365	77.2%
Pendapatan GMF Revenue GMF	**405**	**22.83%**	364	20.59%

STRATEGI PEMASARAN

GMF menjalankan strategi pemasaran yang berfokus pada pasar GA dengan tetap berfokus pada strategi diversifikasi untuk menjaga keberlangsungan usaha dan meningkatkan ketahanan bisnis di tengah dinamika industri penerbangan yang terus berkembang. Strategi diversifikasi yang ekspansif tersebut mencakup pengembangan dan penawaran layanan *Maintenance, Repair, and Overhaul* (MRO) yang membutuhkan kapabilitas teknis berkualitas tinggi, sertifikasi internasional, serta keunggulan operasional yang kompetitif. Pada tahun 2025, strategi pemasaran GMF berfokus pada pengembangan kapabilitas B737 Max, B787, *landing gear, aero structure*.

POSISI GMF DI PASAR MRO

GMF memiliki kehadiran yang kuat di pasar domestik dengan pangsa pasar di atas 20% selama dua tahun terakhir. Hal ini menunjukkan kemampuan GMF dalam menjaga kepercayaan pelanggan sekaligus mengoptimalkan peluang pasar yang menguntungkan. Dengan demikian, GMF tetap menjadi menjadi pemain utama lokal di industri MRO nasional yang konsisten memimpin dalam hal kualitas *maintenance*, serta inovasi teknologi dan sumber daya manusia.

Kehadiran GMF di pasar global masih terbatas, sejalan dengan strategi Manajemen yang berfokus pada penguatan pasar domestik dan menjadi pilihan utama bagi maskapai internasional yang beroperasi di Indonesia.

MARKETING STRATEGIES

GMF implements a marketing strategy focused on the GA market while continuing to emphasize diversification strategies to ensure business continuity and enhance business resilience amid the evolving dynamics of the aviation industry. Such expansive diversification strategies include the development and offering of Maintenance, Repair, and Overhaul (MRO) services that require high-quality technical capabilities, international certifications, and competitive operational excellence. In 2025, GMF's marketing strategy was focused on capability development of B737 Max, B787, landing gear, aero structure.

GMF POSITION IN MRO MARKET

GMF has maintained a strong presence in the domestic market, with a market share of over 20% over the past two years. This reflects GMF's ability to maintain customer trust while optimizing profitable market opportunities. Accordingly, GMF continues to be a leading local player in the national MRO industry, consistently demonstrating leadership in maintenance quality, as well as in technological innovation and human capital development.

GMF's presence in the global market remains limited, in line with Management's strategy to prioritize strengthening the domestic market and positioning the Company as the preferred choice for international airlines operating in Indonesia.

Tinjauan Operasi Per Segmen Usaha
Operational Review by Business Segment

Penyusunan laporan keuangan Perseroan dilakukan berdasarkan PSAK 108 (Penyesuaian 2015) tentang Segmen Operasi. Perseroan melaporkan segmen-segmen berdasarkan jenis jasa yang diberikan yaitu pemeliharaan dan perbaikan pesawat *airframe, engine* dan *component*, jasa pemeliharaan dan perbaikan pesawat *line maintenance* dan *technical ground handling*, serta operasi lain-lain yang didapatkan dari kegiatan entitas anak. Perseroan tidak melaporkan informasi terkait kinerja berdasarkan daerah geografis.

The Company adopted PSAK 108 (2015 Adaptation) on Operating Segment in preparing the financial statements. The Company reports segments based on types of services, maintenance and repair services for airframe, engine and component, aircraft and line maintenance repair and technical ground handling services, and other operations from subsidiaries. The Company does not report performance based on geographical area.

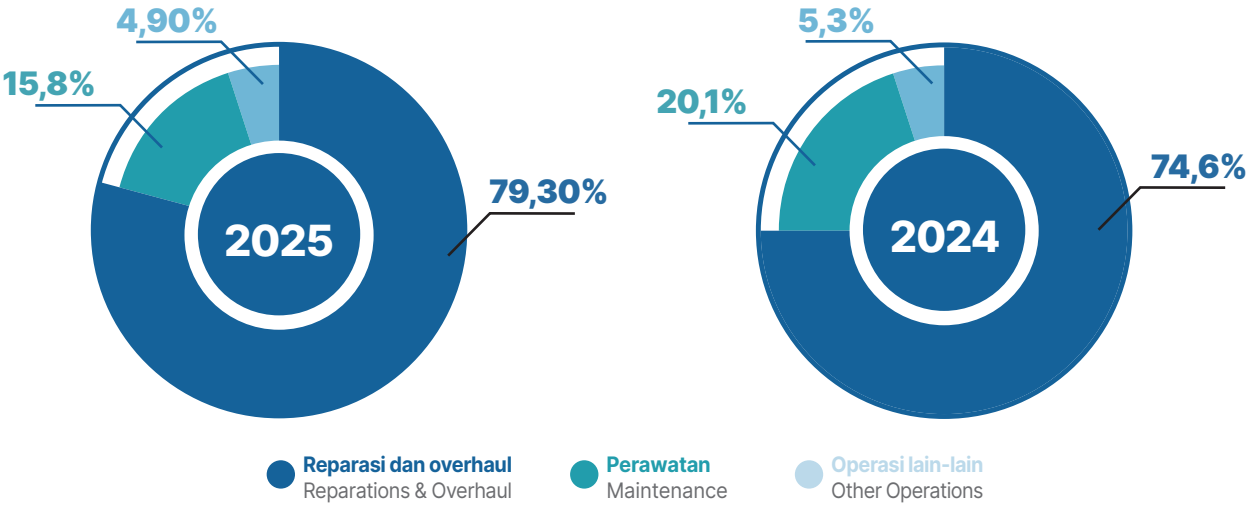
Berikut disampaikan struktur pendapatan Perseroan yang menggambarkan skala bisnis dan kontribusi masing-masing segmen terhadap keseluruhan pendapatan GMF pada tahun 2025.

The following is the information on revenue structure that describes the Company's business scale and contribution of each segment against the entire revenues of GMF in 2025.

Jumlah dan Kontribusi Segmen Primer Terhadap Pendapatan GMF
Number and Contribution of Primary Segments to GMF Revenues

Segmen Segment	**2025**		**2024**		**Kenaikan (Penurunan) Increase (Decrease)**	
	Jumlah Total **(USD)**	**Kontribusi** Contribution **(%)**	**Jumlah** Total **(USD)**	**Kontribusi** Contribution **(%)**	**Nominal** Nominal **(USD)**	**Persentase** Percentage **(%)**
	(1)	**(2)**	**(3)**	**(4)**	**(4 = 3-1)**	**(5 = 4/3)**
Reparasi dan Overhaul Reparations & Overhaul	**390,033,515**	**79,3%**	314,331,256	74,6%	75,702,259	24.08%
Perawatan Maintenance	**77,923,819**	**15,8%**	84,801,965	20,1%	-6,878,146	-8.11%
Operasi lain-lain Other Operations	**23,925,460**	**4,9%**	22,089,965	5,3%	1,835,495	8.31%
Jumlah Pendapatan Total Revenues	**491,882,794**	**100%**	**421,223,186**	**100%**	**70,659,608**	**16.77%**

Komposisi Pendapatan Segmen
Revenue Composition by Segment



Komposisi pendapatan terbesar masih didominasi oleh jasa reparasi dan overhaul sebesar 79% dengan besaran yang relatif sama dengan tahun sebelumnya, yaitu di atas 75%. Porsi pendapatan jasa reparasi dan overhaul masih mendominasi karena sesuai dengan core business GMF yang dipengaruhi oleh jumlah pekerjaan reaktivasi pesawat dari Garuda Group seiring dengan peningkatan aktivitas penerbangan.

Seiring dengan fokus pada core business, komposisi pendapatan dari segmen perawatan dan operasi lain-lain secara total memiliki besaran komposisi yang relatif sama dengan tahun sebelumnya, yaitu di bawah 20%.

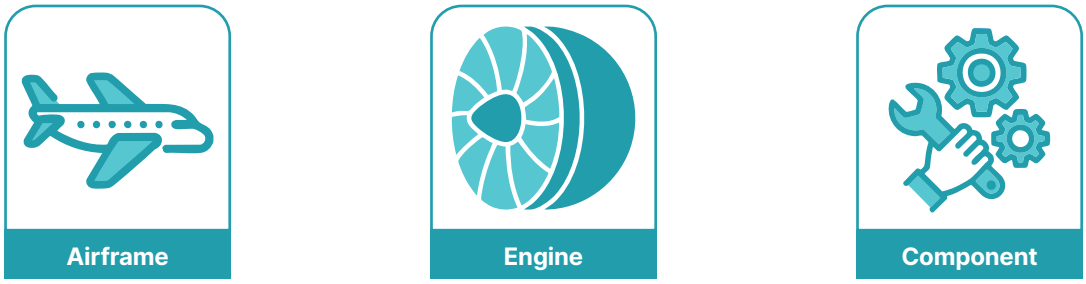
The largest revenue composition is still dominated by repair and overhaul services, accounting for 79%, with a proportion relatively similar to the previous year, remaining above 75%. The dominance of repair and overhaul service revenue aligns with GMF's core business, which is influenced by the number of aircraft reactivation jobs from the Garuda Group in line with the increase in flight activity.

In line with the focus on the core business, the revenue composition from the maintenance and other operations segments remains relatively the same as the previous year, staying below 20% in total.

SEGMEN REPARASI DAN OVERHAUL

REPARATION AND OVERHAUL

Tiga Jenis Aktivitas Operasional
Three Types of Operational Activities



Airframe Maintenance

Perseroan memiliki 3 hangar untuk melakukan sejumlah aktivitas bisnis di *Airframe Maintenance* dengan kapasitas produksi untuk menampung 5 pesawat berbadan lebar dan 15 pesawat berbadan kecil secara bersamaan. Terdapat 1 *line* khusus untuk pengecatan pesawat udara dan *workshop*.

Airframe Maintenance

The Company has 3 hangars to perform several activities at Airframe Maintenance with a production capacity that can accommodate 5 wide-body aircraft and 15 small-body aircraft simultaneously. There is a special line for painting aircraft and workshops.

Jenis Pelayanan Types of Services	GMF memiliki teknisi berpengalaman dan terampil untuk memberikan solusi Airframe Maintenance yang efektif dan efisien sebagai berikut: GMF technicians are very experienced and excellent at what they do to provide the following Airframe Maintenance solution effectively and efficiently: • Heavy check rutin | routine heavy check; • Modifikasi besar | major modification; • Pengecatan eksterior pesawat hingga finishing dekoratif | aircraft exterior painting and decorative finishing; • Renovasi kabin | Cabin refurbishment; • Perbaikan struktur pesawat | large structure repairs; • Perawatan dan overhaul pesawat | aircraft maintenance and overhaul.
Sertifikasi Pelayanan Pesawat Certification of Aircraft Services	GMF mampu menangani berbagai jenis pesawat yang telah mendapatkan sertifikasi dari Direktorat Kelaikudaraan dan Pengoperasian Pesawat Udara (DKUPPU), Federal Aviation Administration (FAA), European Aviation Safety Agency (EASA), dan otoritas penerbangan negara lain seperti: GMF is also capable of handling many types of aircrafts as follows with certifications from Directorate of Airworthiness and Aircraft Operation (DKUPPU), Federal Aviation Administration (FAA), European Aviation Safety Agency (EASA), and the aviation authorities of other countries: • A320s/A320NEO; • A330s /A330NEO; • B737CL /B737NG; • B747s; • B777, CRJ1000, ATR72.

Jumlah Event Maintenance
Total Maintenance Events

Dalam Event
In Event

Market Segment	2025			2024	
	Achievement (Nominal)	Target	Achievement (%)	Achievement	YoY 2024-2025
GA	132	120	90%	135	-20%
NGA	111	160	69%	135	-18%
Total	**243**	**280**	**86%**	**270**	**-10%**

Jika dibandingkan dengan kinerja pada tahun sebelumnya, load pekerjaan dari grup afiliasi (GA) menurun sebesar -20% dan non-grup afiliasi (NGA) mengalami peningkatan sebesar -18%. Kondisi ini terjadi karena meningkatkan jumlah pekerjaan dengan skala besar yang memiliki turnaround time (TAT) lebih dari 40 hari, sehingga jumlah event yang dapat diselesaikan dalam periode tersebut menjadi lebih sedikit. Akibatnya, meskipun nilai pekerjaan per proyek cenderung lebih besar, total jumlah event mengalami penurunan dibandingkan tahun sebelumnya

Engine Workshop

GMF memiliki fasilitas *Engine Workshop, Engine and APU Test Cell,* dan *Engine Services* untuk melakukan perawatan mesin pesawat dan *Auxilliary Power Unit* (APU). GMF juga mampu melakukan perawatan mesin CFM56-5 untuk pesawat seri A320 dan mesin PW100 untuk pesawat seri ATR.

Beberapa jenis pesawat yang ditangani GMF adalah:
- Mesin CFM56-7;
- APU GTCP85 yang terpasang di pesawat seri B737-300/400/500;
- Mesin CFM56-5;
- APU GTCP131-9B yang terpasang di pesawat seri B737NG;

Compared to the performance of the previous year, the workload from the affiliate group (GA) decreased by -20%, while the non-affiliate group (NGA) experienced an increase of -18%. This condition occurred due to a higher number of large scale projects with turnaround times (TAT) exceeding 40 days. As a result, workshop capacity was largely occupied by longer duration jobs, leading to a lower number of events completed within the period. Consequently, although the value per project tended to be higher, the total number of events decreased compared to the previous year.

Engine Workshop

GMF owns various facilities of Engine Workshop, Engine and APU Test Cell, and Engine Services to maintain the aircraft engine and Auxilliary Power Unit (APU). GMF is also capable to perform maintenance on CFM56-5 engine for A320 series aircraft and PW100 engine for the ATR series aircraft.

Other types of aircraft that GMF can handle are as follows:
- CFM56-7 engine type;
- GTCP85 APU type installed in B737-300/400/500 series aircraft;
- CFM56-5 engine type;
- GTCP131-9B APU installed in B737NG series aircraft;

- APU GTCP131-9A yang terpasang di pesawat seri A320;
- APU GTCP331-350 untuk pesawat seri A330.

- GTCP131-9A APU installed in A320 series aircraft;
- GTCP331-350 APU for A330 series aircraft.

Jumlah Event Workshop
Total Workshop Events

Dalam Event
In Event

Market Segment	2025			2024	
	Achievement (Nominal)	Target	Achievement (%)	Achievement	YoY 2024-2025
GA	37	24	154%	26	42%
NGA	17	15	113%	17	0%
Total	**54**	**39**	**138%**	**43**	**42%**

Jika dibandingkan dengan kinerja pada tahun sebelumnya, load pekerjaan dari GA meningkat sebesar 42% dan NGA relatif stabil atau sama dengan tahun sebelumnya. Kondisi ini terjadi karena meningkatkan jumlah proyek reaktivasi untuk GA group pada tahun 2025 yang mendorong peningkatan workload secara signifikan

Compared to the performance of the previous year, the workload from the GA increased by 42%, while the NGA remained relatively stable compared to the previous year. This condition occurred due to the increase in the reactivation projects for the GA group in 2025, which significantly drove the workload growth.

Component Services

Segmen operasi *Component Services* yang dimiliki GMF telah memperoleh sertifikasi dari DKUPPU, FAA, EASA, dan AS 9100. Segmen ini memiliki sejumlah fasilitas *workshop* penting untuk melakukan perawatan komponen pesawat berbagai seri. *Workshop* dan laboratorium GMF juga telah dilengkapi dengan berbagai peralatan *testing* berteknologi tinggi untuk menjamin kualitas pekerjaan. Perseroan juga telah menawarkan pelayanan tambahan kepada pelanggan untuk menjaga ketersediaan pasokan material melalui *component pooling*.

ENGINE WORKSHOP

The Component Services of GMF has obtained certifications from DKUPPU, FAA, EASA, and AS 9100. This segment has several workshop facilities that are important for the maintenance of various series of aircraft component. The workshop and laboratory of GMF have all been equipped with advanced testing technology to guarantee the quality of work. The Company also offers additional services so that customers are able to book for certain types of material through component pooling.

Workshop Workshop	**Sertifikasi Pelayanan Pesawat** Aircraft Services Certification	**Kapabilitas Repair & Overhaul** Repair & Overhaul Capabilities	**Peralatan Testing** Testing Equipment
• Avionics • Electro Mechanical and Oxygen • Wheel Brake & Landing Gear • Calibration and Non Destructive Test (NDT)	• B737 • B747 • A320 • A330 • B777 • CRJ1000 • ATR72	• Airplane instruments • Electronic controls • Radar and navigation • Flight data recorders and gyros • Wheel Brake & Landing Gear	• ATEC (Automatic Test Equipment Complex) • IRIS (Integrated Radio Instrument System) • INS (Inertial Navigation System) • IDG (Integrated Drive Generator) • Universal Testing Equipments

Jumlah Event Services
Total Services Events

Dalam Event
In Event

Market Segment	2025			2024	
	Achievement (Nominal)	Target	Achievement (%)	Achievement	YoY 2024-2025
GA	**39,071**	**31,317**	**104.7%**	35,921	8.8%
NGA	**2.626**	**2.924**	**89%**	2,969	-11.5%
Total	**41.697**	**40.241**	**103%**	**38,890**	**7.2%**

Jika dibandingkan dengan kinerja pada tahun sebelumnya, load pekerjaan dari GA meningkat sebesar 8.8% dan NGA mengalami penurunan sebesar 11.5%. Kondisi ini terjadi karena meningkatnya utilisasi pesawat group afiliasi yang mendorong kebutuhan layanan maintenance.

Compared to the performance of the previous year, the workload from the GA increased by 8.8%, while the NGA experienced an decrease of 11.5%. This condition occurred due to higher aircraft utilization within the group affiliation, which led to greater demand for maintenance services.

Kinerja Keuangan dan Profitabilitas

Financial Performance And Profitability

Kinerja Keuangan Segmen Reparasi dan Overhaul
Reparations and Overhaul Financial Performance

Dalam USD
In USD

	2025			2024	
	Achievement (Nominal)	Target	Achievement (%)	Achievement	YoY 2024-2025
Pendapatan Revenues	**390,033,515**	**251,027,196**	**30.22%**	314,331,256	24.08%
(Rugi)/Laba (Loss)/Profit	**46,196,953**	**20,615,942**	**224.08%**	17,666,924	161.49%
Aset Tetap Fixed Assets	**468,596,711**	**138,935,518**	**337.28%**	146,578,794	219.68%
Penyusutan Depreciation	**18,855,079**	**17,100,826**	**110.26%**	18,170,164	3.63%

Pendapatan dari segmen Repair & Overhaul pada tahun 2025 tercatat USD390 juta atau meningkat 24% dibandingkan tahun sebelumnya. Pencapaian ini 30% dari target tahun 2025. Peningkatan terutama disebabkan oleh aktivitas reaktivasi atas pesawat Groups yaitu pada area perawatan Engine dan juga Airframe.

The Repair and Overhaul segment gained a total revenue of USD390 million in 2025 which was 24% higher than the previous year. The achievement is 30% of the 2025 target. The increase was primarily driven by reactivation by aircraft Groups event for Engine and Airframe maintenance.

Segmen Repair & Overhaul mencatatkan laba usaha sebesar USD46.20 juta, meningkat 161.49% dari laba usaha pada tahun sebelumnya. Pencapaian ini 224.08% dari target tahun 2025. Peningkatan terutama disebabkan oleh tingginya pendapatan pada periode saat ini dibandingkan dengan pendapatan pada 2024.

The Repair & Overhaul segment had a gain of USD46.20 million, 161.49% higher than in the previous year. The achievement is 224.08% of the 2025 target. The increase was primarily driven by revenue this year higher than previous year 2024.

Penyusutan meningkat sebesar 3.6% dibandingkan tahun sebelumnya karena peningkatan masa pakai aset.

The depreciation increased 3.6% compared to the previous year due to an increase in asset useful life.

Rencana Pengembangan

Reparasi & *Overhaul* tetap menjadi penyumbang pendapatan terbesar bagi GMF. Perseroan memandang bahwa segmen ini akan tetap menjadi tumpuan utama sehingga diperlukan strategi khusus untuk mengembangkan kapasitas bisnis dan kinerja pendapatannya.

Menghadapi tahun 2026, Perseroan berfokus pada melanjutkan keberlanjutan transformasi operasional guna meningkatkan kinerja dan daya saing. Hal ini mencakup kesiapan dalam penyerapan reaktivasi GA grup usaha, menjaga keberlanjutan perbaikan TAT dan produktivitas, serta optimalisasi pengelolaan inventory.

Perseroan juga terus memperkuat kualitas sumber daya manusia melalui pengembangan kompetensi, peningkatan kepemimpinan, serta penguatan struktur organisasi yang adaptif.

Di sisi keuangan, Perseroan menjalankan program efisiensi secara berkelanjutan, penataan struktur keuangan, serta pengelolaan arus kas yang prudent untuk mendukung stabilitas usaha.

Dalam aspek teknologi, Perseroan meningkatkan kapabilitas melalui penguatan keamanan siber serta persiapan implementasi sistem ERP dan MRO guna mendukung integrasi proses bisnis.

Sejalan dengan itu, Perseroan mendorong pertumbuhan usaha yang berkelanjutan melalui ekspansi strategis, termasuk pengembangan fasilitas hanggar di pasar domestik maupun internasional

Development Plan

Most of GMF's revenues still came from the Reparation & Overhaul. This segment is still going to be the main foothold and therefore the Company needs a special strategy to improve its capacity and revenue.

Going through 2026, the Company has prepared a plan to focus on continuing the sustainability of its operational transformation to enhance performance and competitiveness. This includes readiness to absorb the reactivation of the GA group's operations, maintaining improvements in TAT and productivity, as well as optimizing inventory management.

The Company also continues to strengthen the quality of its human resources through competency development, leadership enhancement, and the reinforcement of an adaptive organizational structure.

On the financial side, the Company implements ongoing efficiency programs, restructures its financial framework, and manages cash flow prudently to support business stability.

In terms of technology, the Company enhances its capabilities by strengthening cybersecurity and preparing for the implementation of ERP and MRO systems to support the integration of business processes.

In line with this, the Company drives sustainable business growth through strategic expansion, including the development of hangar facilities in both domestic and international markets.

SEGMEN PERAWATAN

GMF memberikan jasa *Line Maintenance* untuk penerbangan domestik dan internasional melalui 69 *line station* di seluruh Indonesia, terutama di Bandar Udara Soekarno Hatta, Cengkareng, Banten. GMF juga melayani sejumlah area di seluruh dunia termasuk Jeddah, Medinah, Kuala Lumpur, Singapura, dan Melbourne.

MAINTENANCE

GMF provides Line Maintenance services for domestic and international flights through 69 line stations that the Company owns all over Indonesia, especially in Soekarno Hatta Airport, Cengkareng, Banten. GMF also serves in a number of areas abroad including Jeddah, Medinah, Kuala Lumpur, Singapore, and Melbourne.

Jenis Perawatan Pesawat Types of Aircraft Services	**Sertifikasi Pelayanan Pesawat** Specifications of Aircraft Services	**Fasilitas MCC (*Maintenance Control Center*)** MCC (Maintenance Control Center) Facilities
• Pre-Flight Check • Transit Check • Daily Check • A Check (perawatan sampai dengan 600 jam terbang | *maintenance up to 600 flight hours*) • Transit semalam dan situasi darurat AOG (Pesawat di Darat atau *Aircraft on Ground*) | Overnight transit and emergency AOG (Aircraft on Ground)	• B737 • B747 • B777 • B787 • A320 • A330 • A350 • CRJ1000 • ATR72	Memantau operasional perawatan pesawat udara guna mengurangi perawatan yang tidak terjadwal dan keterlambatan teknis. Monitor the operation of aircraft maintenance to reduce unscheduled maintenance and technical delay.

Jumlah Event Services
Total Services Events

Dalam Event
In Event

Market Segment	2025			2024	
	Achievement (Nominal)	Target	Achievement (%)	Achievement	YoY 2024-2025
GA	**219,148**	**226,000**	**96%**	199,533	9.8%
NGA	**31,673**	**27,881**	**113%**	24,882	27%
Total	**250,821**	**253,881**	**98%**	**224,415**	**11.7%**

Secara keseluruhan, kinerja segmen bisnis ini mengalami peningkatan sebesar 11.7% dibandingkan tahun sebelumnya yang lebih dipengaruhi oleh kenaikan event NGA.

Overall, the performance of this business segment increased by 11.7% compared to the previous year which was more influenced by the increase in total event from NGA.

Kinerja Keuangan Dan Profitabilitas

Financial Performance and Profitability

Kinerja Keuangan Segmen Perawatan
Maintenance Financial Performance

Dalam USD
In USD

	2025			2024	
	Achievement (Nominal)	Target	Achievement (%)	Achievement	YoY 2024-2025
Pendapatan Revenues	**77,923,819**	**90,202,723**	**86.38%**	84,801,965	-8%
(Rugi)/Laba (Loss)/Profit	**14,086,648**	**6,510,297**	**216.37%**	24,040,770	-41.41%
Aset Tetap Fixed Assets	**1.836.200**	**2,835,419**	**64.75%**	2,101,273	-13%
Penyusutan Depreciation	**381.145**	**2,288,553**	**16.65%**	439,921	-13%

Pendapatan dari segmen Perawatan pada tahun 2025 tercatat USD77 juta atau turun 8% dibandingkan tahun sebelumnya. Pencapaian ini 86% dari target tahun 2025. Peningkatan terutama disebabkan karena menurunnya pendapatan baik dari GA maupun NGA.

In 2025, the Maintenance segment generated total revenue of USD77 million and when compared to the previous year was 8% lower. The 2025 revenue was 86% of the target. The decrease in revenue occurred due to the decrease in revenue from both GA and NGA.

Segmen ini mencatatkan peningkatan laba usaha menjadi USD14.09 juta dibandingkan tahun sebelumnya. Pencapaian ini 216.37% dari target tahun 2025. Peningkatan laba dipengaruhi oleh kenaikan pendapatan seiring dengan pulihnya industri penerbangan.

This segment recorded higher operating gain to become USD14.09 million compared to the previous year. The 2025 revenue was 216.37% of the target. The increase in profit was affected by an increase in the revenue due to the recovery of the aviation industry.

Rencana Pengembangan

Pada tahun 2026, rencana yang telah dipersiapkan Perseroan akan berfokus pada upaya transformasi berkelanjutan guna mempersiapkan fondasi bisnis yang lebih adaptif dan berdaya saing jangka panjang, dengan mengusung tema *Transforming for the Future*. Transformasi ini merupakan kelanjutan dari penguatan fundamental yang telah dilakukan pada tahun-tahun sebelumnya, dengan penekanan pada penciptaan nilai berkelanjutan di tengah dinamika industri.

Development Plan

In 2026, the Company has planned to focus on advancing its ongoing transformation efforts to build a more adaptive and competitive foundation for long-term growth, under the theme Transforming for the Future. This transformation represents a continuation of the fundamental strengthening initiatives carried out in previous years, with a stronger emphasis on creating sustainable value amid an increasingly dynamic industry landscape.

Adapun strategi utama yang akan dijalankan untuk mendukung tema tersebut meliputi Operational Transformation (QCD & People) yang lebih terintegrasi, optimalisasi cash flow yang berkelanjutan, peningkatan struktur permodalan melalui equity improvement, akselerasi adopsi teknologi dan digitalisasi (technology advancement), serta pengembangan portofolio bisnis yang lebih inovatif dan menguntungkan (profitable and future-ready business growth).

The key strategies to support this theme include a more integrated Operational Transformation (QCD & People), sustainable cash flow optimization, strengthening the capital structure through equity improvement, accelerating technology adoption and digitalization (technology advancement), as well as developing a more innovative and profitable business portfolio (profitable and future-ready business growth).

SEGMEN OPERASI LAIN-LAIN

Perseroan menjalankan segmen Operasi Lain-lain yang antara lain mencakup *Manpower Supply* serta *Facility Management* melalui anak usahanya yaitu PT Garuda Daya Pratama Sejahtera (selanjutnya disingkat "PT GDPS" atau "GDPS").

OTHER OPERATION

The Company has other segment called Other Operations covering Manpower Supply and Facility Management which done by its subsidiary, PT Garuda Daya Pratama Sejahtera (refer to as "PT GDPS" or "GDPS").

Kinerja Keuangan Dan Profitabilitas

Financial Performance and Profitability

Kinerja Keuangan Segmen Operasi Lain-Lain
Other Segment Financial Performance

	2025			2024	
	Achievement (Nominal)	Target	Achievement (%)	Achievement	YoY 2024-2025
Pendapatan Revenues	**23,925,460**	**48,489,179**	**49.34%**	22,089,965	8.31%
(Rugi)/Laba (Loss)/Profit	**286,941**	**-**	**N/A**	296,389	-3,18%
Aset Tetap Fixed Assets	**378,077**	**637,219**	**59,33%**	413,754	-8,62%
Penyusutan Depreciation	**95,208**	**1,279,235**	**7,4%**	84,684	12,42%

Pendapatan dari segmen Operasi Lain-lain pada tahun 2025 tercatat USD23 juta atau meningkat 8% dibandingkan tahun sebelumnya. Pencapaian ini 48% dari target tahun 2025. Pertumbuhan terutama disebabkan oleh kenaikan kebutuhan industri akan layanan jasa outsourcing.

The revenue from Other Operations in 2025 was USD23 million and when compared to the previous year was 8% higher. The 2025 revenue was 48 % of the target. The growth was primarily driven by an increase in the industry's demand for outsourcing services.

Segmen ini mencatatkan penurunan laba usaha menjadi USD0.28 juta dibandingkan tahun sebelumnya. Penurunan laba pada periode tersebut terutama disebabkan oleh peningkatan biaya operasional yang signifikan.

This segment recorded lower operating gain to become USD0.28 million compared to the previous year. The decline in profit during the period was primarily driven by a significant increase in operating costs

Penyusutan meningkat sebesar 12% dibandingkan tahun sebelumnya dikarenakan penambahan aset tetap untuk peningkatan operasional

Depreciation increased by 12% compared to the previous year due to the addition of fixed assets for operational improvements.

Rencana Pengembangan

Pada tahun 2026, rencana yang telah dipersiapkan Perseroan akan berfokus pada penguatan bisnis melalui ekspansi layanan outsourcing dan solusi operasional terintegrasi, peningkatan kualitas sumber daya manusia, serta percepatan transformasi digital untuk meningkatkan efisiensi dan kualitas layanan. Selain itu, Perseroan juga akan memperluas pasar di luar ekosistem Garuda Indonesia Group guna mendorong pertumbuhan pendapatan yang berkelanjutan dan memperkuat daya saing di industri.

PENINGKATAN YANG MATERIAL DIKAITKAN DENGAN JUMLAH BARANG YANG DIJUAL/BARANG BARU

Berdasarkan informasi kinerja per segmen operasi, dapat disimpulkan bahwa terjadi peningkatan pendapatan dari banyaknya jasa yang diberikan Perseroan untuk seluruh segmen yang dilayaninya: GA, NGA, domestik, dan internasional. Jasa MRO yang diberikan GMF untuk para kliennya merupakan jasa yang tercakup dalam setiap segmen operasi seperti penjelasan sebelumnya. Tidak terdapat layanan baru yang diberikan GMF pada tahun 2025 yang memiliki kontribusi material terhadap pendapatan usaha secara keseluruhan.

Secara garis besar segmen GA dan NGA mengalami peningkatan yaitu masing-masing sebesar 12% dan 30% pada tahun 2025 dibandingkan tahun sebelumnya sehingga mendorong peningkatan pendapatan tahun 2025 mencapai USD491.88 juta.

Development Plan

In 2026, the Company has planned to focus on business strengthening through the expansion of outsourcing services and integrated operational solutions, enhancement of human resource quality, as well as the acceleration of digital transformation to improve efficiency and service quality. In addition, the company will also expand its market beyond the Garuda Indonesia Group ecosystem to drive sustainable revenue growth and strengthen competitiveness in the industry.

MATERIALS INCREASE RELATED TO SALES VOLUME/NEW PRODUCTS

Based on information regarding the performance of each business segment, it can be concluded that there has been an increase in revenue from the various services provided by the Company across all segments it serves: GA, NGA, domestic, and international. The MRO services provided by GMF to its clients are included in each operating segment, as previously explained. There were no new services provided by GMF in 2025 that would have a material contribution to the overall business revenue.

Overall, both GA and NGA segment experienced an increase, namely by 12% and 30% respectively in 2025 compared to the previous year, thereby driving the revenue to increase in 2025 and reach USD491.88 million.

Tinjauan Keuangan
Financial Review

Analisa dan pembahasan kinerja keuangan pada Laporan Terintegrasi ini mengacu pada Laporan Keuangan untuk tahun-tahun yang berakhir pada 31 Desember 2025 dan 31 Desember 2024 yang telah diaudit oleh Kantor Akuntan Publik Purwanto Susanti dan Surja. Pengungkapan laporan keuangan konsolidasian Perseroan disusun dan disajikan sesuai Standar Akuntansi Keuangan di Indonesia, yaitu Pernyataan Standar Akuntansi Keuangan (PSAK), yang diterbitkan oleh Ikatan Akuntan Indonesia (IAI).

Analysis and discussion of financial performance in this Integrated Report refer to the Financial Statements for the years ended on December 31, 2025, and December 31, 2024, that have been audited by the Public Accounting Firm Purwanto Susanti adn Surja. The presentation and disclosure of the Company's consolidated financial statements were prepared and presented in accordance with Indonesian Financial Accounting Standards, the Statement of Financial Accounting Standards (PSAK), issued by the Indonesian Institute of Accountants (IAI).

LAPORAN POSISI KEUANGAN KONSOLIDASIAN

CONSOLIDATED FINANCIAL POSITION

Dalam USD
In USD

Posisi Keuangan Financial Position	**2025**	**2024**	**Kenaikan (Penurunan)** Increase (Decrease)	
			Nilai Nominal Nominal Value	**Persentase** Percentage
Aset Assets				
Aset Lancar Current Assets	**303,892,171**	206,103,485	97,788,686	47.45%
Aset Tidak Lancar Non Current Assets	**509,087,950**	218,526,718	290,561,232	132.96%
Jumlah Aset Total Assets	**812,980,121**	424,630,203	388,349,918	91.46%
Liabilitas dan Ekuitas Liability & Equity				
Liabilitas Jangka Pendek Current Liabilities	**305,224,989**	237,508,591	67,716,398	28,51%
Liabilitas Jangka Panjang Non-Current Liability	**393,188,072**	445,022,915	(51,834,843)	-11.65%
Jumlah Liabilitas Total Liabilities	**698,413,060**	682,531,506	15,881,554	2.33%
Jumlah Ekuitas Total Equity	**114,567,060**	(257,901,303)	372,468,365	144.42%
Jumlah Liabilitas dan Ekuitas Total Liability and Equity	**812,980,121**	424,630,203	388,349,918	91.46%

Jumlah aset pada tahun 2025 tercatat sebesar USD813 juta, naik 91.46% dibandingkan pencapaian tahun 2024, yang utamanya terjadi karena adanya penambahan aset tetap atas inbreng lahan oleh Angkasa Pura.

Total assets in 2025 were recorded at USD813 million, higher by 91.46% compared to the achievement in 2024, which mainly occurred due to the addition of fixed assets for land donations by Angkasa pura.

Jumlah liabilitas pada tahun 2025 tercatat sebesar USD698 juta, naik 2.33% dibandingkan pencapaian tahun 2024, yang utamanya terjadi karena peningkatan liabilitas kontrak atas project reaktivasi Garuda dan Citilink.

Total liabilities in 2025 were recorded at USD698 million, higher by 2.33% compared to the achievement in 2024, which mainly occurred due to increased contractual liabilities for the Garuda and Citilink reactivation project.

Ekuitas Perseroan pada tahun 2024 tercatat sebesar USD115 juta, naik 144.42% dibandingkan pencapaian tahun 2025, yang utamanya terjadi karena adanya penambahan modal melalui penyertaan aset tetap atas inbreng lahan oleh Angkasa Pura.

The Company's equity in 2024 was recorded at negative USD115 million, higher by 144.42% compared to the achievement in 2025, which mainly occurred due to additional capital through the inclusion of fixed assets for land donations by Angkasa Pura.

ASET – ASET LANCAR

Assets – Current Assets

Dalam USD
In USD

Uraian Description	2025	2024	Kenaikan (Penurunan) Increase (Decrease)	
			Nilai Nominal Nominal Value	Persentase Percentage
Kas dan Setara Kas Cash and Cash Equivalents	**40,955,739**	12,623,481	28,332,258	224.44%
Kas dan Setara Kas yang Dibatasi Penggunaannya Restricted Cash and Cash Equivalents	**1,158,614**	902,880	255,734	28.32%
Investasi Jangka Pendek Short-Term Investment	**144,367**	133,203	11,164	8.38%
Piutang Usaha Accounts Receivable	**74,634,529**	49,862,841	24,771,688	49.68%
Aset Kontrak Contract Assets	**66,357,559**	41,420,649	25,216,910	60.88%
Piutang Lain-Lain Other Receivables	**1,051,396**	1,718,233	(666,837)	-38.81%
Persediaan Inventory	**76,147,275**	61,415,306	14,731,969	23.99%
Uang Muka dan Biaya Dibayar Dimuka Advances and Prepaid Expenses	**40,760,416**	31,569,882	9,190,534	29.11%
Pajak Dibayar Dimuka Prepaid Taxes	**2,402,276**	6,457,010	(4,054,734)	-62.80%
Jumlah Aset Lancar Total Current Assets	**303,892,171**	**206,103,485**	**97,788,686**	**47.45%**

Jumlah aset lancar pada tahun 2025 adalah sebesar USD303 juta, naik 47.45% dibandingkan pada tahun sebelumnya. Peningkatan ini terutama terjadi peningkatan aset kontrak karena proyek reaktivasi pesawat Garuda dan Citilink.

The total current assets in 2025 amounted to USD303 million, which was 47.45% higher compared to the previous year's achievement. This increase occurred mainly due to an increase in contract assets due to the Garuda and Citilink aircraft reactivation projects.

Kas dan Setara Kas

Kas dan setara kas mencakup kas, kas di bank, dan deposito berjangka dengan jangka waktu jatuh tempo tiga bulan atau kurang. Jumlah kas dan setara kas tahun 2025 tercatat sebesar USD41 juta, naik 224.44% dibandingkan tahun sebelumnya. Peningkatan ini terutama terjadi karena adanya penerimaan pembayaran dari customer Military/Goverment yang terjadi di akhir tahun.

Cash and Cash Equivalents

The cash and cash equivalents consist of cash, cash in banks, and time deposits with maturities of three months or less. The amount of cash and cash equivalents in 2025 amounted to USD41 million, which was 224.44% higher compared to the previous year. This increase occurred mainly due to receipt of payment from Military/ Goverment customers that occurred at the end of the year.

Kas dan Setara Kas yang Dibatasi Penggunaannya

Kas dan setara kas yang dibatasi penggunaannya adalah kas dan setara kas yang telah ditentukan penggunaannya atau yang tidak dapat digunakan secara bebas. Jumlah kas dibatasi penggunaannya tahun 2025 adalah sebesar USD1 juta, naik 28.32% dibandingkan tahun sebelumnya. Peningkatan ini terutama terjadi karena penempatan deposito.

Piutang Usaha

Piutang usaha merupakan jumlah yang terutang dari pelanggan atas jasa dalam kegiatan usaha normal. Jumlah piutang usaha tahun 2025 mencapai USD75 juta, naik 49.68% dibandingkan tahun sebelumnya. Peningkatan ini terutama terjadi karena peningkatan hutang Garuda dan Citilink karena proyek reaktivasi.

Aset Kontrak

Aset kontrak dari pelanggan merupakan biaya jasa pemeliharaan dan perbaikan pesawat, dan jasa engineering lainnya yang terjadi. Jumlah tagihan bruto dari pelanggan tahun 2025 mencapai USD67 juta, naik 60.88% dibandingkan tahun sebelumnya. Peningkatan ini terutama terjadi karena adanya proyek reaktivasi pesawat Garuda dan Citilink.

Persediaan

Persediaan adalah suku cadang yang dimiliki oleh Perseroan untuk mendukung aktivitas pemeliharaan dan perbaikan pesawat, dan jasa engineering lainnya kepada pelanggan. Persediaan dinyatakan berdasarkan nilai yang paling rendah antara biaya perolehan atau nilai realisasi bersih. Biaya ditentukan berdasarkan metode rata-rata tertimbang. Nilai realisasi bersih merupakan taksiran harga jual persediaan dikurangi taksiran biaya penyelesaian dan biaya yang diperlukan untuk menjual.

Jumlah persediaan - bersih tahun 2025 mencapai USD76 juta, naik 23.99% dibandingkan tahun sebelumnya. Peningkatan ini terutama terjadi karena perusahaan melakukan persiapan pemenuhan material atas project yang akan selesai di awal tahun 2026.

Uang Muka dan Biaya Dibayar Dimuka

Uang muka dan biaya dibayar dimuka adalah uang dan biaya yang sudah dibayarkan dengan manfaatnya yang akan dinikmati di waktu mendatang dalam jangka waktu yang sudah ditentukan. Uang muka dan biaya dibayar dimuka mencakup uang muka pembelian, uang muka perjalanan dinas, dan uang muka lainnya.

Jumlah uang muka dan biaya dibayar di muka tahun 2025 tercatat sebesar USD41 juta, naik 29.11% dibandingkan tahun sebelumnya. Peningkatan ini terutama terjadi karena meningkatnya pembayaran dimuka pada vendor untuk pemenuhan material proyek reaktivasi pesawat Garuda dan Citilink.

Restricted Cash and Cash Equivalents

Restricted cash and cash equivalents are the cash and cash equivalents that have been determined for a certain transaction or are unavailable to be used freely. The amount of restricted cash in 2025 was USD1 million, which was 28.32% higher compared to the previous year. This increase occurred mainly due to placement of time deposit.

Accounts Receivable

The accounts receivable came from the normal service that the Company gave to the customers. The accounts receivable in 2025 reached USD75 million, which was 49.68% higher compared to the previous year. This increase occurred mainly due to the increase in Garuda and Citilink's debt due to the reactivation project.

Contract Assets

Contract assets from customers consist of aircraft maintenance and repair, and other engineering services that had happened. The gross receivables from customers in 2025 reached USD67 million, higher by 60.88% compared to the previous year. This increase occurred mainly due to the garuda and Citilink aircraft reactivation project.

Inventory

Inventory is the spare parts that the Company owns to support the maintenance and repair of aircraft, and other engineering services to the customers. Inventories are stated at cost or net realizable value, whichever is lower. Costs are determined using the weighted average method. Net realizable value is the estimated selling price of the inventory less the estimated costs of completion and the costs required to sell.

The net inventory in 2025 reached USD76 million, increased by 23.99% compared to the previous year. This increase mainly occurred because the company prepared material fulfillment for projects that will be completed in early 2026.

Advances and Prepaid Expenses

Advances and prepaid expenses are paid in cash and costs of unearned benefits that will be enjoyed in the future within a specified period. Advances and prepaid expenses include advances for purchases, advances for business trips, and other advances.

The advances and prepaid expenses in 2025 reached USD41 million, which were 29.11% higher compared to the previous year. This increase was mainly due to increased upfront payments to vendors to fulfill material requirements for the Garuda and Citilink aircraft reactivation projects.

Pajak Dibayar Dimuka

Pajak dibayar dimuka terdiri atas pajak pertambahan nilai (PPN) dan pajak penghasilan badan. Jumlah pajak dibayar dimuka tahun 2025 mencapai USD2 juta, turun 62.80% dibandingkan tahun sebelumnya. Penurunan ini terutama terjadi karena pada tahun 2025 dilakukan penyesuaian saldo prepaid taxes atas telah diterimanya restitusi pajak tahun 2022 di bulan Februari 2026.

Prepaid Taxes

Prepaid taxes consist of value-added tax (VAT) and corporate income tax. In 2025, the prepaid tax reached USD2 million, which was 62.80% lower compared the previous year. This decrease occurred mainly due to the adjustment of prepaid tax balances in 2025, following the receipt of the 2022 tax restitution in February 2026.

Aset – Aset Tidak Lancar

Assets – Non-Current Assets

Dalam USD
In USD

Uraian Description	2025	2024	Kenaikan (Penurunan) Increase (Decrease)	
			Nilai Nominal Nominal Value	Persentase Percentage
Kas dan Setara Kas yang Dibatasi Penggunaannya Restricted Cash and Cash Equivalents	**788,974**	0	788,974	N/A
Piutang Usaha Pihak Berelasi Trade Receivables Related Parties	**3,535,077**	14,651,879	(11,116.802)	-75.87%
Piutang Lain-lain Pihak Berelasi Other Receivables Related Parties	**795,283**	953,040	(157,757)	-16.55%
Uang Muka dan Beban Dibayar di Muka Advances and Prepaid Expenses	**1,357,737**	891,637	466,100	52.27%
Aset Tetap Fixed Assets	**470,810,988**	149,093,821	321,717,167	215.78%
Aset Hak Guna Right-of-use Assets	**8,708,760**	28,184,035	(19,475,275)	-69.10%
Pajak Dibayar di Muka Prepaid Taxes	**18,901,152**	15,330,889	3,570,263	23.29%
Aset Pajak Tangguhan Deferred Tax Assets	**2,588,055**	9,407,308	(6,819,253)	-72.49%
Aset Tidak Lancar Lain-lain Other Non-Current Assets	**1,601,924**	14,109	1,587,815	11,254%
Total Aset Tidak Lancar Total Non-Current Assets	**509,087,951**	218,526,718	290,561,232	132.96%

Kas dan Setara Kas yang Dibatasi Penggunaannya

Jumlah akun ini mencapai USD788.97 juta dibandingkan catatan nihil pada tahun sebelumnya.

Restricted Cash and Cash Equivalents

The Company recorded USD788.97 million in this account compared to none in the previous year.

Aset Tetap

Aset tetap adalah bangunan dan prasarana yang dimiliki Perseroan. Aset tetap ini digunakan untuk melakukan aktivitas produksi atau penyediaan barang dan jasa. Demi tujuan administratif, aset tetap disajikan sebesar nilai wajar, dikurangi penyusutan, berdasarkan penilaian yang dilakukan oleh penilai independen terdaftar di OJK. Penilaian atas aset dilakukan secara berkala untuk memastikan bahwa nilai wajar aset yang direvaluasi tidak berbeda secara material dengan jumlah tercatatnya.

Fixed Assets

Fixed assets are buildings and infrastructure that are owned for the production or supply of goods and services, or for administrative purposes, which are presented at fair value, minus depreciation, based on an evaluation conducted by an external independent appraiser that has been registered with OJK. The assets are evaluated periodically to ensure that the fair value of the revalued assets does not have material differentiation from the carrying amount.

Jumlah aset tetap tahun 2025 mencapai USD470 juta, meningkat 215% dibandingkan tahun sebelumnya. Peningkatan ini terutama terjadi karena adanya penambahan aset tetap atas inbreng lahan oleh Angkasa Pura.

The fixed assets in 2025 reached USD470 million and it was 215% higher compared to the previous. This increase occurred mainly due to the addition of fixed assets for land donations by Angkasa Pura.

Aset Hak Guna

Perseroan mengakui aset hak guna dan liabilitas sewa sehubungan dengan sewa yang sebelumnya diklasifikasikan sebagai 'sewa operasi'. Jumlah aset hak guna pada tahun 2025 sebesar USD471 juta, menurun 69,10% dibandingkan tahun sebelumnya. Penurunan ini terutama terjadi karena adanya koreksi nilai right of use atas lahan Angkasa Pura yang sebelumnya sewa menjadi milik Perseroan.

Right-of-use Assets

The Company recognized the right-of-use assets and lease liabilities related to the lease which was previously categorized as 'operating lease'. The Company's right-of-use assets in 2025 amounted to USD471 million, 69.10% lower compared to the previous year. This decrease was mainly due to a correction in the value of the right of use of Angkasa Pura land which was previously leased and now belongs to the Company.

Aset Pajak Tangguhan

Aset pajak tangguhan adalah saldo yang timbul akibat perbedaan temporer antara aset dan liabilitas. Perbedaan ini dapat terjadi akibat adanya perbedaan antara nilai dasar pajak dengan nilai aset dan liabilitas yang tercatat dalam laporan keuangan konsolidasian.

Deferred Tax Assets

Deferred tax assets are balances arising from temporary differences between assets and liabilities on a tax basis with the carrying values of assets and liabilities in the consolidated financial statements.

Jumlah aset pajak tangguhan tahun 2025 sebesar USD2.5 juta, menurun 72.49% dibandingkan tahun sebelumnya. Penurunan ini terutama disebabkan oleh adanya inbreng lahan dari PT Angkasa Pura Indonesia kepada Perseroan, yang berdampak pada penurunan liabilitas sewa serta adanya penurunan jumlah akumulasi kerugian fiskal yang dapat dimanfaatkan di masa yang akan datang dikarenakan terdapat pemanfaatan akumulasi kerugian fiskal pada tahun berjalan

Deferred tax assets in 2025 reached USD2.5 million, which was 72.49% lower compared to the previous year. This decrease was primarily due to land inbreng (capital contribution in kind) from PT Angkasa Pura Indonesia to the Company, which resulted in a reduction of lease liabilities. Furthermore, there was a decrease in accumulated tax losses available for future use, following the utilization of such tax losses within the current year.

Liabilitas – Liabilitas Jangka Pendek

Liabilities – Current Liabilities

Dalam USD
In USD

Uraian Description	2025	2024	Kenaikan (Penurunan) Increase (Decrease)	
			Nilai Nominal Nominal Value	Persentase Percentage
Pinjaman Jangka Pendek Short-Term Loans	-	-	-	-%
Utang Usaha Trade Payables	**74,927,796**	64,719,936	10,207,860	15.77%
Utang Lain-Lain Other Payables	**3,639,086**	4,220,301	(581,215)	-13.77%
Utang Pajak Lain-Lain Taxes Payable	**7,294,864**	9,743,940	(2,449,076)	-25.13%
Akrual Accrual	**59,172,328**	51,081,455	8,090,873	15.84%
Liabilitas Kontrak Contract Liabilities	**132,357,285**	77,107,585	55,249,699	71.65%
Liabilitas Jangka Panjang yang Jatuh Tempo dalam Waktu Satu Tahun Current Liabilities of Long-Term Liabilities				
Pinjaman Jangka Panjang Long-Term Loans	**20,891,815**	20,004,877	886,939	4.43%

Dalam USD
In USD

Uraian Description	2025	2024	Kenaikan (Penurunan) Increase (Decrease)	
			Nilai Nominal Nominal Value	Persentase Percentage
Liabilitas Imbalan Pasca Kerja Liabilities for Employees - Benefits	**3,546,875**	4,006,066	(459,191)	-11.46%
Liabilitas Sewa - Bagian Jangka Pendek Lease Liabilities - Current Maturities	**3,394,940**	6,624,431	(3,229,491)	-48.75%
Jumlah Liabilitas Jangka Pendek Total Short-Term Liabilities	**305,224,989**	237,508,591	67,716,397	28.51%

Pinjaman Jangka Pendek

Pinjaman jangka pendek adalah fasilitas pinjaman dengan jangka waktu kurang dari satu tahun yang digunakan Perseroan. Perseroan tidak mencatatkan pinjaman jangka pendek.

Short-Term Loans

Short-term loans are loan facilities with less than one year period that the Company used. The Company did not record any shor-term loans.

Utang Usaha

Utang usaha adalah kewajiban membayar barang atau jasa yang telah diterima dalam kegiatan usaha normal dari pemasok. Jumlah utang usaha tahun 2025 mencapai USD74 juta, meningkat 15.77% dibandingkan tahun sebelumnya yang terutama terjadi karena peningkatan aktivitas bisnis Perseroan.

Trade Payables

Trade payable is an obligation to pay for goods or services received from suppliers during the normal course of business. The Company recorded USD74 million of trade payables in 2025, increased by 15.77% compared to the previous year mainly due to the increase in the Company's business activities.

Utang Lain-Lain

Utang lain-lain adalah akun yang mencatat transaksi dengan pihak berelasi berupa dana pelanggan, utang bunga, dan dividen. Jumlah utang lain-lain tahun 2025 mencapai USD3 juta, menurun 13.77% dibandingkan tahun sebelumnya yang terutama terjadi karena karena terjadi karena pembayaran atas manfaat pegawai.

Other Payables

Other payables record transaction activities with related parties and it is comprised of customer funds, interest debt, and dividends. Total other payables in 2025 reached USD3 million, decreased by 13.77% compared to the previous year which was mainly due to payment of employee benefits.

Utang Pajak Lain-Lain

Utang pajak lain-lain merupakan pajak yang masih harus dibayar, termasuk di dalamnya kenaikan yang tercantum dalam surat ketetapan pajak atau surat sejenisnya berdasarkan peraturan perundang-undangan perpajakan. Jumlah utang pajak tahun 2025 mencapai USD7 juta, menurun 25.13% dibandingkan tahun sebelumnya yang terutama terjadi utang PPh 21 tahun 2025.

Other Taxes Payable

Other taxes payable are categorized as accrued tax including the increase stated in the tax assessment or similar letter based on tax legislation. The amount of taxes payable in 2025 reached USD7 million, decreased by 25.13% compared to the previous year mainly due to income tax payable for 2025.

Akrual

Akrual GMF terdiri dari bonus dan tantiem, sewa, kurir dan pengiriman, outsourcing, telepon, listrik dan air, suku cadang, garansi pemeliharaan, pelatihan, jasa profesional, asuransi dan lain sebagainya. Jumlah akrual pada tahun 2025 mencapai USD59 juta, meningkat 15.84% dibandingkan tahun sebelumnya yang terutama terjadi karena akrual atas emisi penerbitan saham.

Accrual

The accrual expense consists of bonuses. Lease, courier and delivery, outsourcing, phone, electricity and water, spare parts, maintenance warranty, training, professional services, insurance, and others. The accrual in 2025 amounted to USD59 million, decreased by 15.84% compared to the previous year mainly due to the settlement of accrued expenses related to share issuance

Liabilitas Kontrak

Liabilitas kontrak adalah imbalan yang dibayarkan oleh pelanggan lebih dari saldo kewajiban pelaksanaan yang telah dipenuhi, yaitu atas pekerjaan perawatan rutin yang penagihannya mengacu kepada realisasi flight hours berdasarkan kontrak Power by the Hour (PBTH).

Pada tahun 2025, liabilitas kontrak mencapai USD132 juta, meningkat 71.65% dibandingkan tahun sebelumnya yang terutama terjadi karena adanya proyek reaktivasi pesawat Garuda dan Citilink.

Pinjaman Jangka Panjang Jatuh Tempo dalam Satu Tahun

Pinjaman ini merupakan fasilitas pinjaman yang digunakan Perseroan dengan jangka waktu lebih dari satu tahun, namun akan jatuh tempo pada satu tahun ke depan. Pada tahun 2025, pinjaman ini mencapai USD20 juta, meningkat 4.43% dibandingkan tahun sebelumnya disesuaikan dengan jadwal pembayaran pinjaman kepada kreditur.

Liabilitas Imbalan Kerja Jatuh Tempo dalam Satu Tahun

Liabilitas ini merupakan kewajiban Perseroan kepada karyawan atas imbalan pasca-kerja berupa program iuran pasti dan manfaat pasti. Liabilitas ini juga mencakup imbalan kerja jangka panjang lain untuk karyawan yang memenuhi persyaratan program. Liabilitas yang masuk ke dalam liabilitas jangka pendek merupakan kewajiban kepada pegawai yang akan memasuki masa pensiun maksimal satu tahun setelah tanggal pelaporan.

Pada tahun 2025, liabilitas ini mencapai USD3 juta, menurun 11.46% dibandingkan tahun sebelumnya terutama karena sejalan dengan demografi pegawai Perseroan saat ini.

Liabilitas Sewa Jatuh Tempo dalam Satu Tahun

Pada saat penerapan PSAK 73, Perseroan mengakui aset hak-guna dan liabilitas sewa sehubungan dengan sewa yang sebelumnya diklasifikasikan sebagai 'sewa operasi' berdasarkan prinsip-prinsip dalam PSAK 30, “Sewa". Liabilitas sewa diukur pada nilai kini dari sisa pembayaran sewa, yang didiskontokan dengan menggunakan suku bunga pinjaman inkremental Perseroan pada tanggal 1 Januari 2020. Pada tahun 2025, Perseroan mencatat nilai akun ini mencapai USD3 juta.

Contract Liabilities

The liability of the contract is the payment from the customers for routine maintenance, with the amount more than the required figure, since the collection refers to the realization of flight hours based on Power by the Hour (PBTH).

In 2025, the contract liabilities reached USD132 million, increased by 71.65% compared to the previous year mainly due to the Garuda and Citilink aircraft reactivation project.

Current Maturities of Long-term Loans

This is a loan with a maturity of over one year but will be due next year. In 2025, the Company recorded USD20 million of this loan, which was 4.43% higher compared to the previous year adjusted to the loan payment schedule to creditors.

Current Maturities of Liabilities for Employees Benefit

The Company is obligated to pay post-employment benefits to employees in the form of a defined contribution plan and defined benefit. The liability also covers other long-term benefits for eligible employees. The liability categorized as short-term liability is the obligation for employees who are about to retire not more than a year after the reporting date.

In 2025, the Company recorded a total of USD3 million in this liability, which was 11.46% lower compared to the previous year mainly due to increase that was in line with the Company’s current employee demographics.

Current Maturities of Lease Liabilities

During the implementation of PSAK 73, the Company recognizes the rights-of-use assets and lease liabilities in accordance with the lease whch previously classified as ‘operating lease’ according to the principles of PSAK 30, “Lease”. Lease liability is measured based on present value, discounted using the incremental interest rate of the Company on January 1, 2020. In 2025, the Company recorded USD3 million in this account.

Liabilitas – Liabilitas Jangka Panjang

Liabilities – Non-Current Liabilities

Dalam USD
In USD

Uraian Description	2025	2024	Kenaikan (Penurunan) Increase (Decrease)	
			Nilai Nominal Nominal Value	Persentase Percentage
Liabilitas Jangka Panjang - Setelah Dikurangi Bagian yang Jatuh Tempo Dalam dalam Satu Tahun Long-Term Liabilities - Net of Current Maturities				
Utang Usaha Pihak Berelasi Trade Payables Related Parties	**2,110,480**	2,635,490	(525,010)	-19.92%
Utang Usaha Pihak Ketiga Trade Payables Third Parties	**5,129,262**	8,743,176	3,613,914	-41.33%
Pinjaman Jangka Panjang Long-Term Loans	**351,889,310**	371,217,848	(19,328,538)	-5.21%
Liabilitas Imbalan Kerja Liabilities for Employee Benefits	**25,473,800**	23,779,983	1,693,817	7.12%
Liabilitas Sewa Lease Liabilities	**8,585,220**	38,646,418	(30,061,198)	-77.79%
Jumlah Liabilitas Jangka Panjang Total Non-Current Liabilities	**393,188,072**	**445,022,915**	**(51,834,843)**	**-11.65%**

Utang Usaha Pihak Berelasi

Sebagai usaha Perseroan dalam menjaga keberlangsungan bisnis, Perseroan melakukan negosiasi terhadap sejumlah pemasok dengan skema merestrukturisasi utang jangka pendek menjadi utang jangka panjang. Pada tahun 2025, terjadi penurunan sebesar 19.92% mencapai USD2 juta terutama karena pembayaran atau offset yang telah dilakukan.

Trade Payables Related Parties

As part of the Company's efforts to maintain its business, the Company has negotiated with suppliers to restructure its short-term debt into long-term debt. In 2025, there was a 19.92% decrease and reached USD2 million mainly due to payments or offset that have been made.

Utang Usaha Pihak Ketiga

Sebagai usaha Perseroan dalam menjaga keberlangsungan bisnis, Perseroan melakukan negosiasi terhadap sejumlah pemasok dengan skema merestrukturisasi utang jangka pendek menjadi utang jangka panjang. Pada tahun 2025, terjadi penurunan sebesar 41.33% mencapai USD5 juta terutama karena pembayaran atau offset yang telah dilakukan.

Trade Payables Third Parties

As part of the Company's efforts to maintain its business, the Company has negotiated with suppliers to restructure its short-term debt into long-term debt. In 2025, there was a 41.33% decrease and reached USD5 million mainly due to payments or offset that have been made.

Pinjaman Jangka Panjang

Pinjaman ini merupakan fasilitas dengan jangka waktu lebih dari satu tahun setelah dikurangi dengan porsi pinjaman yang akan jatuh tempo dalam satu tahun ke depan. Terjadi penurunan 5.21% dibandingkan tahun sebelumnya dan mencapai USD351 juta. Penurunan ini terjadi karena pembayaran angsuran pokok yang telah dilakukan.

Long-Term Loans

The loan is a facility with more than one year term after deducted from the portion that will be due next year. There was a 5.21% decrease compared to the previous year and reached USD351 million. The decrease occurred due to the principal installment payments have been made.

Liabilitas Imbalan Kerja

Liabilitas imbalan kerja yang dikategorikan sebagai liabilitas jangka panjang merupakan kewajiban Perseroan kepada pegawai yang akan pensiun di tahun-tahun berikutnya. Pada tahun 2024, liabilitas imbalan kerja tercatat sebesar USD25 juta, meningkat 7.12% dibandingkan tahun sebelumnya yang terutama terjadi karena menyesuaikan dengan perhitungan kembali atas kewajiban imbalan kerja.

Liabilities for Employee Benefits

The liabilities for employee benefits which are categorized as long-term liabilities are the Company's responsibility to employees who are about to retire in the following years. In 2025, the Company recorded USD25 million in this liability, which was 7.12% higher compared to the previous year mainly due to aligning with the recalculation of liabilities for employee benefits.

Liabilitas Sewa

Pada saat penerapan PSAK 73, Perseroan mengakui aset hak-guna dan liabilitas sewa sehubungan dengan sewa yang sebelumnya diklasifikasikan sebagai 'sewa operasi' berdasarkan prinsip-prinsip dalam PSAK 30, "Sewa". Liabilitas sewa diukur pada nilai kini dari sisa pembayaran sewa, yang didiskontokan dengan menggunakan suku bunga pinjaman inkremental Perseroan pada tanggal 1 Januari 2020. Pada tahun 2025, Perseroan mencatat nilai liabilitas sewa sebesar USD8 juta, menurun 77.79% dibandingkan tahun sebelumnya yang terutama terjadi karena transaksi inbreng atas kepemilikan Hangar dan bangunan Annex dari Garuda.

Lease Liabilities

During the implementation of PSAK 73, the Company recognizes the rights-of-use assets and lease liabilities in accordance with the lease which was previously classified as 'operating lease' according to the principles of PSAK 30, "Lease". The lease liability is measured based on present value, discounted using the incremental interest rate of the Company on January 1, 2020. In 2025, the Company recorded USD8 million in this liability, which was 77.79% lower compared to the previous year mainly due to inbreng transaction transferring ownership of a Hangar and the Annex building from Garuda.

Ekuitas

Equity

Dalam USD
In USD

Uraian Description	2025	2024	Kenaikan (Penurunan) Increase (Decrease)	
			Nilai Nominal Nominal Value	Persentase Percentage
Modal Saham Share Capital	**356,883,826**	219,015,655	137,868,171	62.95%
Tambahan Modal disetor Additional Paid-In Capital	**288,567,252**	62,417,236	226,150,016	362.32%
Uang Muka Atas Modal Saham Advance for Share Capital	**0**	25,909,891	(25,909,891)	-100%
Saldo Laba/(Amulasi Kerugian) Retained Earnings/(Accumulated Loss)				
Dicadangkan Appropriated	**7,492,540**	7,492,540	0	0%
Belum Dicadangkan Unappropriated	**(523.052.882)**	(557.002.037)	0	0%
Jumlah Ekuitas yang Dapat Diatribusikan Kepada Entitas Induk Equity Attributable to Owners of the Parent	**114.567.060**	(258.067.606)	33,949,155	-6.09%
Kepentingan Nonpengendali Non-Controlling Interest	**180.968**	166.303	372,453,699	-144.32%
Jumlah Ekuitas Total Equity	**114.567.060**	**(257.901.303)**	**14,665**	**8.82%**

Modal Saham dan Tambahan Modal Disetor

Modal saham Perseroan mengalami perubahan pada tahun 2025. Pada RUPS Luar Biasa tanggal 24 Oktober 2025, pemegang saham telah menyetujui pelaksanaan *Rights Issue* (PMHMETD) yang akan dilaksanakan sepenuhnya pada tanggal 27 Januari 2026. Dengan demikian, pada Laporan Keuangan untuk tahun yang berakhir pada 31 Desember 2025, pada Laporan Posisi Keuangan bagian Ekuitas dengan dicatatkan pada "Modal Saham" dan "Modal Ditempatkan dan Disetor".

Share and Additional Paid-In Capital

The Company's share capital was changed in 2025. At the Extraordinary GMS held on October 24, 2025, shareholders approved the implementation of a Rights Issue (PMHMETD), which will be fully executed on January 27, 2026. Accordingly, in the Financial Statements for the year ended December 31, 2025, this is reflected in the Statement of Financial Position under Equity, recorded as "Share Capital" and "Issued and Paid-up Capital."

Rugi Komprehensif Lain

Rugi komprehensif lain merupakan akumulasi penghasilan lain-lain di luar kegiatan operasional Perseroan. Penghasilan ini mencakup keuntungan revaluasi aset tetap setelah dikurangi penyusutan, pengukuran kembali liabilitas imbalan pasca kerja, selisih kurs karena penjabaran laporan keuangan, dan sebagainya.

Pada tahun 2025, rugi komprehensif lain tercatat sebesar USD15 juta, menurun 2.49% dibandingkan tahun sebelumnya yang terjadi terutama karena dampak atas peningkatan keuntungan revaluasi aset tetap.

Other Comprehensive Loss

Other comprehensive loss is an accumulation of other income outside the Company's operational activities. The income consist of gain on revaluation of fixed assets, revaluation of post-employment benefit liability, exchange differences due to financial statement translation, and others.

In 2025, the Company recorded USD15 million of other comprehensive loss, which was 2.49% lower compared to the previous year mainly due to which was mainly due to the impact of increased gains from the revaluation of fixed assets.

Saldo Laba/(Defisit)

Saldo defisit adalah sebagian atau keseluruhan laba/(rugi) Perseroan yang tidak didistribusikan sebagai dividen kepada pemegang saham. Sebagian saldo laba/(rugi) ini dicadangkan sebagai modal kerja untuk membeli aset tetap maupun dialokasikan untuk melunasi kewajiban. Saldo laba/(rugi) terdiri dari saldo laba dicadangkan serta saldo laba yang belum dicadangkan.

Pada tahun 2025, saldo defisit tercatat sebesar USD515 juta, menurun 6.09% dibandingkan tahun sebelumnya yang terjadi terutama karena adanya keuntungan yang dibutuhkan oleh Perseroan.

Retained Earnings/(Deficit)

Retained earning is part of entire earning/(deficit) that is not distributed as dividend to shareholders. Part of this retained earning/(loss) is reserved as working capital to purchase fixed assets or even allocated to settle debts. The retained earning/(deficit) consist of reserved retained earnings and unreserved retained earnings.

In 2025, the deficit balance was USD515 million, decreased by 6.09% compared to the previous year mainly due to the existence of profit required by the Company.

LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN

CONSOLIDATED STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

Dalam USD
In USD

Uraian Description	2025	2024	Kenaikan (Penurunan) Increase (Decrease)	
			Nilai Nominal Nominal Value	Persentase Percentage
Pendapatan Usaha Revenue	**491,882,794**	421,223,186	70,659,608	16.77%
Beban Usaha Operating Expenses	**431,312,252**	379,219,103	52,093,149	13.74%
Laba Usaha Operating Income	**60,570,542**	42,004,083	18,566,459	44.20%
Penghasilan Keuangan Finance Income	**890,900**	337,803	553,097	163.73%
Beban Keuangan Finance Costs	**(20,210,871)**	(20,166,464)	44,407	0.22%
Pendapatan Lain-Lain, Bersih Other Income, Net	**(518,769)**	2,064,576	1,474,306)	-71.41%
Laba/(Rugi) Sebelum Pajak Penghasilan Profit/(Loss) Before Income Tax	**40,731,802**	24,744,115	15,987,687	64.61%
Beban Pajak Penghasilan Income Tax Expense	**(6,764,057)**	2,155,930	8,919,987	-413.74%
Laba/(Rugi) Tahun Berjalan Profit/(Loss) for the Year	**33,967,745**	26,900,045	7,067,700	26.27%

Dalam USD
In USD

Uraian Description	2025	2024	Kenaikan (Penurunan) Increase (Decrease)	
			Nilai Nominal Nominal Value	Persentase Percentage
Penghasilan Komprehensif Lain Tahun Berjalan Other Comprehensive Income for the Year	**409,138**	474,433	(65,295)	-13.76%
Jumlah Penghasilan Komprehensif Lain Total Other Comprehensive Income	**394,972**	452,802	(57,830)	-12.77%
Jumlah Laba/(Rugi) Komprehensif Tahun Berjalan Total Comprehensive Income/(Loss) for the Year	**34,362,717**	27,352,847	7,009,870	25.63%
Laba/(Rugi) Tahun Berjalan yang Dapat Diatribusikan Kepada Profit/(Loss) for the Year Attributable to				
Pemilik Entitas Induk *Owner of Parent Entity*	**33,949,155**	26,891,116	7,058,039	26.25%
Kepentingan Nonpengendali *Non-Controlling interests*	**18,590**	8,929	9,661	108.20%
Laba/(Rugi) Tahun Berjalan Profit/(Loss for the Year	**33,967,745**	26,900,045	7,067,700	26.27%
Laba/(Rugi) Komprehensif yang Dapat Diatribusikan Kepada: Comprehensive Income/(Loss) Attributable to:				
Pemilik Entitas Induk *Owner of Parent Entity*	**34,345,402**	27,343,918	7,001,484	25.61%
Kepentingan Nonpengendali *Non-Controlling interests*	**17,315**	8,929	8,386	93.92%
Laba/(Rugi) Komprehensif Tahun Berjalan Comprehensive Income/(Loss) for the Year	**34,362,717**	27,352,847	7,009,870	25.63%
Laba/(Rugi) per Saham Dasar/ Dilusian Basic/Diluted Earnings (Loss) per Share	**0.00090**	0.0010	0	-10%

Pendapatan Usaha

Pendapatan usaha tahun 2025 tercatat sebesar USD491 juta, yang meningkat 16.77% dibandingkan tahun sebelumnya. Penjelasan mengenai kinerja pendapatan telah diungkapkan di Tinjauan Operasi per Segmen Usaha.

Revenue

The revenue in 2025 amounted to USD491 million, higher by 16.77% compared to the previous year. Explanation regarding the revenue performance has been disclosed in the Operational Review by Business Segment.

Beban Usaha

Operating Expenses

Dalam USD
In USD

Uraian Description	2025	2024	Kenaikan (Penurunan) Increase (Decrease)	
			Nilai Nominal Nominal Value	Persentase Percentage
Beban Pegawai Employee Expenses	**120,858,733**	116,569,103	4,289,630	3.68%
Beban Material Material Expenses	**144,812,174**	117,177,864	27,634,310	23.58%

Dalam USD
In USD

Uraian Description	2025	2024	Kenaikan (Penurunan) Increase (Decrease)	
			Nilai Nominal Nominal Value	Persentase Percentage
Beban Subkontrak Subcontract Expenses	**108,620,839**	100,390,977	8,229,862	8.20%
Beban Penyusutan Depreciation Expense	**19,331,432**	18,694,770	636,662	3.41%
Beban Operasional Lainnya Other Operating Expenses	**32,298,537**	20,441,906	11,856,631	58.00%

Beban Pegawai

Beban pegawai mencakup biaya gaji dan tunjangan pegawai, insentif, biaya kontribusi dana pensiun, imbalan kerja, dan biaya pegawai lainnya. Pada tahun 2025, beban pegawai mencapai USD120 juta, yang meningkat 3.68% dibandingkan tahun sebelumnya karena kenaikan gaji pokok dan tunjangan tahun berjalan.

Employee Expenses

Employee expenses include salaries and employee benefits, incentives, pension fund contribution costs, employee rewards, and other employee costs. In 2025, employee expenses reached USD120 million, higher by 3.68% compared to the previous year due to the increase in basic salary and allowances for the current year.

Beban Material

Beban material mencakup biaya pembelian suku cadang habis pakai (expendable), suku cadang yang dapat diperbaiki (repairable), biaya kurir dan pengiriman, biaya bahan bakar, dan biaya material lainnya. Pada tahun 2025, beban material mencapai USD144 juta, yang meningkat 23.58% dibandingkan tahun sebelumnya karena pekerjaan proyek reaktivasi pesawat Garuda dan Citilink.

Material Expenses

Material expenses include the expense of purchasing consumable parts (expandable), repairable parts, courier and shipping, fuel, and others. In 2025, the Company spent USD144 million on material expenses, 23.58% higher compared to the previous year due to the Garuda and Citilink aircraft reactivation projects

Beban Subkontrak

Beban subkontrak mencakup biaya komponen subkontrak dan biaya jasa teknis dan penunjang penerbangan. Jumlah beban subkontrak tahun 2025 mencapai USD108 juta, yang meningkat 8.20% dibandingkan tahun sebelumnya karena adanya peningkatan aktivitas bisnis Perseroan terutama pada segmen Engine.

Subcontracting Expenses

Subcontracting expenses include the expenses for subcontracting components and other expenses covering technical services and airline support. The total subcontracting expenses in 2025 reached USD108 million, 8.20 % higher compared to the previous year due to an increase in the Company's business activities, especially in the Engine segment.

Beban Penyusutan

Beban penyusutan mencakup beban penyusutan aset tetap, beban amortisasi dan beban penurunan aset. Jumlah beban penyusutan tahun 2025 mencapai USD19 juta, yang meningkat 3.41% dibandingkan tahun sebelumnya karena adanya peningkatan aset tetap atas realisaasi Capex.

Depreciation Expenses

Depreciation expenses consist of depreciation expenses of fixed assets, amortization expenses, and impairment of assets. The depreciation expenses in 2025 reached USD19 million, 3.41% higher compared to the previous year due to there is an increase in fixed assets due to the realization of Capex.

Beban Keuangan

Beban keuangan mencakup beban bunga atas fasilitas keuangan, biaya transaksi, dan biaya lain-lain yang dibebankan atas fasilitas. Pada tahun 2025, beban keuangan mencapai USD20 juta, meningkat 0.22% dibandingkan tahun sebelumnya karena adanya peningkatan sewa liabilitas.

Finance Costs

Finance costs consist of interest charges for financial facilities, transaction fees, and other expenses for using the facility. In 2025, the finance costs amounted to USD20 million, which was lower by 0.22% compared to the previous year due to increased lease liability.

Pendapatan Lain-Lain, Bersih

Pendapatan lain-lain pada tahun 2025 mencapai USD0,5 juta, menurun 71.41% dibandingkan tahun sebelumnya karena dampak pengukuran kembali imbalan pasca kerja.

Other Income, Net

Other income in 2025 reached USD0,5 million and it was 71.41% lower compared to the previous year due to remeasurement of liabilities for employee benefits.

Beban Pajak Penghasilan

Beban pajak penghasilan pada tahun 2025 mencapai USD6 juta, menurun 413% dibandingkan tahun sebelumnya (pada tahun sebelumnya terdapat manfaat (bukan beban) pajak penghasilan) dikarenakan selain terdapat koreksi atas pajak tangguhan tahun sebelumnya, pada tahun 2025 jumlah pengakuan aset pajak tangguhan dari akumulasi rugi pajak yang sebelumnya tidak diakui tidak sebesar tahun sebelumnya.

Income Tax Expense

Income tax expense in 2025 reached USD6 million, a decrease of 413% compared to the previous year (in the prior year there was an income tax benefit rather than an expense). This was due to adjustments to deferred tax from the previous year, as well as the fact that in 2025 the amount of deferred tax assets recognized from accumulated tax losses that had previously not been recognized was lower than in the prior year.

Laba/(Rugi) Tahun Berjalan

Perseroan mencatatkan laba tahun berjalan pada tahun 2025 mencapai USD33 juta dibandingkan tahun sebelumnya karena kinerja positif Perseroan pada tahun berjalan.

Profit/(Loss) for the Year

The Company recorded profit for the year in 2025 amounted to USD33 million compared to the previous year due to the Company's positive performance during the year.

Laba/(Rugi) Komprehensif Tahun Berjalan

Perseroan mencatatkan laba komprehensif tahun berjalan pada tahun 2025 mencapai USD34 juta dibandingkan tahun sebelumnya karena kinerja positif Perseroan pada tahun berjalan.

Comprehensive Income/(Loss) for the Year

The Company recorded comprehensive income for the year in 2025 amounted to USD34 million compared to the previous year due to the Company's positive performance during the year.

LAPORAN ARUS KAS KONSOLIDASIAN

CONSOLIDATED STATEMENTS OF CASH FLOWS

Dalam USD
In USD

Uraian Description	2025	2024	Kenaikan (Penurunan) Increase (Decrease)	
			Nilai Nominal Nominal Value	Persentase Percentage
Arus Kas Bersih yang Diperoleh dari Aktivitas Operasi Net Cash Flows Generated from Operating Activities	**65,213,105**	14,740,437	50,472,668	342.41%
Arus Kas Bersih yang Digunakan untuk Aktivitas Investasi Net Cash Flows Used in Investing Activities	**(4,612,115)**	(4,204,144)	(407,971)	9.70%
Arus Kas Bersih yang Digunakan untuk Aktivitas Pendanaan Net Cash Flows Used in Financing Activities	**(30,543,032)**	(18,528,862)	(12,014,170)	64.84%
(Penurunan)/Kenaikan Bersih Kas dan Setara Kas (Decrease)/Increase in Cash and Cash Equivalents	**30,057,958**	(7,992,569)	38,050,527	-476.07%
Kas dan Setara Kas Awal Tahun Cash and Cash Equivalents at Beginning of Year	**12,623,481**	21,051,033	(8,427,552)	-40.03%

Dalam USD
In USD

Uraian Description	2025	2024	Kenaikan (Penurunan) Increase (Decrease)	
			Nilai Nominal Nominal Value	Persentase Percentage
Efek Perubahan Kurs Mata Uang Asing Effects of Changes in Foreign Exchange Rates	**(1,723,654)**	(434,983)	(1,288,671)	296.26%
Efek Dekonsolidasi Anak Usaha Effect of Deconsolidation of Subsidiary	**2,046**	-	2,046	100.00%
Kas dan Setara Kas Akhir Tahun Cash and Cash Equivalents at End of Year	**40,955,739**	12,623,481	28,332,257	224.44%

Arus Kas Dari Aktivitas Operasi

Cash Flows from Operating Activities

Dalam USD
In USD

Uraian Description	2025	2024	Kenaikan (Penurunan) Increase (Decrease)	
			Nilai Nominal Nominal Value	Persentase Percentage
Penerimaan Kas dari Pelanggan Cash Receipts from Customers	**502,019,259**	397,785,529	104,233,730	26.20%
Pembayaran Kas kepada Pemasok dan Lainnya Cash Paid to Suppliers and others	**(299,464,776)**	(258,200,426)	(41,264,350)	15,98%
Pembayaran Kas kepada Karyawan Cash Paid to Employees	**(114,311,689)**	(106,599,995)	(7,711,694)	7.23%
Kas Diperoleh dari Operasi Cash Generated from Operations	**88,242,794**	32,985,108	55,257,686	167.52%
Pembayaran Beban Keuangan Finance Costs Paid	**(13,626,083)**	(14,820,923)	1,194,840	-8.06%
Pengembalian Pajak Tax Refund	**5,323,014**	-	5,323,014	100%
Pembayaran Pajak Penghasilan Income Taxes Paid	**(1,692,127)**	(1,703,336)	11,209	-0.66%
Pembayaran Pajak Lain-lain Other Taxes Paid	**(13,034,493)**	(1,720,412)	(11,314,081)	657.64%
Arus Kas Bersih yang Diperoleh Dari Aktivitas Operasi Net Cash Flows Generated from Operating Activities	**65,213,105)**	14,740,437	50,472,668	342.41%

Kas bersih dari aktivitas operasi pada tahun 2025 tercatat sebesar USD65 juta, meningkat 342% dibandingkan tahun sebelumnya terutama karena adanya penerimaan pembayaran dari Customer Military/Goverment pada akhir tahun.

Net cash flows from operating activities in 2025 amounted to USD65 million, which was 342% higher compared to the previous year mainly due to the receipt of payments from Military/Goverment customers at the end of the year.

Arus Kas Dari Aktivitas Investasi

Cash Flows from Investing Activities

Dalam USD
In USD

Uraian Description	2025	2024	Kenaikan (Penurunan) Increase (Decrease)	
			Nilai Nominal Nominal Value	Persentase Percentage
Penempatan Kas dan Setara Kas yang Dibatasi Penggunaannya Placement of Restricted Cash and Cash Equivalents	**(1,886,331)**	(543,905)	(1,342,426)	246.81%
Pencairan Kas dan Setara Kas yang Dibatasi Penggunaannya Withdrawals of Restricted Cash and Cash Equivalents	**816,772**	-	816,772	100%
Penerimaan Pendapatan Keuangan Finance Income Received	**(770,091**	337,803	432,288	127.97%
Pembelian Aset Tetap Purchases of Fixed Assets	**(3,300,626)**	(3,998,042)	697,416	-17.44
Penerimaan Dari Penjualan Aset Tetap Proceed From The Sale of Fixed Assets	**36,792**	-	36,792	100%
Penambahan Uang Muka Atas Pembelian Aset Tetap Additions in Advances for The Purchase of Fixed Assets	**(1,026,828)**	-	(1,026,828)	100%
Penempatan Deposito Berjangka Placements of Time Deposits	**(21,985)**	-	(21,985)	100%
Arus Kas Bersih yang Digunakan untuk Aktivitas Investasi Net Cash Flows Used in Investing Activities	**(4,612,116)**	(4,204,144)	(407,972)	9.70%

Kas bersih dari aktivitas investasi pada tahun 2025 tercatat sebesar USD4 juta, meningkat 9.70% dibandingkan tahun sebelumnya terutama karena adanya pembayaran untuk pengadaan Capex selama tahun berjalan.

Net cash flows from investing activities in 2025 amounted to USD4 million, which was 9.70% higher compared to the previous year mainly due to payments for Capex procurement during the current year.

Arus Kas dari Aktivitas Pendanaan

Cash Flows from Financing Activities

Dalam USD
In USD

Uraian Description	2025	2024	Kenaikan (Penurunan) Increase (Decrease)	
			Nilai Nominal Nominal Value	Persentase Percentage
Penerimaan Pinjaman Jangka Pendek Proceeds from Short-Term Loans	**3,283,033**	-	3,283,033	100%
Pembayaran Pinjaman Jangka Pendek Payment of Short-Term Loans	**(3,295,473)**	(181,587)	(3,113,886)	1,714.82%
Penerimaan Pinjaman Jangka Panjang Proceeds from Long-Term Loans	**(20,004,877)**	(10,874,438)	(9,130,439)	83.96%
Pembayaran Pinjaman Jangka Panjang Payment of Long-Term Loans	**(12,678,939)**	(7,472,837)	(5,206,102	69.67%

Dalam USD
In USD

Uraian Description	2025	2024	Kenaikan (Penurunan) Increase (Decrease)	
			Nilai Nominal Nominal Value	Persentase Percentage
Pembayaran Liabilitas Sewa Payment of Lease Liabilities Acceptance of Factoring Liabilities	**2,153,224**	-	2,153,224	100%
Arus Kas Bersih yang Digunakan untuk Aktivitas Pendanaan Net Cash Flows Used in Financing Activities	**(30,543,032)**	(18,528,862)	(12,014,170)	64.84%

Kas bersih dari aktivitas pendanaan pada tahun 2025 tercatat sebesar USD30 juta, meningkat 64.84% dibandingkan tahun sebelumnya terutama karena pembayaran pokok hutang kepada kreditur.

Net cash flows from financing activities in 2025 amounted to USD30 million, which was 64.84% higher compared to the previous year mainly due to payment of the principal debt to creditors.

Kenaikan (Penurunan) Bersih Kas dan Setara Kas Serta Kas dan Setara Kas Akhir Tahun

Dengan akumulasi pada arus kas dari aktivitas operasi, arus kas dari aktivitas investasi, serta arus kas dari aktivitas pendanaan, serta efek perubahan kurs mata uang asing, kas dan setara kas sepanjang tahun 2025 mengalami peningkatan sebesar USD28 juta. Dengan demikian, kas dan setara kas pada akhir tahun 2025 tercatat sebesar USD41 juta.

Increase (Decrease) of Cash and Cash Equivalent and at End of Year Balance

The accumulation of cash flow on operating, investment, and funding activities, along with the effect of foreign exchange rate charges, the cash and cash equivalents throughout 2025 increased by USD28 million. Therefore, the Company recorded USD41 million in its cash and cash equivalents by the end of 2025.

KEMAMPUAN MEMBAYAR UTANG DAN TINGKAT KOLEKTIBILITAS PIUTANG

Kemampuan Perseroan dalam membayar utang diukur menggunakan rasio solvabilitas dan rasio likuiditas. Rasio solvabilitas merupakan rasio yang mengukur kemampuan Perseroan membayar seluruh utang jangka pendek dan jangka panjang, sedangkan rasio likuiditas diukur untuk menentukan kemampuan Perseroan dalam membayar utang jangka pendek.

ABILITY TO PAY DEBT AND RECEIVABLES COLLECTIBILITY

The Company's ability to pay the debt is calculated using the solvability ratio and liquidity ratio. The solvability ratio calculates the Company's ability to pay its short and long-term loans, while the liquidity ratio is calculated to determine the Company's ability to pay its short-term loan.

Rasio Likuiditas

Liquidity Ratio

Dalam Kali
In Times

Uraian Description	2025	2024	Kenaikan (Penurunan) Increase (Decrease)	
			Nilai Nominal Nominal Value	Persentase Percentage
Cash Ratio	**0.13**	0.05	0.08	160.00%
Acid Test Ratio	**0.74**	0.61	0.13	21.31%
Current Ratio	**0.99**	0.87	0.12	13.79%

Pada tahun 2025, tingkat cash ratio Perseroan tercatat sebesar 0.13 kali dibandingkan tahun 2024 sebesar 0.05 kali. Dengan demikian terjadi peningkatan 160.00%. Peningkatan ini sejalan dengan arus kas bersih yang diperoleh dari akivitas operasi.

In 2025, the Company's cash ratio was recorded at 0.13 times, compared to 0.05 times in 2024. This represents a increase of 160.00%. This increase is in line with net cash flow obtained from operating activities.

Nilai acid test ratio dan current ratio menunjukkan kemampuan Perseroan membayar kewajiban jangka pendeknya dengan menggunakan kas dan aset lancar yang dimiliki. Pada tahun 2025, kinerja acid test ratio tercatat 0.74 kali dan current ratio Perseroan rasio tercatat 0.99 kali. Hal ini menunjukkan bahwa adanya peningkatan kemampuan dalam membayar kewajiban jangka pendek.

Test ratio and current ratio indicate the Company's ability to meet its short-term obligations using its cash and liquid assets. In 2025, the acid test ratio performance was recorded at 0.74 times, while the Company's current ratio was recorded at 0.99 times. This indicates that that the Company's ability to pay current liabilities has increased.

Rasio Solvabilitas

Rasio solvabilitas digunakan untuk menilai kemampuan Perseroan melunasi seluruh utang yang dimilikinya secara jangka panjang, dengan menggunakan seluruh aset atau modal Perseroan. Pengukuran solvabilitas menggunakan Debt to Equity Ratio (DER) dan Debt to Assets Ratio (DAR).

Solvency Ratio

Solvency is used to assess the Company's ability to settle all of its debt in the long term, by using the Company's entire assets or capital. Solvency is calculated using Debt to Equity Ratio (DER) and Debt to Assets Ratio (DAR).

Dalam Kali
In Times

Uraian Description	**2025**	**2024**	**Kenaikan (Penurunan)** Increase (Decrease)	
			Nilai Nominal Nominal Value	**Persentase** Percentage
Debt to Equity Ratio (DER)	**6.10**	(2.65)	8.75	-329.81%
Debt to Assets Ratio (DAR)	**0.86**	1.61	-0.75	-46.58%

Pada tahun 2025, nilai DER Perseroan tercatat sebesar 6.10 kali, dibandingkan (2.65) kali pada tahun 2024. Nilai DAR Perseroan pada tahun 2025 tercatat 0.86 kali, menurun -46.58% dibandingkan 1.61 kali pada tahun 2024. Hal ini sejalan dengan penurunan jumlah liabilitas dan jumlah aset.

In 2025, the Company's DER Ratio was recorded at 6.10 times, compared to (2.65) times in 2024. The Company's DAR in 2025 was recorded at 0.86 times, decreasing by -46.58% compared to 1.61 times in 2024. This is in line with the decrease in total liabilities and total assets.

Kolektibilitas Piutang

Guna memastikan kelancaran operasional dan menghindari piutang macet, penting bagi Perseroan untuk menilai kemampuannya dalam mengumpulkan piutang, yang dapat diukur melalui perhitungan Average Collection Period (ACP). Berdasarkan tingkat piutang dan pendapatan Perseroan pada tahun 2025, nilai ACP Perseroan mengalami bertahan pada tingkat 46 hari. Hal ini menunjukkan bahwa Perseroan senantiasa menjaga komitmennya untuk mempertahankan efektivitas dalam menagih piutang dengan menggunakan pendekatan persuasif kepada klien dan mempersiapkan kontrak kerja yang dapat melindungi Perseroan.

Collectibility of Receivables

To ensure smooth operations and avoid bad debts, it is important for the Company to assess its ability to collect receivables, which can be measured through the calculation of the Average Collection Period (ACP). Based on the Company's receivables and revenue levels in 2024, the ACP value decreased to 46 days from 46 days in 2024. This reflects the Company's ongoing commitment to maintaining effectiveness in receivables collection by applying a persuasive approach to clients and preparing work contracts that provide adequate protection for the Company.

STRUKTUR MODAL

Pengelolaan struktur modal yang sehat dan seimbang antara tingkat risiko dan imbal hasil akan mampu mengoptimalkan nilai bagi pemegang saham sekaligus menjaga keberlanjutan usaha. Perseroan menjaga struktur permodalannya agar tetap sehat dengan mempertimbangkan kebutuhan investasi di masa depan, profil risiko usaha, serta keseimbangan antara sumber pendanaan internal dan eksternal. Perseroan secara cermat mengelola komposisi ekuitas dan liabilitas guna menjaga fleksibilitas keuangan, memperkuat likuiditas, serta memastikan kemampuan Perseroan dalam memenuhi kewajiban jangka pendek maupun jangka panjang.

CAPITAL STRUCTURE

The management of a sound capital structure, balanced between risk and return, enables the Company to optimize value for shareholders while maintaining business sustainability. The Company maintains a sound capital structure by taking into account future investment requirements, the business risk profile, and the balance between internal and external funding sources. The Company carefully manages the composition of equity and liabilities to preserve financial flexibility, strengthen liquidity, and ensure its ability to meet both short-term and long-term obligations.

Dalam USD
In USD

Uraian Description	2025	2024	Kenaikan (Penurunan) Increase (Decrease)	
			Nilai Nominal Nominal Value	Persentase Percentage
Pinjaman Loan	**372,781,125**	391,222,725	(18,441,600)	-4.71%
Kas dan Setara Kas Cash and Cash Equivalents	**40,955,739**	12,623,481	28,332,258	224.44%
Pinjaman - Bersih Loans - Net	**331,825,386**	378,599,244	(46,773,858)	-12.35%
Ekuitas yang Dapat Diatribusikan Kepada Pemilik Induk Equity Attributable to Owners of the Parent Entity	**114,386,092**	(258,067,606)	372,453,698	-144.32%
Rasio Pinjaman Bersih Terhadap Ekuitas Net Loan to Equity Ratio	**290,09**	(146,71)	721,57	-491.83%

Kebijakan Manajemen Atas Struktur Modal

Tujuan utama Manajemen dalam mengelola struktur permodalan adalah untuk memastikan bahwa Perseroan memiliki dasar keuangan yang kuat guna mendukung pertumbuhan bisnis yang berkelanjutan serta memberikan nilai tambah bagi pemegang saham. Pengelolaan modal dilakukan secara strategis dengan mempertimbangkan kondisi ekonomi dan dinamika industri, sehingga Perseroan dapat beradaptasi dengan perubahan yang terjadi.

Direksi secara berkala mengevaluasi dan menyesuaikan kebijakan permodalan dengan mempertimbangkan biaya modal serta risiko yang mengiringinya, guna mencapai keseimbangan optimal antara stabilitas keuangan dan peluang ekspansi bisnis.

Melihat struktur modal pada tahun 2025, Dewan Direksi menilai bahwa struktur modal Perusahaan kuat dan baik berkat posisi ekuitasnya yang positif.

Management Policy on Capital Structure

The Management's primary objective in managing the capital structure is to ensure that the Company has a strong financial foundation to support sustainable business growth and provide added value to shareholders. Capital management is carried out strategically by considering economic conditions and industry dynamics, enabling the Company to adapt to changes.

The Board of Directors regularly evaluates and adjusts capital policies by taking into account capital costs and the associated risks, in order to achieve an optimal balance between financial stability and business expansion opportunities.

Looking at the capital structure in 2025, the Board of Directors considers that the Company's capital structure is strong and good do to its positive equity position.

INVESTASI BARANG MODAL

Perseroan melakukan investasi barang modal yang digunakan untuk berbagai keperluan untuk mendukung operasional bisnis sepanjang tahun 2025. Investasi tersebut tergolong investasi rutin yang selalu dilakukan setiap tahunnya sebagai bagian dari aktivitas bisnis Perseroan di bidang RMO untuk meningkatkan kapabilitas fasilitas dan mesin. Rincian investasi barang modal tahun 2025 adalah sebagai berikut:

CAPITAL GOODS INVESTMENT

The Company made capital investments in the form of which used for various purposes to support business operations throughout 2025. These investments are categorized as routine investments that are carried out annually as part of the Company's business activities in the RMO sector to enhance facility and machinery capabilities. The details of capital investments in 2025 are as follows:

Dalam USD
In USD

Investasi Barang Modal Capital Investment	**Tujuan** Purpose	**Nilai** Value
Tools untuk kebutuhan Reinstate EASA Tools for EASA Reinstatement	Pemenuhan Regulasi EASA Fulfillment of EASA regulation	789,307
Tools untuk Project Reaktivasi Tools for Reactivation Project	Peningkatan Kapabilitas Capability Improvement	736,947
Specific Tools C130 Spesific Tools for C130	Peningkatan Kapabilitas Capability Improvement	725,064
LRU Landing Gear A320 dan Special Tools Landing Gear A320 EV LRU Landing Gear A320 and Special Tools for Landing Gear A320 EV	Peningkatan Kapabilitas Capability Improvement	463,714
Lainnya Others		900,750
Jumlah **Total**		**3,615,782**

Ikatan Material untuk Investasi Barang Modal

Investasi barang modal pada tahun 2025 yang dilakukan Perseroan dalam USD tidak dapat dikategorikan sebagai investasi yang memiliki ikatan material. Investasi pada tahun 2025 total tercatat sebesar USD3.61 juta sedangkan pada tahun 2024 tercatat sebesar USD3.68 juta. Terjadi penurunan investasi sebesar 1.9% yang terjadi karena sebaigan besar kebutuhan untuk pemenuhan regulasi EASA sudah dilakukan di tahun 2024. Walaupun terjadi perbedaan, investasi ini merupakan investasi rutin yang dikeluarkan Perseroan untuk keperluan operasional sehingga tidak memerlukan keputusan dari pemegang saham.

Sumber dana untuk investasi sebagian besar berasal dari internal Perseroan. Sumber dana yang berasal dari kesepakatan dengan pihak eksternal tergolong tidak material dalam hal jumlah nilai nominal ataupun tujuannya.

Material Commitment for Capital Goods Investment

The capital investments in 2025, denominated in USD, cannot be classified as investments with material commitments. The total investment in 2025 was recorded at USD3.61 million whereas in 20234, it was recorded at USD3.68 million. There was a decrease of 1.9% in investment, which occurred due to EASA Fulfillment already fulfilled in 2024. Despite the difference, this investment is a routine expenditure made by the Company for operational purposes and, therefore, does not require approval from shareholders.

The majority of the investment funds came from the Company's internal sources. Funding obtained through agreements with external parties is considered immaterial in terms of either the nominal value or its intended purpose.

PENCAPAIAN TARGET DAN KPI TAHUN 2025 [OJK F.2]

ACHIEVEMENT OF 2025 TARGET AND KPI [OJK F.2]

Pencapaian Target Tahun 2025
2025 Target Achievement

Dalam USD
In USD

Keterangan Description	**Achievement**	**Target**	**Realisasi Terhadap Target** Realization to Target **(%)**
Operasi dan Bisnis Operation and Business			
Revenue (USD Million)	491.88	452.69	109%
Net Profit (USD Million)	33,97	27.12	125%
Free Cash Flow (USD Million)	40.96	12.92	110%
Customer Satisfaction Index	4	4	100%
Customer SLA Fulfilment	100.12%	100%	100.12%
Governance Risk & Compliance	104.73%	100%	104.73%
Human Capital Readiness	96.99%	95.00%	102.09%
Pemasaran Marketing			
Revenue Group Affiliation	357,372,307	243.424.878	147%
Revenue Non-Group Affiliation	134,510,487	111.219.800	121%
Customer Satisfaction Index	4.0	4.0	100%
Laba (Rugi) dan Penghasilan Komprehensif Lain Profit (Loss) and Other Comprehensive Income			
Pendapatan Usaha Revenue	491.882.794	416.928.621	69%
Beban Usaha Operating Expenses	431.312.252	363.433.652	69%
Laba Usaha Operating Profit	60.570.542	53.494.969	69%
Pendapatan (Beban) Lain-lain Other Revenue (Expenses)	(19.838.740)	(18.717.739)	69%
Laba/(Rugi) Konsolidasian Sebelum Pajak Penghasilan Consolidated Profit/ (Loss) Before Income Tax	40.731.802	34.777.230	69%
(Beban)/Manfaat Pajak Tax Expenses	(6.764.057)	(7.650.991)	69%
Laba/(Rugi) Tahun Berjalan Profit/ (Loss) for the Year	33.967.745	27.126.239	69%
Posisi Keuangan Financial Position			
Aset Assets			
Aset Lancar *Current Assets*	303.892.171	233.922.142	69%
Aset Tidak Lancar *Non Current Assets*	509.087.950	208.837.007	69%

Pencapaian Target Tahun 2025
2025 Target Achievement

Dalam USD
In USD

Keterangan Description	Achievement	Target	Realisasi Terhadap Target Realization to Target (%)
Jumlah Aset ***Total Assets***	**812.980.121**	**442.759.149**	**69%**
Liabilitas dan Ekuitas Liability & Equity			
Liabilitas Jangka Pendek Current Liability	305.224.989	265.704.561	69%
Liabilitas Jangka Panjang Non-Current Liability	393.188.072	409.352.601	69%
Jumlah Liabilitas Total Liability	698.413.061	675.057.162	69%
Jumlah Ekuitas Total Equity	114.567.060	(232.298.013)	69%
Jumlah Liabilitas dan Ekuitas Total Liability & Equity	812.980.121	442.759.149	69%

Pencapaian *Key Performance Indicators* (KPI) Tahun 2025
2025 Key Performance Indicators (KPI) Achievement

KPI	Target	Realization
Nilai Ekonomi dan Sosial untuk Indonesia Economic and Social Values for Indonesia		
Revenue*	452,687,765	488,962,478
EBITDA*	70,908,867	75,576,998
Cash Balance*	12,915,665	32,783,388
Customer Service Level Agreement Fulfillment	100%	100.12%
Customer Satisfaction Index	4	4
Compliance Index	100.00%	104.73%
Inovasi Model Bisnis Business Model Innovation		
Continuous Improvement	63	106
Risk Maturity Index	2.6	2.9
Excess Inventory	5.00%	1.98%
Kepemimpinan Teknologi Technological Leadership		
Information Capital Readiness	95.00%	98.31%
Peningkatan Investasi Higher Investment		
Equity Improvement Implementation	1	1
Pengembangan Talenta Talent Development		
Human Capital Readiness	95.00%	96.99%
Organization Capital Readiness	95.00%	95.09%

* Unaudited

Secara umum, kinerja operasi dan bisnis mayoritas sudah sesuai dengan target. Perseroan berhasil membukukan pendapatan senilai USD488.96 juta (*unaudited*), didukung oleh peningkatan kinerja operasional dan upaya efisiensi yang telah dilakukan di tahun 2025.

Kinerja operasi dan bisnis yang positif mendukung pencapaian kinerja pemasaran karena secara rata-rata segmen GA dan NGA mengalami peningkatan kinerja.

Pada akhirnya, kinerja keuangan yang terdiri dari *EBITDA* dan *Cash Balance* juga mengalami pertumbuhan yang positif. Perseroan berhasil membukukan *EBITDA* di atas target yaitu senilai USD75.58 juta (*unaudited*).

Secara garis besar juga dapat dilihat bahwa kinerja pencapaian keuangan dibandingkan target mencapai lebih dari 100%.

Pencapaian KPI juga menunjukkan hasil positif, ditunjukan dengan seluruh KPI yang berhasil mencapai target 100%.

PROSPEK USAHA DAN TARGET TAHUN 2026

Pemerintah Indonesia telah mengeluarkan Kerangka Ekonomi Makro dan Pokok-Pokok Kebijakan Fiskal (KEM-PPKF) 2026. Menurut dokumen tersebut, pertumbuhan ekonomi nasional tahun 2026 ditetapkan antara 5.2%-5.8% dengan tingkat inflasi 1.5%-3.5% dan nilai tukar Rp16,500-Rp16,900/USD.

Rencana Pemerintah Indonesian terkait transportasi umum terus dikembangkan secara konsisten setiap tahunnya untuk mendukung konektivitas tidak hanya konektivitas orang, tapi juga konektivitas daerah penghasil pangan dengan wilayah distribusinya.

Dari sisi global, ke depannya, di tengah tantangan rantai pasok dan tenaga kerja, pasar MRO global akan tumbuh rata-rata 2.8% per tahun hingga mencapai USD157 miliar pada 2035.

Sebagai upaya untuk memanfaatkan peluang usaha pada tahun 2026, Perseroan akan berfokus memperkuat dan memaksimalkan pengembangan dari tahun 2025 dengan mengusung tema "*Transforming for the Future*" dengan strategi-strategi utama sebagai berikut:

- Sustainable Operational Transformation
- Workforce Empowerment
- Financial Reinforcement
- Technology Advancement
- Profitable Business Growth

Overall, the operational and business performance of the majority of activities was in line with targets. The Company successfully recorded revenue of USD488.96 million (unaudited), supported by operational improvement and efficiency initiatives throughout 2025.

Positive operational and business performance contributed to the achievement of marketing performance, as on average, the performance of both the GA and NGA segments grew higher.

Ultimately, financial performance, comprising EBITDA and Cash Balance, also recorded positive growth. The Company succeeded in recording EBITDA above the target, amounting to USD75.58 million (unaudited).

In general, it can also be observed that the achievement of financial performance compared to the target exceeded 100%.

The achievement of KPIs also demonstrated positive results, as all KPIs successfully achieved the 100% target.

BUSINESS PROSPECT AND TARGET FOR 2026

The Indonesian Government has issued the 2026 Macroeconomic Framework and Fiscal Policy Principles (KEM-PPKF). According to the document, national economic growth in 2026 is projected at 5.2%-5.8%, with an inflation rate of 1.5%-3.5% and an exchange rate of Rp16,500-Rp16,900 per USD.

The Indonesian Government's plans for public transportation continue to be consistently developed each year to support connectivity, not only the movement of people, but also the connectivity between food-producing regions and their distribution areas.

From a global perspective, despite challenges in supply chains and labor, the global MRO market is expected to grow at an average rate of 2.8% per year, reaching USD157 billion by 2035.

To capitalize on business opportunities in 2026, the Company will focus on strengthening and maximizing the developments in 2025 under the theme "Transforming for the Future" by utilizing the following main strategies:

- Sustainable Operational Transformation
- Workforce Empowerment
- Financial Reinforcement
- Technology Advancement
- Profitable Business Growth

Strategi-strategi utama yang ditetapkan akan dijalankan untuk mendukung pencapaian proyeksi kinerja yang tertuang dalam penetapan RKAP pada tahun 2026 yang disusun berdasarkan Dokumen RKAP 2026. Berikut merupakan gambaran secara garis besar mengenai proyeksi 2026 yang telah dipersiapkan oleh Perseroan:

These key strategies will be implemented to achieve the projections outlined in the 2026 RKAP, based on the 2026 RKAP Document. The following is an overview of the Company's 2026 projections:

Proyeksi 2026
Projection for 2026

Uraian Description	**Target Nominal (USD)** **Nominal Target (USD)**
Pendapatan Revenues	542,788,958
Laba Usaha Operating Income	60,894,682
Laba Bersih Net Profit	35,093,490
Aset Assets	853,950,064
Liabilitas Liabilities	671,050,209
Ekuitas Equity	182,899,855
Dividen Dividend	1,629

Informasi dan Fakta Material Setelah Pelaporan Akuntan

Information and Material Facts Subsequent to the Accountant's Report

Setelah Rapat Umum Pemegang Saham Luar Biasa yang diselenggarakan pada tanggal 24 Oktober 2025, para pemegang saham menyetujui penerbitan 124.269.948.745 lembar saham Seri B melalui mekanisme PMHMETD. Adapun PMHMETD tersebut telah menerima pernyataan efektif dari OJK pada tanggal 11 Desember 2025.

Sesuai dengan Akta Notaris No. 146 oleh Notaris Asep Heryanto, S.H., M.Kn., tertanggal 29 Desember 2025, PT Angkasa Pura Indonesia mengakuisisi 82.100.173.900 saham seri B dengan melaksanakan transaksi penyetoran asset non-tunai yaitu memindahkan kepemilikan lahan kepada Perseroan.

Pada laporan keuangan per 31 Desember 2025, transaksi ini dicatatkan pada "Uang muka atas modal saham" sebagai bagian ekuitas laporan keuangan.

Perubahan Anggaran Dasar mengenai peningkatan modal yang ditempatkan dan disetor penuh, setelah pelaksanaan PMHMETD sejumlah 90.050.687.400 lembar saham, telah dimuat dalam Akta Notaris No. 3 oleh Notaris Shanti Indah Lestari, S.H., M.Kn pada tanggal 27 Januari 2026. Pemberitahuan perubahan ini telah resmi diterima dan dicatat oleh Menteri Hukum Republik Indonesia, sesuai dengan Penerimaan Pemberitahuan No. AHU-AH.01.03-0027489, tertanggal 29 Januari 2026.

Following the Extraordinary General Meeting of Shareholders held on October 24, 2025, the shareholders approved the issuance of 124,269,948,745 Series B shares through a Rights Issue (PMHMETD) mechanism. The Rights Issue received an effective statement from the Financial Services Authority (OJK) on December 11, 2025.

Pursuant to Notarial Deed No. 146 by Notary Asep Heryanto, S.H., M.Kn., dated December 29, 2025, PT Angkasa Pura Indonesia acquired 82,100,173,900 Series B shares through a non-cash capital contribution transaction in the form of a transfer of land ownership to the Company.

In the financial statements as of December 31, 2025, this transaction was recorded under "Advances for Share Capital" as part of equity.

The amendment to the Articles of Association regarding the increase in issued and fully paid-up capital, following the Rights Issue of 90,050,687,400 shares, was stated in Notarial Deed No. 3 by Notary Shanti Indah Lestari, S.H., M.Kn., dated January 27, 2026. The notification of this amendment has been officially received and recorded by the Minister of Law of the Republic of Indonesia, as evidenced by Receipt of Notification No. AHU-AH.01.03-0027489 dated January 29, 2026.

Informasi Dampak Nilai Tukar Mata Uang Asing

Information on the Impact of Foreign Currency Exchange Rate

Perseroan menerapkan kebijakan lindung nilai untuk mengelola risiko fluktuasi nilai tukar mata uang non-fungsional terhadap mata uang fungsional. Risiko ini terutama timbul dari transaksi komersial di masa depan serta aset dan liabilitas yang diakui dalam valuta asing, khususnya terhadap Rupiah.

Sebagai langkah mitigasi, Perseroan menjalankan strategi lindung nilai dengan menggunakan instrumen keuangan berupa *option*. Kebijakan ini menetapkan bahwa Perseroan akan melakukan lindung nilai minimal 25% dari selisih antara kewajiban dan aset dalam valuta asing. Dengan penerapan strategi ini, Perseroan dapat meminimalkan dampak volatilitas nilai tukar terhadap stabilitas keuangan dan operasional, sehingga mendukung keberlanjutan bisnis dalam jangka panjang.

The Company implements a hedging policy to manage the risk of exchange rate fluctuations between non-functional currencies and the functional currency. This risk primarily arises from future commercial transactions as well as recognized assets and liabilities in foreign currencies, particularly against the Rupiah.

As a mitigation measure, the Company performs a hedging strategy using financial instruments in the form of options. This policy stipulates that the Company will hedge at least 25% of the difference between liabilities and assets in foreign currencies. By implementing this strategy, the Company can minimize the impact of exchange rate volatility on financial and operational stability, thereby supporting long-term business sustainability.

Kebijakan Dividen dan Pembagiannya

Dividend Policy and Disbursement

KEBIJAKAN DIVIDEN

Perseroan menentukan rasio pembayaran maksimum sebesar 30% dari laba tahun berjalan dengan memperhitungkan laba bersih, ketersediaan dana cadangan, persyaratan belanja modal, hasil usaha, dan kas. Tentunya besaran dividen yang ditentukan harus tetap memperhatikan tingkat kesehatan Perseroan dan tidak mengurangi hak dari Rapat Umum Pemegang Saham (RUPS) untuk menentukan lain sesuai dengan Anggaran Dasar.

PEMBAGIAN DIVIDEN

Berdasarkan RUPS Tahunan yang diselenggarakan pada 5 Juni 2025, RUPS menyetujui untuk menetapkan Laba Bersih Perseroan yang diperoleh berdasarkan Laporan Keuangan Tahunan Tahun Buku 2024 sebagai Laba Ditahan atau *Retained Earning* untuk mengurangi akumulasi kerugian Perseroan.

Kronologis pembagian dan pembayaran dividen tahun dari tahun 2023 ke 2025 adalah sebagai berikut:

DIVIDEND POLICY

The Company determines the payment ratio to be at the maximum of 30% from the profit of the year with consideration on net profit, general reserves, capital expenditure requirements, operating results, and cash. The amount of distributed dividend should consider the Company's soundness level and does not diminish the authorities of the General Meeting of Shareholders (GMS) to determine otherwise according to the Articles of Association.

DIVIDEND DISBURSEMENT

Based on the Annual GMS organized on June 5, 2025, the GMS has agreed to use the Company's Net Profit based on the Financial Statements for 2024 Financial Year as Retained Earning to reduce the accumulated loss of the company.

The chronology of dividend payment and distribution from 2023 until 2025 is as follows:

Tahun Pembagian Distribution Year	**Tahun Dividen** Dividend Year	**Tanggal Pengumuman** Announcement Date	**Tanggal Pembayaran** Payment Date	**Dividen Kas yang Dibagikan** Cash Dividend Distributed **(USD)**	**Dividen (USD/lembar saham)** Dividend (USD/share)	**Rasio Pembagian Dividen** Dividend Distribution Ratio **(%)**
2025*	-	-	-	-	-	-
2024*	-	-	-	-	-	-
2023*	-	-	-	-	-	-

Keterangan | Notes:
*Berdasarkan RUPS Tahunan yang diselenggarakan, tidak terdapat keputusan mengenai pembagian dividen untuk tahun buku terkait. | Based on the Annual GMS organized, there was no decision concerning dividend distribution for the financial year.

Kontribusi Kepada Negara
Contribution to the State

GMF berkontribusi kepada negara melalui pembayaran pajak dan bea cukai. Kontribusi ini mencakup pajak penghasilan badan, pajak pemotongan (*withholding tax*), pajak pertambahan nilai (PPN), serta berbagai pajak lain yang berkaitan dengan aktivitas operasional Perseroan. Pada tahun 2025, total kontribusi pajak dan bea cukai GMF tercatat sebesar Rp316,454,037,114.

GMF melakukan pengelolaan dan pelaporan pajak secara akurat melalui pengawasan internal untuk meminimalkan risiko ketidakpatuhan serta memastikan untuk memenuhi seluruh kewajiban perpajakan secara tepat waktu dan sesuai dengan regulasi yang berlaku

GMF contributes to the country through tax and customs payments. This contribution includes corporate income tax, withholding tax, value-added tax (VAT), and various other taxes related to the Company's operational activities. In 2025, GMF's total tax and customs contribution was amounted to Rp316,454,037,114.

GMF manages and reports its tax obligations accurately with the support of internal controls to minimize the risk of non-compliance and to ensure that all tax obligations are fulfilled timely and in accordance with applicable regulations.

Program Kepemilikan Saham Oleh Karyawan dan/atau Manajemen (ESOP/MSOP)
Share Ownership Program for Employees and/or Management (ESOP/MSOP)

Selama tahun 2025, GMF tidak memiliki program pemberian opsi saham kepada Direksi, Dewan Komisaris, maupun karyawan.

Throughout 2025, GMF did not have a stock option program for the Board of Directors, Board of Commissioners, or employees.

Realisasi Penggunaan Dana Hasil Penawaran Umum

Realization of Proceeds from Public Offering

Pada tahun 2025, GMF melakukan penawaran umum dalam bentuk penerbitan saham baru. Dana yang diperoleh dari hasil PMHMETD di tahun 2025 telah digunakan Perseroan sebesar Rp11,004,206,296 untuk pembayaran biaya administrasi kepengurusan HMETD dan modal kerja.

Sehingga sampai dengan akhir tahun 2025, atas dana HMETD tidak terdapat sisa saldo.

In 2025, GMF conducted a public offering through the issuance of new shares. The proceeds from the PMHMETD in 2025, amounting to Rp11,004,206,296, were utilized by the Company for the payment of administrative costs related to the HMETD and for working capital.

Accordingly, as of the end of 2025, there was no remaining balance from the HMETD proceeds.

Realisasi Penggunaan Dana Hasil Penawaran Umum Obligasi

Realization of Proceeds from Bond Offering

Hingga tanggal 31 Desember 2025, GMF tidak menerbitkan obligasi/sukuk/obligasi konversi di bursa efek mana pun.

As of December 31, 2025, GMF has never issued bonds/sharia bonds/convertible bonds on any stock exchange.

Informasi Material Mengenai Investasi, Ekspansi, Divestasi, Penggabungan Usaha, Akuisisi, dan/atau Restrukturisasi Utang/Modal

Material Information Regarding Investment, Expansion, Divestment, Business Combination, Acquisition, and/or Debt/Capital Restructuring

Pada tahun 2025, Perseroan telah melakukan restrukturisasi modal. Hal tersebut telah diungkapkan dalam Laporan Keuangan Konsolidasian Tahun Buku 2025 Perseroan pada Catatan Atas Laporan Keuangan ("CALK") No. 37 terkait peristiwa setelah periode pelaporan.

In 2025, the Company restructured its capital as disclosed in the 2025 Consolidated Financial Statements under Notes to the Financial Statements ("CALK") No. 37 regarding events after reporting period.

Selain itu terdapat beberapa aksi korporasi yang dijalankan oleh Perseroan, antara lain sebagai berikut:

In addition, the Company carried out several corporate actions, as outlined below:

1. Pelaksanaan PMHMETD

   Dalam rangka pelaksanaan PMHMETD, Perseroan telah memperoleh persetujuan pemegang saham Perseroan atas rencana PMHMETD pada tanggal 28 Oktober 2024 sebagaimana ternyata dalam Akta Pernyataan Keputusan Rapat PT Garuda Maintenance Facility Aero Asia Tbk atau disingkat PT GMF Aero Asia Tbk No. 4 tanggal 28 Oktober 2024 yang dibuat di hadapan Shanti Indah Lestari, S.H., M.Kn., Notaris di Kabupaten Tangerang ("Akta No. 7/2025"), dan diumumkan di *website* BEI dan *website* Perseroan pada tanggal 28 Oktober 2024, sesuai dengan POJK No. 15/2020 dan ketentuan anggaran dasar Perseroan.

   Sehubungan dengan PMHMETD, Perseroan menawarkan sebanyak-banyaknya 10.205.662.889 (sepuluh miliar dua ratus lima juta enam ratus enam puluh dua ribu delapan ratus delapah puluh sembilan) Saham Baru seri B dengan nilai nominal Rp25 (dua puluh lima Rupiah) setiap saham. Setiap pemegang 1.000.000.000 (satu miliar) saham lama atas nama yang namanya tercatat dalam DPS Perseroan tanggal 24 Desember 2024 pada pukul 16.15 WIB berhak atas 361.473.382 (tiga ratus enam puluh satu juta empat ratus tujuh puluh tiga ribu tiga ratus delapan puluh dua) HMETD dimana 1 (satu) HMETD berhak untuk membeli 1 (satu) Saham Baru seri B dengan Harga Pelaksanaan sebesar Rp46 (empat puluh enam Rupiah) per saham yang harus dibayar penuh pada saat mengajukan pemesanan pembelian Saham Baru seri B. Dengan demikian, jumlah dana yang diterima Perseroan dari PMHMETD II ini adalah sebanyak-banyaknya Rp469.460.492.903 (empat ratus enam puluh sembilan miliar empat ratus enam puluh juta empat ratus sembilan puluh dua ribu sembilan ratus tiga Rupiah).

   PT Garuda Indonesia (Persero) Tbk ("GIAA") adalah Pemegang Saham Utama Perseroan. Hingga tanggal 31 Desember 2024, GIAA memiliki 25.156.058.796

1. Implementation of PMHMETD (Rights Issue)

   In relation to the PMHMETD, the Company obtained shareholder approval for the plan on October 28, 2024, as stated in the Deed of Meeting Resolution of PT Garuda Maintenance Facility Aero Asia Tbk No. 4 dated October 28, 2024, drawn up before Shanti Indah Lestari, S.H., M.Kn., Notary in Tangerang Regency ("Deed No. 7/2025"), and announced on the IDX website and the Company's website on the same date, in accordance with POJK No. 15/2020 and the Company's Articles of Association.

   In this PMHMETD, the Company offered a maximum of 10,205,662,889 (ten billion two hundred five million six hundred sixty-two thousand eight hundred eighty-nine) new Series B shares with a nominal value of Rp25 (twenty-five Rupiah) per share. Every holder of 1,000,000,000 (one billion) existing registered shares listed in the Company's Shareholder Register (DPS) as of December 24, 2024, at 16:15 WIB, was entitled to 361,473,382 (three hundred sixty-one million four hundred seventy-three thousand three hundred eighty-two) HMETD rights, where 1 (one) HMETD entitled the holder to purchase 1 (one) new Series B share at an exercise price of IDR46 (forty-six Rupiah) per share, payable in full upon subscription. Accordingly, the maximum total proceeds that could be raised from this PMHMETD II amounted to Rp469,460,492,903 (four hundred sixty-nine billion four hundred sixty million four hundred ninety-two thousand nine hundred three Rupiah).

   PT Garuda Indonesia (Persero) Tbk ("GIAA") is the Company's controlling shareholder. As of December 31, 2024, GIAA owned 25,156,058,796 (twenty-

(dua puluh lima miliar seratus lima puluh enam juta lima puluh delapan ribu tujuh ratus sembilan puluh enam) saham Seri A Perseroan atau 89,10% (delapan puluh sembilan koma satu nol persen). GIAA melaksanakan seluruh haknya sesuai dengan porsi kepemilikan sahamnya dalam Perseroan sebanyak 9.093.245.600 (sembilan miliar sembilan puluh tiga juta dua ratus empat puluh lima ribu enam ratus) Saham Baru seri B dengan cara penyetoran dalam bentuk lain selain uang ("Inbreng") aset GIAA berupa (i) bangunan hanggar I dan *annex* I, (ii) bangunan hanggar II dan *annex* II, (iii) bangunan hanggar III dan *annex* III, serta (iv) fasilitas pendukung berupa bangunan-bangunan penunjang lainnya, sarang pelengkap seperti perkerasan driveaway, pagar dan mesin pelengkap bangunan kepada Perseroan dengan nilai sebesar Rp418.289.300.000 (empat ratus delapan belas miliar dua ratus delapan puluh sembilan juta tiga ratus ribu Rupiah).

five billion one hundred fifty-six million fifty-eight thousand seven hundred ninety-six) Series A shares, representing 89.10% of the Company's total shares. GIAA exercised all of its rights in proportion to its ownership by subscribing to 9,093,245,600 (nine billion ninety-three million two hundred forty-five thousand six hundred) new Series B shares through a non-cash capital injection ("inbreng") in the form of assets, including (i) Hangar I and Annex I, (ii) Hangar II and Annex II, (iii) Hangar III and Annex III, and (iv) supporting facilities such as auxiliary buildings, driveways, fences, and building equipment, with a total value of Rp418,289,300,000 (four hundred eighteen billion two hundred eighty-nine million three hundred thousand Rupiah).

Pada 15 Januari 2025 Perseroan telah menyelesaikan pelaksanaan atas seluruh HMETD yang diperoleh dalam Penambahan Modal Dengan Memberikan HMETD PT Garuda Maintenance Facility Aero Asia serta meningkatkan porsi kepemilikan saham dari PT Garuda Indonesia (Persero) Tbk menjadi 91,17% (sembilan puluh satu koma tujuh belas persen)

On January 15, 2025, the Company has exercised all HMETD obtained in the Capital Increase through HMETD of PT Garuda Maintenance Facility Aero Asia and increased the share ownership portion of PT Garuda Indonesia (Persero) Tbk to 91.17% (ninety one point seventeen percent).

2. Penandatangan Perjanjian Kerja Sama Pembentukan KSO GMF-BIJB

Mengacu pada Rencana Kerja dan Anggaran Perusahaan (RKAP) Perseroan tahun 2025, terdapat rencana diversifikasi produk guna memperluas bisnis, khususnya inisiatif strategis Profitability & Business Growth yang salah satunya dilakukan dengan cara membentuk strategic partnership dengan perusahaan lain. Sebagai bentuk implementasi RKAP Perseroan tahun 2025 dan memperluas portofolio usaha GMF di sektor penerbangan dengan menjadi pemain utama dalam ekosistem kerdirgantaraan nasional, maka Perseroan membentuk Kerja Sama Operasi ("KSO") dengan PT Bandarudara Internasional Jawa Barat ("BIJB") untuk pembentukan dan pengembangan kawasan Aerospace Park.

2. Signing of Cooperation Agreement for the Establishment of KSO GMF-BIJB

Referring to the Company's 2025 Work Plan and Budget (RKAP), the Company planned product diversification to expand its business, particularly under the strategic initiative of Profitability & Business Growth, including forming strategic partnerships with other companies. As part of the RKAP implementation and to expand GMF's business portfolio in the aviation sector as a key player in the national aerospace ecosystem, the Company established a Joint Operation (Kerja Sama Operasi/KSO) with PT Bandarudara Internasional Jawa Barat ("BIJB") for the development of an Aerospace Park.

Sehubungan dengan realisasi proyek Aerospace Park, Kementerian Perancanaan Pembangunan Nasional/Badan Perencanaan Pembangunan Nasional ("Kementerian PPN/Bappenas"), Perseroan, dan BIJB menandatangani Nota Kesepahaman Kolaborasi Penguatan Industri Kedirgantaraan melalui Pengembangan Model Pembangunan dan Pengelolaan Sustainable Aerospace Park Kertajati pada tanggal 4 April 2025 sebagai langkah awal dan pedoman para pihak dalam membentuk dan mengembangkan kerja sama pengembangan Aerospace Park di Bandar Udara Internasional Jawa Barat Kertajati.

In relation to this project, the Ministry of National Development Planning/National Development Planning Agency (Kementerian PPN/Bappenas), the Company, and BIJB signed a Memorandum of Understanding on April 4, 2025, regarding collaboration to strengthen the aerospace industry through the development and management of a Sustainable Aerospace Park model in Kertajati. This MoU serves as the initial framework and guideline for the parties in developing the Aerospace Park at West Java International Airport.

Selanjutnya pada keberjalanan proses pembentukan KSO antara Perseroan dan BIJB, sebagai bentuk kepatuhan Perseroan terhadap peraturan internal yaitu anggaran dasar Perseroan agar sesuai dengan prinsip tata kelola perusahaan yang baik, Perseroan telah memperoleh persetujuan melalui Dewan Komisaris guna membentuk KSO dengan BIJB dalam rangka proyek Aerospace Park.

Bahwa Perseroan dan BIJB menandatangani Perjanjian KSO GMF – BIJB pada tanggal 14 November 2025 yang bertujuan untuk membangun dan mengembangkan proyek kawasan Aerospace Park sebagai titik awal beridirinya KSO GMF – BIJB. Adapun kontribusi Perseroan adalah penyusunan kajian bisnis, Detailed Engineering dalam menyusun strategi pengembangan Kawasan Aerospace Park, dan opsi pendanaan operasional awal KSO;

Bahwa KSO GMF – BIJB telah melakukan groundbreaking di Bandar Udara Internasional Jawa Barat Kertajati pada tanggal 8 Desember 2025 sebagai tanda awal mulai beroperasinya kawasan Aerospace Park Kertajati sebagai pusat industri kedirgantaraan pertama di Indonesia.

Furthermore, in the process of establishing KSO between the Company and BIJB, as a form of the Company's compliance with internal regulations, namely the Company's articles of association, in order to comply with the principles of good corporate governance, the Company has obtained approval through the Board of Commissioners to establish a Joint Operational Agreement with BIJB for the Aerospace Park project.

Subsequently, the Company and BIJB signed the KSO GMF – BIJB Agreement on November 14, 2025, aimed at developing the Aerospace Park project as the foundation of the joint operation. The Company's contributions include preparing business studies, detailed engineering designs, development strategies for the Aerospace Park, and exploring initial operational funding options;

Furthermore, the KSO GMF – BIJB conducted a groundbreaking ceremony at Kertajati International Airport on December 8, 2025, marking the commencement of the Aerospace Park development as Indonesia's first aerospace industry hub.

Informasi Transaksi Material yang Mengandung Benturan Kepentingan dan/atau Transaksi Dengan Pihak Afiliasi/Pihak Berelasi

Information on Material Transactions Containing Conflicts of Interest and/or Transactions with Affiliated/Related Parties

Perseroan memiliki transaksi dengan pihak-pihak berelasi yang merupakan individu atau entitas berelasi dengan GMF. Transaksi ini membuat Perseroan mengaplikasikan pernyataan standar Akuntansi Keuangan (PSAK) 7 "Pengungkapan Pihak-Pihak Berelasi" dalam Laporan Keuangan tahun 2025 yang telah diaudit oleh oleh Kantor Akuntan Publik Purwanto Susanti & Surja Semua transaksi dengan pihak yang berelasi, dilakukan dengan persyaratan, tingkat harga, dan kondisi normal sebagaimana yang dilakukan dengan pihak ketiga dan telah diungkapkan dalam laporan keuangan. Tidak ada perbedaan kebijakan harga dan syarat transaksi antara pihak-pihak berelasi dan pihak ketiga. Mekanisme *review* dan juga pemenuhan peraturan dan ketentuan terkait semuanya dilakukan berdasarkan Standar Akuntansi Keuangan (SAK) di Indonesia pada PSAK 7 tentang "Pengungkapan Pihak-Pihak Berelasi".

The Company is transacting with related parties of individuals or entities related to GMF. This transaction made the Company applied PSAK No. 7 regarding "Disclosure of Related Parties" within the Financial Statements in 2025 which has been audited by the Public Accounting Firm Purwanto Susanti & Surja All transactions with related parties were performed based on the requirements, price level, and normal condition the same with third parties and have been disclosed in the financial statements. There were no differences of price policy or transaction terms between related and third parties. The review and compliance with rules and provision were based on the Financial Accounting Standard (SAK) in Indonesia on PSAK 7 concerning "Disclosure of Related Parties".

Pihak-pihak berelasi di lingkup Perseroan adalah sebagai berikut:

- Garuda adalah entitas induk Perseroan.
- Seluruh entitas yang dikendalikan oleh Garuda serta entitas dimana Garuda memiliki pengaruh signifikan.
- Pemerintah Republik Indonesia melalui Kementerian Keuangan adalah pemegang saham utama Perseroan.
- Seluruh entitas yang dimiliki dan dikendalikan oleh Kementerian Keuangan Pemerintah Republik Indonesia serta entitas dimana Kementerian Keuangan Pemerintah Republik Indonesia memiliki pengaruh signifikan.
- Dewan Komisaris dan Direksi merupakan manajemen kunci.

Related parties within the Company's coverage are as follows:

- Garuda is the Company's parent entity.
- All entities controlled by Garuda or where Garuda has significant influence are presented as related parties.
- The Government of the Republic of Indonesia represented by the Ministry of Finance is the majority stockholder of Garuda.
- All entities that are owned and controlled by the Government of the Republic of Indonesia including entities where the Government of the Republic of Indonesia have significant influence are presented as government - related entities.
- Commissioners and Directors are considered key management personnel.

Transaksi yang dilakukan oleh Perseroan dengan pihak berelasi merupakan transaksi yang umum dilakukan oleh Perseroan untuk keperluan operasional bisnis sehari-hari. Transaksi-transaksi tersebut tidak termasuk dalam Transaksi yang Mengandung Benturan kepentingan sebagaimana dimaksud dalam Bab III POJK No. 42/POJK.04/2020 Tentang Transaksi Afiliasi dan Transaksi Benturan Kepentingan.

Transactions conducted by the Company with related parties are typically conducted for daily business operational purposes. These transactions are not considered as Transactions Containing Conflicts of Interest as referred to in Chapter III POJK No. 42/POJK.04/2020 concerning Affiliate Transactions and Conflict of Interest Transactions.

Pihak yang Berelasi Related Parties	**Sifat Hubungan** Nature of Relationship	**Sifat Transaksi** Nature of Transaction
Garuda Indonesia	Entitas induk Parent entity	Piutang usaha, aset kontrak, utang usaha, akrual, liabilitas kontrak, beban usaha Accounts receivable, contract assets, accounts payable, accrual, contract liabilities, operating expenses

Pihak yang Berelasi Related Parties	**Sifat Hubungan** Nature of Relationship	**Sifat Transaksi** Nature of Transaction
Citilink	Entitas yang dikendalikan oleh Garuda Indonesia Entity under common control of Garuda Indonesia	Piutang usaha, aset kontrak, utang usaha, liabilitas kontrak Accounts receivable, contract assets, accounts payable, contract liabilities
PT Aero Systems Indonesia	Entitas yang dikendalikan oleh Garuda Indonesia Entity under common control of Garuda Indonesia	Utang usaha, akrual, beban usaha Accounts payable, accrual, operating expenses
PT Aerotrans Services Indonesia	Entitas yang dikendalikan oleh Garuda Indonesia Entity under common control of Garuda Indonesia	Utang usaha, akrual, beban usaha Accounts payable, accrual, operating expenses
PT Gapura Angkasa	Entitas dimana Garuda Indonesia memiliki pengaruh yang signifikan	Aset kontrak, utang usaha, beban usaha Contract assets, accounts payable, operating expenses
PT Angkasa Pura Indonesia	Entitas yang dimiliki dan dikendalikan oleh Pemerintah Republik Indonesia Entity owned and controlled by the Indonesian Government	Beban usaha, utang usaha, akrual, liabilitas sewa Operating expenses, accounts payable, accrual, lease liabilities
PT Asuransi Jiwa Inhealth Indonesia	Entitas yang dimiliki dan dikendalikan oleh Pemerintah Republik Indonesia Entity owned and controlled by the Indonesian Government	Beban usaha Operating expenses
BPJS Kesehatan	Entitas yang dimiliki dan dikendalikan oleh Pemerintah Republik Indonesia Entity owned and controlled by the Indonesian Government	Beban usaha Operating expenses
PT PLN (Persero)	Entitas yang dimiliki dan dikendalikan oleh Pemerintah Republik Indonesia Entity owned and controlled by the Indonesian Government	Beban usaha Operating expenses
PT Telekomunikasi Indonesia (Persero) Tbk	Entitas yang dimiliki dan dikendalikan oleh Pemerintah Republik Indonesia Entity owned and controlled by the Indonesian Government	Beban usaha Operating expenses
Bank Negara Indonesia	Entitas yang dimiliki dan dikendalikan oleh Pemerintah Republik Indonesia Entity owned and controlled by the Indonesian Government	Penempatan kas dan setara kas serta pinjaman Placement of cash and cash equivalents and loans
Bank Rakyat Indonesia	Entitas yang dimiliki dan dikendalikan oleh Pemerintah Republik Indonesia Entity owned and controlled by the Indonesian Government	Penempatan kas dan setara kas serta pinjaman Placement of cash and cash equivalents and loans
PT Bank Mandiri (Persero) Tbk ("Mandiri")	Entitas yang dimiliki dan dikendalikan oleh Pemerintah Republik Indonesia Entity owned and controlled by the Indonesian Government	Penempatan kas dan setara kas Placement of cash and cash
PT Bank Syariah Indonesia	Entitas yang dimiliki dan dikendalikan oleh Pemerintah Republik Indonesia Entity owned and controlled by the Indonesian Government	Penempatan kas dan setara kas Placement of cash and cash
PT Bank Tabungan Negara (Persero) Tbk	Entitas yang dimiliki dan dikendalikan oleh Pemerintah Republik Indonesia Entity owned and controlled by the Indonesian Government	Penempatan kas dan setara kas Placement of cash and cash
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	Entitas yang dimiliki dan dikendalikan oleh Pemerintah Republik Indonesia Entity owned and controlled by the Indonesian Government	Penempatan kas dan setara kas Placement of cash and cash
PT Dirgantara Indonesia	Entitas yang dimiliki dan dikendalikan oleh Pemerintah Republik Indonesia Entity owned and controlled by the Indonesian Government	Beban usaha Operating expense

REALISASI SALDO DAN TRANSAKSI PIHAK-PIHAK BERELASI

REALIZATION OF BALANCES AND TRANSACTIONS OF RELATED PARTIES

Uraian Description	2025 (USD)	2024 (USD)	Persentase dari jumlah aset (liabilitas) Percentage of total assets (liabilities)	
			2025 (%)	2024 (%)
Saldo Pihak Berelasi Dalam Aset Related Party Balances in Assets				
Kas dan Setara Kas Cash and Cash Equivalents	**37,571,031**	9,873,217	**4.62%**	2.33%
Kas Dibatasi Pengunaannya Restricted Cash	**1,801,936**	902,880	**0.22%**	0.21%
Piutang Usaha Accounts Receivable	**67,553,841**	60,468,808	**8.31%**	14.24%
Aset Kontrak Contract Assets	**51,539,643**	27,455,934	**6.33%**	6.47%
Saldo Pihak Berelasi Dalam Liabilitas Related Party Balances in Liabilities				
Utang Usaha Operating Debt	**5,950,907**	4,865,365	**0.85%**	0.71%
Akrual Accruals	**6,420,318**	6,810,739	**0.92%**	1.00%
Liabilitas Sewa Lease Liabilities	**10,999,197**	43,610,438	**1.58%**	6.39%
Pinjaman Jangka Panjang Long-Term Loans	**300,118,047**	314,973,149	**42.97%**	46.15%
Liabilitas Kontrak Contract Liabilities	**113,407,082**	61,599,326	**16.24%**	9.03%
Saldo Pihak Berelasi dalam Beban Usaha Related Party Balances in Operating Expenses				
Beban Usaha Operating Expenses	**26,671,010**	23,077,977	**6.18%**	6.09%
Saldo Pihak Berelasi Dalam Beban Keuangan Related Party Balances in Financial Expenses				
Beban Keuangan Operating Expenses	**11,810,944**	10,744,373	**5328%**	65.09%

PERNYATAAN DIREKSI DAN DEWAN KOMISARIS

Direksi Perseroan, baik secara individu maupun kolektif, bertanggung jawab penuh atas kebenaran informasi dan transparansi terkait seluruh transaksi afiliasi yang dilakukan sepanjang tahun 2025. Dalam menjalankan tanggung jawabnya, Dewan Komisaris bersama dengan Komite Audit juga telah melaksanakan fungsi pengawasan yang menyeluruh terhadap setiap transaksi afiliasi yang terjadi selama tahun berjalan.

Direksi dan Dewan Komisaris telah melakukan analisis secara cermat dan memastikan bahwa seluruh transaksi afiliasi telah mengikuti prosedur yang memadai, sesuai dengan ketentuan peraturan perundang-undangan yang berlaku, serta selaras dengan praktik bisnis yang sehat.

STATEMENT FROM THE BOARD OF DIRECTORS AND THE BOARD OF COMMISSIONERS

The Company's Board of Directors, both individually and collectively, bears full responsibility for the accuracy of information and transparency related to all affiliated transactions carried out throughout 2025. In fulfilling this responsibility, the Board of Commissioners, together with the Audit Committee, has also exercised comprehensive oversight over every affiliated transaction conducted during the year.

The Board of Directors and the Board of Commissioners have conducted careful analyses and ensured that all affiliated transactions were carried out in accordance with adequate procedures, complied with applicable

Direksi dan Dewan Komisaris juga memastikan bahwa setiap transaksi merupakan transaksi afiliasi, namun bukan merupakan transaksi benturan kepentingan sebagaimana dimaksud dalam POJK 42/2020 tentang Transaksi Afiliasi dan Transaksi Benturan Kepentingan. Hal ini dapat dipastikan karena tidak terdapat perbedaan antara kepentingan ekonomis Perseroan dengan kepentingan ekonomis pribadi anggota Direksi, anggota Dewan Komisaris, dan pemegang saham utama Perseroan, yang dapat merugikan Perseroan.

laws and regulations, and were aligned with sound business practices. The Board of Directors and the Board of Commissioners have also ensured that each transaction constituted an affiliated transaction but did not involve any conflict of interest as referred to in POJK No. 42/2020 on Affiliated Transactions and Conflict of Interest Transactions. This assurance is based on the absence of any differences between the Company's economic interests and the personal economic interests of members of the Board of Directors, members of the Board of Commissioners, and the Company's controlling shareholders that could be detrimental to the Company.

Informasi Keuangan yang Mengandung Kejadian yang Bersifat Luar Biasa dan Jarang Terjadi

Financial Information that Contains Extraordinary and Rare Events

Pada tahun 2025, tidak terdapat informasi ataupun transaksi keuangan yang mengandung kejadian yang bersifat luar biasa dan jarang terjadi selain dari keseluruhan informasi yang telah disampaikan pada Laporan Keuangan yang telah diaudit dan dipublikasikan.

In 2025, there were no financial information or transactions involving extraordinary and rare events, other than those disclosed in the audited and published Financial Statements.

Perubahan Peraturan Perundang-Undangan yang Berpengaruh Signifikan Terhadap Perseroan

Changes in Law and Regulations that Had Significant Affect to the Company

No.	Nama Peraturan Regulation	Isi Peraturan Content	Dampak Impact	Penyesuaian Adjustment
1.	Peraturan Pemerintah Republik Indonesia Nomor 28 Tahun 2025 tentang Penyelenggaraan Perizinan Berusaha Berbasis Risiko ("PP 28/2025") Government Regulation of the Republic of Indonesia No. 28 of 2025 concerning the Implementation of Risk-Based Business Licensing ("PP 28/2025")	PP 28/2025 ini mengatur mengenai Penyelenggaraan Perizinan Berusaha Berbasis Risiko ("PBBR"). Ruang lingkup penyelenggaraan PBBR meliputi: persyaratan dasar; Perizinan Berusaha ("PB"); Perizinan Berusaha untuk Menunjang Kegiatan Usaha ("PB UMKU"); norma, standar, prosedur, dan kriteria; layanan sistem One Single Submission ("OSS"); pengawasan; evaluasi dan reformasi kebijakan; pendanaan; penyelesaian permasalahan dan hambatan; dan sanksi. PBBR adalah perizinan berusaha yang menggunakan pendekatan berbasis risiko yang diperoleh dari hasil analisis risiko setiap kegiatan usaha, sedangkan PB adalah legalitas yang diberikan kepada Pelaku Usaha untuk memulai dan menjalankan usaha dan/atau kegiatannya. Untuk melakukan kegiatan usaha, Pelaku Usaha wajib memiliki PB. PP 28/2025 regulates the implementation of Risk-Based Business Licensing ("PBBR"). The scope of PBBR implementation includes: basic requirements; Business Licensing ("PB"); Business Licensing to Support Business Activities ("PB UMKU"); norms, standards, procedures, and criteria; the One Single Submission ("OSS") system services; supervision; policy evaluation and reform; funding; resolution of issues and obstacles; and sanctions. PBBR is a business licensing approach that applies a risk-based methodology derived from the risk analysis of each business activity, while PB refers to the legality granted to Business Actors to commence and conduct their business and/or activities. To carry out business activities, Business Actors are required to obtain PB.	PP 28/2025 memberikan dampak kepada Perseroan berupa digitalisasi penuh pengelolaan perizinan berusaha melalui PBBR dengan kepastian waktu mekanisme fiktif-positif. Selain perubahan tersebut, PP 28/2025 kini mengatur tentang resiko penganaan sanksi administratif berjenjang mulai dari peringatan hingga pencabutan izin usaha. PP 28/2025 impacts the Company through the full digitalization of business licensing management via PBBR, with certainty of timelines under the fictitious-positive mechanism. In addition, PP 28/2025 now regulates the risk of tiered administrative sanctions, ranging from warnings to the revocation of business licenses.	Perseroan kini mengitegrasikan segala aspek yang berkaitan dengan perizinan berusaha ke dalam OSS, namun tidak terbatas pada seluruh legalitas kegiatan usaha Perseroan berupa Nomor Induk Berusaha (NIB), PB, dan PB UMKU beserta pelaporan, pengawasan, dan evaluasi terhadap seluruh kegiatan usaha saat ini diproses secara elektronik. Perseroan memperkuat kepatuhan internal kepada instansi terkait guna menjaga kelangsungan operasional. The Company has integrated all aspects related to business licensing into the OSS system, including but not limited to all business legality such as the Business Identification Number (NIB), PB, and PB UMKU, along with reporting, supervision, and evaluation of all business activities, which are now processed electronically. The Company also strengthens internal compliance with relevant authorities to ensure the continuity of its operations.

No.	Nama Peraturan Regulation	Isi Peraturan Content	Dampak Impact	Penyesuaian Adjustment
2.	Peraturan Badan Pusat Statistik Nomor 7 Tahun 2025 Klasifikasi Baku Lapangan Usaha Indonesia ("Peraturan BPS 7/2025") Regulation of Statistics Indonesia No. 7 of 2025 concerning the Indonesian Standard Industrial Classification ("BPS Regulation 7/2025")	Peraturan BPS 7/2025 adalah peraturan Badan Pusat Statistik yang menetapkan Klasifikasi Baku Lapangan Usaha Indonesia (KBLI) terbaru sebagai standar resmi klasifikasi kegiatan ekonomi yang wajib digunakan oleh seluruh instansi pemerintah dan pelaku usaha di Indonesia, sehingga seluruh referensi terhadap jenis atau bidang usaha dalam perizinan, statistik, dan administrasi usaha harus mengacu pada kode dan uraian KBLI dalam lampiran peraturan ini sebagai bagian tidak terpisahkan dari peraturan berdasarkan asas bahwa lampiran merupakan bagian substantif pengaturan. BPS Regulation 7/2025 establishes the latest Indonesian Standard Industrial Classification (KBLI) as the official standard for classifying economic activities, which must be applied by all government institutions and business actors in Indonesia. Accordingly, all references to business types or sectors in licensing, statistical reporting, and business administration must refer to the KBLI codes and descriptions set out in the annex to this regulation, which forms an integral and substantive part of the regulation.	Perseroan diwajibkan menyelaraskan kode Klasifikasi Baku Lapangan Usaha Indonesia (KBLI) dengan KBLI 2025 berdasarkan Peraturan BPS 7/2025 terbaru sehingga berdampak dalam Anggaran Dasar, PB, dan tata kelola Perseroan harus selaras dengan KBLI 2025 sebagai standar resmi klasifikasi kegiatan ekonomi. The Company is required to align its Indonesian Standard Industrial Classification (KBLI) codes with KBLI 2025 under BPS Regulation 7/2025. This requirement has implications for the Company's Articles of Association, PB, and corporate governance, all of which must be consistent with KBLI 2025 as the official classification standard for economic activities.	Perseroan harus melakukan sinkronisasi antara: (i) maksud dan tujuan serta kegiatan usaha dalam anggaran dasar menurut rezim perseroan terbatas, dan (ii) kode KBLI yang tercatat dalam sistem perizinan dan mencerminkan kegiatan usaha aktual, karena perubahan struktur dan ruang lingkup KBLI dapat mengubah penafsiran jenis usaha yang dijalankan Perseroan. The Company must also ensure synchronization between: (i) the purposes, objectives, and business activities stated in its articles of association under the limited liability company regime, and (ii) the KBLI codes recorded in the licensing system that reflect the Company's actual business activities. This is necessary because changes in the structure and scope of KBLI may affect the interpretation of the Company's line of business.

Perubahan Kebijakan Akuntansi dan Dampaknya Terhadap Perseroan

Changes in Accounting Policies and Its Impact on the Company

Penerapan dari standar, interpretasi baru/revisi standar berikut yang berlaku efektif mulai 1 Januari 2025, tidak menimbulkan perubahan substansial terhadap kebijakan akuntansi Perseroan dan pengaruh yang material atas jumlah yang dilaporkan atas tahun berjalan atau tahun sebelumnya.

The implementation of the new/revised interpretations of standards effective starting January 1, 2025, does not cause substantial changes to the Company's accounting policies and does not have a material impact on the amounts reported for the current or previous year.

Informasinya telah disampaikan dalam Laporan Keuangan tahun 2025 yang telah diaudit oleh oleh Kantor Akuntan Publik Purwanto Susanti dan Surja Catatan No. 00282/2.1505/AU.1/10/1749-1/1/III/2026

The information has been disclosed in the Company's 2025 Financial Statements, which have been audited by Public Accounting Firm Purwanto Susanti dan Surja, Note No. 00282/2.1505/AU.1/10/1749-1/1/III/2026

INFORMASI KELANGSUNGAN USAHA

Business Continuity Information

Kinerja keuangan Perseroan secara keseluruhan meningkat dibandingkan tahun sebelumnya:

- Laba 2025: USD32.14 juta (2024: USD26.90 juta)
- Modal kerja 2025: negatif USD8.48 juta (2024: negatif USD31.40 juta)
- Ekuitas 2025: USD123.89 juta (2024: negatif USD31.40 juta)

Pencapaian target Perseroan sepanjang tahun 2025 juga memperlihatkan kinerja yang baik:

- Pendapatan: USD488.96 juta (108.01% dari target)
- Laba: USD32.14 juta (115% dari target)

Arus kas Perseroan tercatat positif karena aktivitas operasi berjalan lancar dan tidak terdapat saldo negatif pada arus kas:

- Arus kas aktivitas operasi: USD51.41 juta
- Arus kas aktivitas investasi: negatif USD4.61 juta
- Arus kas aktivitas pendanaan: negatif USD25.18 juta
- Kas dan setara kas akhir tahun: USD32.78 juta

Perseroan juga mempertahankan tingkat pembayaran utang yang sehat dengan nilai rasio yang positif:

- *Current Ratio*: 97%
- *Debt to Equity Ratio* (DER): 564%
- *Debt to Assets Ratio* (DAR): 85%

Sepanjang tahun 2025, semua transaksi yang dilakukan oleh Perseroan baik kepada pihak ketiga maupun pihak berelasi, tidak terdapat hal-hal yang berpotensi berpengaruh signifikan terhadap kelangsungan usaha Perseroan sampai pada periode tahun buku 2025 berakhir. Dengan demikian, tidak terdapat dampak-dampak sebagai berikut:

- Tidak terdapat dampak terhadap kegiatan operasional;
- Tidak terdapat dampak terhadap kondisi keuangan dan proyeksi keuangan;
- Tidak terdapat dampak Hukum; dan
- Tidak terdapat dampak terhadap kelangsungan usaha Perseroan.

Dengan demikian, dapat disimpulkan bahwa Perseroan memiliki kapasitas yang cukup untuk memastikan kelangsungan usaha secara jangka panjang.

The Company's overall financial performance improved compared to the previous year:

- Profit in 2025: USD32.14 million (2024: USD26.90 million)
- Working capital in 2025: USD8.48 million (2024: negative USD31.40 million)
- Equity in 2025: USD123.89 million (2024: negative USD31.40 million)

The achievement of the Company's targets throughout 2025 also reflected strong performance:

- Revenue: USD488.96 million (108.01% of the target)
- Profit: USD32.14 million (115% of the target)

The Company recorded positive cash flows as operating activities ran uninterrupted and there were no negative cash flow balances:

- Cash flows from operating activities: USD51.41 million
- Cash flows from investing activities: USD4.61 million
- Cash flows from financing activities: USD25.18 million
- Cash and cash equivalents at year-end: USD32.78 million

The Company also maintained a sound debt repayment level, reflected in positive financial ratios:

- Current Ratio: 97%
- Debt to Equity Ratio (DER): 564%
- Debt to Assets Ratio (DAR): 85%

Throughout 2025, all transactions conducted by the Company, whether with third parties or related parties, did not give rise to any matters that could have a significant impact on the Company's going concern up to the end of the 2025 financial year. Accordingly, there were no adverse impacts as follows:

- No impact on operational activities;
- No impact on financial condition and financial projections;
- No legal impact; and
- No impact on the Company's going concern.

Therefore, it can be concluded that the Company has enough capacity to ensure long-term business continuity.

Berdasarkan Rencana Jangka Panjang (RJP), GMF akan berfokus pada sejumlah inisiatif berikut:

- Sustainable Operational Excellence
- Workforce Empowerment
- Financial Resilience
- Next-Level Technology
- Profitable Business Growth

Based on the Long-Term Plan (RJP), GMF will focus on the following initiatives:

- Sustainable Operational Excellence
- Workforce Empowerment
- Financial Resilience
- Next-Level Technology
- Profitable Business Growth

Tinjauan Teknologi Informasi

Information Technology Review

Pengelolaan teknologi informasi (TI) GMF mengacu pada *IT Master Plan* 2022–2026 yang disusun selaras dengan Rencana Jangka Panjang Perusahaan (RJPP) untuk mendukung pengembangan bisnis. *IT Master Plan* tersebut menjadi panduan bagi dua fungsi utama di bawah Departemen Corporate Strategy & Digital Transformation, yaitu Innovation & Digital Transformation serta ERP System & IT Service Delivery, dalam memastikan pemanfaatan teknologi yang terintegrasi dan berkelanjutan bagi operasional Perseroan.

Pada tahun 2025, fokus pengembangan TI diarahkan pada penguatan *Digital Transformation, Enterprise Architecture*, penerapan *Measured & Optimal DevOps*, serta implementasi peningkatan sistem SAP guna meningkatkan efektivitas proses bisnis dan mendukung kebutuhan operasional Perseroan yang terus berkembang.

Untuk mendukung transformasi tersebut, perusahaan melaksanakan berbagai inisiatif strategis, termasuk evaluasi keberlanjutan sistem ERP SAP SWIFT, peningkatan kualitas data dan pengembangan proses bisnis pada berbagai fungsi utama seperti MRO, keuangan, sumber daya manusia, distribusi penjualan, serta manajemen rantai pasok. Selain itu, Perseroan juga melakukan peningkatan infrastruktur teknologi melalui modernisasi jaringan, pembaruan server kritikal, serta peremajaan perangkat kerja guna memastikan kinerja sistem yang andal dan efisien.

GMF juga memastikan keberlanjutan layanan infrastruktur TI melalui pengelolaan *IT managed services*, termasuk layanan manajemen operasional TI, keamanan komunikasi data, pengelolaan domain korporasi, layanan *email*, serta pemenuhan lisensi perangkat lunak dan perangkat pendukung operasional.

GMF's information technology (IT) management is guided by the 2022–2026 IT Master Plan, which is aligned with the Company's Long-Term Corporate Plan (RJPP) to support business development. The IT Master Plan provides a strategic framework for the two primary functions under the Corporate Strategy & Digital Transformation Department, namely Innovation & Digital Transformation and ERP System & IT Service Delivery, in ensuring integrated and sustainable technology utilization across the Company's operations.

In 2025, GMF's IT development focuses on strengthening digital transformation, enterprise architecture, the implementation of Measured & Optimal DevOps, and the enhancement of SAP systems to improve business process effectiveness and support the Company's evolving operational needs.

To support these initiatives, the Company continues to implement several strategic programs, including the evaluation of the sustainability of the ERP SAP SWIFT system, improvement of data quality, and business process enhancements across key operational areas such as MRO, finance, human resources, sales distribution, and supply chain management. In addition, GMF is modernizing its technology infrastructure through network upgrades, critical server refresh programs, and workstation upgrades to ensure reliable and efficient system performance.

GMF also ensures the continuity of IT infrastructure services through the management of IT managed services, including IT operational service management, secure data communication services, domain management, email services, as well as software license and IT hardware support for operational activities.

Di sisi keamanan informasi, GMF memperkuat perlindungan aset digital melalui program komprehensif bertema "*Building a Strong Security Foundation*." Program ini mencakup peningkatan kesadaran keamanan siber di seluruh organisasi, penilaian risiko keamanan secara berkala, penguatan tata kelola keamanan informasi, serta implementasi teknologi keamanan yang mencakup perlindungan data, aplikasi, *endpoint*, jaringan, dan perimeter sistem. Melalui berbagai inisiatif tersebut, GMF berupaya memastikan keamanan informasi yang andal sekaligus mendukung keberlangsungan operasional bisnis Perseroan.

PROGRAM 2025

Sepanjang tahun 2025, GMF melaksanakan berbagai program pengembangan teknologi informasi untuk mendukung transformasi digital perusahaan serta meningkatkan efektivitas operasional. Program-program tersebut dilaksanakan oleh dua fungsi utama di bawah Departemen Corporate Strategy & Digital Transformation, yaitu Innovation & Digital Transformation serta ERP System & IT Service Delivery.

Innovation & Digital Transformation

Divisi Innovation & Digital Transformation berfokus pada pengembangan solusi digital yang mendukung peningkatan operasional perusahaan, penguatan hubungan dengan pelanggan, serta optimalisasi pengelolaan sumber daya manusia.

Maintain Airworthy & Reliability

Pengembangan *Tools Management System Modul Booking Tools* untuk mendukung pengelolaan peralatan operasional secara lebih efektif guna menjaga keselamatan dan keandalan operasional penerbangan.

Escalate Customer Intimacy

Pengembangan *GSMART Modul Profitability Analysis for Airframe* untuk meningkatkan analisis profitabilitas pelanggan sekaligus memperkuat interaksi perusahaan dengan pelanggan melalui pemanfaatan teknologi digital.

Employee Empowerment

Pengembangan aplikasi MyHC yang mencakup modul *360 Appraisal, Employee Self Services,* dan *Organizational Management* guna mendukung digitalisasi pengelolaan sumber daya manusia serta meningkatkan produktivitas karyawan.

Digitalizing Operation

Pengembangan berbagai solusi digital operasional perusahaan melalui OCX (Dasbor Realisasi Anggaran) Modul OPEX – Realokasi, aplikasi CEISA Pusat Logistik Berikat, aplikasi *XOPS Mobile*, serta aplikasi *XPREAM Modul Task Management for Line Maintenance* untuk meningkatkan efektivitas dan efisiensi proses operasional.

Furthermore, GMF strengthens the protection of its digital assets through a comprehensive information security program under the theme "Building a Strong Security Foundation." This program includes initiatives to enhance cybersecurity awareness across the organization, conduct periodic security risk assessments, strengthen information security governance, and implement advanced security technologies covering data, application, endpoint, network, and perimeter protection. Through these efforts, GMF aims to ensure robust information security while supporting sustainable business operations.

2025 PROGRAM

Throughout 2025, GMF implemented various information technology development programs to support the Company's digital transformation and enhance operational effectiveness. These initiatives were carried out by two primary functions under the Corporate Strategy & Digital Transformation Department, namely Innovation & Digital Transformation and ERP System & IT Service Delivery.

Innovation & Digital Transformation

The Innovation & Digital Transformation division focuses on developing digital solutions that enhance operational performance, strengthen customer engagement, and optimize human capital management.

Maintain Airworthy & Reliability

Development of the Tools Management System Booking Tools Module to support more effective management of operational equipment and ensure aviation safety and reliability.

Escalate Customer Intimacy

Development of the GSMART Profitability Analysis for Airframe Module to enhance customer profitability analysis and strengthen customer engagement through digital capabilities.

Employee Empowerment

Development of the MyHC application, including 360 Appraisal, Employee Self Services, and Organizational Management modules, to support digital human capital management and improve employee productivity.

Digitalizing Operation

Development of several operational digital solutions including OCX (Budget Realization Dashboard) OPEX Reallocation Module, CEISA Bonded Logistics Center application, XOPS Mobile application, and XPREAM Task Management for Line Maintenance Module to improve operational efficiency and effectiveness.

ERP System & IT Service Delivery
Divisi ERP System & IT Service Delivery berperan dalam memastikan keberlanjutan sistem inti perusahaan, penguatan infrastruktur teknologi, serta peningkatan keamanan informasi guna mendukung operasional bisnis secara andal dan berkelanjutan.

ERP Business Process Enhancement
Pengembangan solusi sistem ERP pada area MRO, *Finance, Sales Distribution, Human Resource, Supply Chain Management,* dan *Complex/Component Maintenance* untuk meningkatkan efektivitas dan efisiensi proses bisnis Perseroan.

ERP Assessment
Pelaksanaan kajian strategis terhadap keberlanjutan sistem ERP SAP SWIFT guna menentukan arah pengembangan sistem ERP Perseroan di masa mendatang.

Data Quality Improvement (DQI)
Program peningkatan kualitas data operasional Perseroan melalui penyempurnaan proses verifikasi dan pengelolaan data untuk memastikan akurasi dan keandalan informasi.

Network Upgrade
Modernisasi infrastruktur jaringan perusahaan untuk meningkatkan performa dan keandalan layanan jaringan di seluruh area operasional GMF.

Active Directory Upgrade
Peningkatan sistem pengelolaan identitas pengguna melalui pembaruan teknologi *Active Directory* guna mendukung keamanan dan stabilitas sistem informasi Perseroan.

Desktop & Notebook Upgrade
Program peremajaan perangkat kerja karyawan guna mendukung produktivitas dan kelancaran operasional Perseroan.

Sustainable of IT Managed Service
Pengelolaan keberlanjutan layanan teknologi informasi yang mencakup layanan keamanan komunikasi data SSL/TLS, layanan *email* MDaemon, pengelolaan domain korporasi gmf-aeroasia.co.id, pengelolaan lisensi perangkat lunak, serta penyediaan perangkat IT *sparepart* dan *peripheral*.

Information Security Awareness
Program peningkatan kesadaran keamanan siber bagi karyawan melalui kampanye edukasi digital dan sosialisasi praktik keamanan informasi.

Information Security Risk Assessment
Pelaksanaan penilaian risiko keamanan informasi secara berkala guna mengidentifikasi potensi ancaman serta memastikan penerapan kontrol keamanan yang memadai.

ERP System & IT Service Delivery
The ERP System & IT Service Delivery division focuses on ensuring the sustainability of the Company's core systems, strengthening technology infrastructure, and enhancing information security to support reliable business operations.

ERP Business Process Enhancement
Development of ERP system solutions across MRO, Finance, Sales Distribution, Human Resources, Supply Chain Management, and Complex/Component Maintenance to improve business process efficiency and effectiveness.

ERP Assessment
A strategic assessment of the ERP SAP SWIFT system to determine the future direction of the Company's ERP development.

Data Quality Improvement (DQI)
A program aimed at improving the quality of operational data through enhanced verification and data management processes.

Network Upgrade
Modernization of the Company's network infrastructure to improve performance and reliability across GMF operational areas.

Active Directory Upgrade
Enhancement of the user identity management system through Active Directory technology upgrades.

Desktop & Notebook Upgrade
Workstation refresh program to support employee productivity and operational continuity.

Sustainable of IT Managed Service
Ensuring the continuity of IT services including SSL/TLS secure communication services, MDaemon email services, corporate domain management (gmf-aeroasia.co.id), software license management, and IT spare parts and peripherals provisioning.

Information Security Awareness
Cybersecurity awareness initiatives for employees through digital campaigns and information security education.

Information Security Risk Assessment
Periodic assessments conducted to identify potential information security risks and ensure appropriate security controls.

Information Security Governance
Penguatan tata kelola keamanan informasi melalui penyusunan pedoman, standar, dan prosedur terkait keamanan sistem dan pengelolaan akses informasi.

Information Security Testing & Simulation
Pelaksanaan pengujian keamanan sistem melalui aktivitas *Vulnerability Assessment dan Penetration Testing* (VAPT) serta simulasi ancaman keamanan siber.

Information Security Technology Development & Management
Pengembangan dan pengelolaan teknologi keamanan informasi untuk memperkuat perlindungan sistem Perseroan, serta meningkatkan kapabilitas pemantauan keamanan.

AUDIT IT

Sepanjang tahun 2025, GMF telah melaksanakan kegiatan audit Teknologi Informasi (TI) secara terencana, sistematis, dan berbasis risiko sebagai bagian dari upaya memastikan kepatuhan terhadap kebijakan internal, standar, dan regulasi yang berlaku. Pelaksanaan audit TI dilakukan melalui sinergi antara fungsi audit internal dan audit eksternal guna memperoleh keyakinan yang memadai atas efektivitas pengendalian TI.

Audit internal dilaksanakan berdasarkan *risk-based audit plan* yang telah disusun dengan mempertimbangkan prioritas risiko TI yang berdampak signifikan terhadap operasional bisnis dan serta mendorong peningkatan berkelanjutan. Perseroan juga menjalani audit eksternal yang dilaksanakan oleh Kantor Akuntan Publik (KAP) sebagai bagian dari proses assurance independen. Audit eksternal ini memberikan validasi objektif terhadap penerapan pengendalian TI, khususnya yang berkaitan dengan pelaporan keuangan dan sistem pendukungnya. Hasil audit internal dan eksternal menunjukkan bahwa secara umum pengendalian TI telah berjalan secara efektif, meskipun masih terdapat beberapa catatan perbaikan yang perlu ditindaklanjuti.

Tindak lanjut atas seluruh temuan audit dilakukan melalui mekanisme *corrective action plan* yang dimonitor secara berkala oleh manajemen dan fungsi terkait. Dengan demikian, penyelenggaraan audit TI sepanjang tahun 2025 dinilai telah berjalan dengan baik dan memberikan kontribusi signifikan dalam memperkuat tata kelola TI, meningkatkan kepatuhan, serta memitigasi risiko yang berpotensi mengganggu keberlangsungan bisnis organisasi

Information Security Governance
Strengthening information security governance through the development of security guidelines, standards, and procedures.

Information Security Testing & Simulation
Security testing through Vulnerability Assessment and Penetration Testing (VAPT) and cybersecurity simulation activities.

Information Security Technology Development & Management
Development and management of information security technologies to strengthen corporate system protection and security monitoring capabilities.

IT AUDIT

Throughout 2025, GMF executed a structured and risk-based Information Technology (IT) audit program to ensure compliance with internal policies, applicable standards, and regulatory requirements. The audit activities were conducted through a coordinated approach between internal audit and independent external auditors, providing robust assurance over the effectiveness of IT controls.

Internal audits were conducted based on a risk-based audit plan, developed by considering IT risk priorities that have a significant impact on business operations and support continuous improvement. The Company also underwent external audits conducted by a Public Accounting Firm (KAP) as part of an independent assurance process. These external audits provide objective validation of the implementation of IT controls, particularly those related to financial reporting and supporting systems. The results of both internal and external audits indicate that, in general, IT controls have been operating effectively, although there are still several findings that require follow-up actions.

Follow-up on all audit findings is carried out through a corrective action plan mechanism, which is periodically monitored by management and relevant functions. Accordingly, the implementation of IT audits throughout 2025 is considered to have been well executed and has made a significant contribution to strengthening IT governance, enhancing compliance, and mitigating risks that could potentially disrupt the organization's business continuity.

RENCANA PENGEMBANGAN IT MASA DEPAN

Pengembangan teknologi informasi GMF ke depan akan terus diselaraskan dengan strategi bisnis perusahaan melalui pendekatan *Business & IT Strategy Alignment*, guna memastikan teknologi informasi menjadi *enabler* utama dalam mendukung pertumbuhan bisnis, peningkatan efisiensi operasional, serta penguatan kapabilitas digital Perseroan.

Innovation & Digital Transformation

Divisi Innovation & Digital Transformation akan berfokus pada program digitalisasi dengan mengusung tema "*Integration and Governance Excellence*." Inisiatif ini diarahkan untuk memperkuat pemanfaatan teknologi digital dalam mendukung berbagai *strategic goals* Perseroan, yaitu:

Maintain Airworthy & Reliability

Mendukung peningkatan kemampuan organisasi dalam perencanaan operasional, pengelolaan data, serta pengambilan keputusan melalui pemanfaatan sistem digital yang terintegrasi.

Escalate Customer Intimacy

Meningkatkan kualitas interaksi perusahaan dengan pelanggan melalui digitalisasi proses dan pemanfaatan kanal digital yang memungkinkan transparansi dan peningkatan pengalaman pelanggan.

Workforce Empowerment

Memberdayakan sumber daya manusia melalui pemanfaatan teknologi digital yang mendukung produktivitas, fleksibilitas kerja, serta peningkatan kapabilitas karyawan.

Digitalizing Operation

Mendorong digitalisasi proses operasional perusahaan guna meningkatkan efektivitas, efisiensi, serta akurasi dalam pelaksanaan kegiatan operasional.

ERP System & IT Service Delivery

Divisi ERP System & IT Service Delivery akan melanjutkan pengembangan teknologi informasi dengan fokus pada penguatan kapabilitas inti teknologi informasi melalui *Core IT Function Strategic Goals*, yang meliputi:

Strengthen IT Governance, Framework & Organization

Penguatan tata kelola teknologi informasi melalui pengembangan kebijakan, struktur organisasi, proses, serta kompetensi yang diperlukan agar pengelolaan TI dapat berjalan secara strategis dan efektif.

FUTURE IT DEVELOPMENT PLAN

GMF's future IT development will continue to be aligned with the Company's business strategy through the Business & IT Strategy Alignment approach, ensuring that information technology serves as a key enabler in supporting business growth, improving operational efficiency, and strengthening the Company's digital capabilities.

Innovation & Digital Transformation

The Innovation & Digital Transformation division will focus on digitalization programs under the theme "Integration and Governance Excellence." These initiatives aim to strengthen the use of digital technology in supporting the Company's strategic goals, namely:

Maintain Airworthy & Reliability

Enhancing the organization's capabilities in operational planning, data management, and decision-making through integrated digital systems.

Escalate Customer Intimacy

Improving the quality of customer interactions through digitalized processes and digital channels that enhance transparency and customer experience.

Workforce Empowerment

Empowering human capital through digital technologies that support productivity, work flexibility, and employee capability development.

Digitalizing Operation

Driving the digitalization of operational processes to improve effectiveness, efficiency, and accuracy in operational activities.

ERP System & IT Service Delivery

The ERP System & IT Service Delivery division will continue to strengthen the Company's core IT capabilities through the Core IT Function Strategic Goals, which include:

Strengthen IT Governance, Framework & Organization

Strengthening IT governance through the establishment of policies, organizational structures, processes, and competencies required to manage IT strategically and effectively.

Technology Advancement & Advanced Technology Adoption

Modernisasi infrastruktur teknologi informasi serta pemanfaatan teknologi terbaru untuk meningkatkan kinerja operasional dan daya saing perusahaan.

Strengthen Information Security

Penguatan perlindungan terhadap sistem dan aset informasi korporasi dari ancaman siber maupun akses tidak sah guna menjaga kerahasiaan, integritas, serta ketersediaan informasi.

Selain itu, pengembangan teknologi informasi juga diarahkan untuk mendukung *Business IT Strategic Goals*, yaitu:

1. *Maintain Airworthy & Reliability*
2. *Effective & Efficient Supply Chain*
3. *Escalate Customer Intimacy*
4. *Employee Empowerment*
5. *Digitalizing Operation*

Melalui pendekatan tersebut, GMF berupaya memastikan bahwa pengembangan teknologi informasi tidak hanya memperkuat fondasi teknologi Perseroan, tetapi juga secara langsung mendukung peningkatan kinerja operasional dan penciptaan nilai bagi pelanggan serta pemangku kepentingan.

Technology Advancement & Advanced Technology Adoption

Modernizing IT infrastructure and adopting advanced technologies to improve operational performance and enhance the Company's competitive advantage.

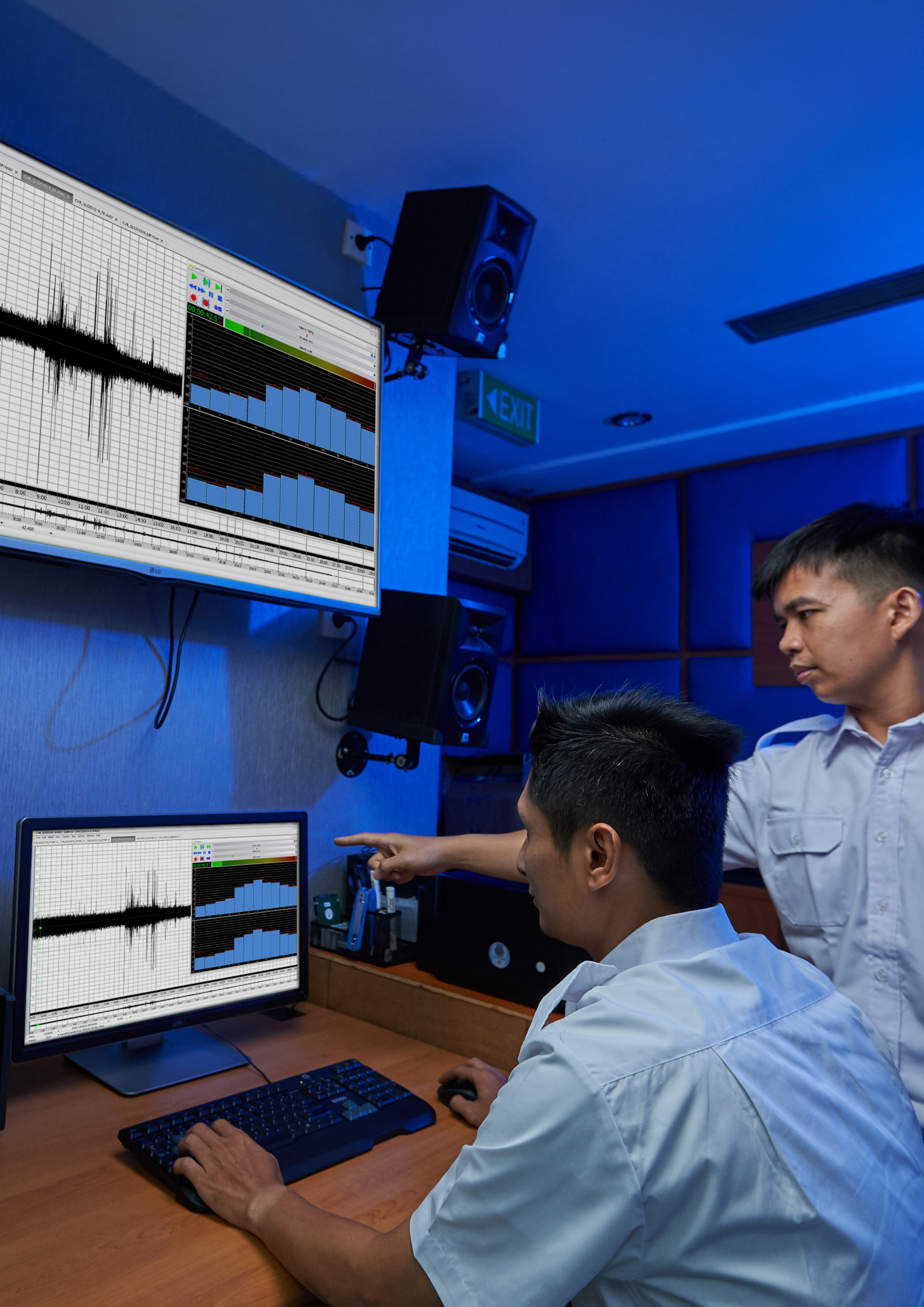
Strengthen Information Security

Strengthening the protection of corporate systems and information assets against cyber threats and unauthorized access to ensure confidentiality, integrity, and availability.

In addition, IT development will also support the Business IT Strategic Goals, namely:

1. Maintain Airworthy & Reliability
2. Effective & Efficient Supply Chain
3. Escalate Customer Intimacy
4. Employee Empowerment
5. Digitalizing Operation

Through these initiatives, GMF aims to ensure that future IT development not only strengthens the Company's technological foundation but also directly supports operational excellence and value creation for customers and stakeholders.


EXIT


INFLATE TIRES WITH NITROGEN ONLY
GMF AeroAsia
GARUDA INDONESIA GROUP
GMF
Allied Signal
FLIGHT RECORDER DO NOT OPEN

Tata Kelola Perusahaan

Corporate Governance



Komitmen Kuat Penerapan Tata Kelola Perusahaan yang Baik

Strong Commitment to Implementing Good Corporate Governance

Tata Kelola Perusahaan yang Baik atau Good Corporate Governance (CGC) merupakan prinsip yang menjadi dasar dari suatu pengelolaan perusahaan berdasarkan peraturan perundang-undangan dan etika usaha. GMF mengetahui arti penting dan manfaat strategis dari implementasi prinsip-prinsip GCG. Penyelenggaraan operasional sesuai prinsip-prinsip GCG terlihat dari keberlangsungan usaha yang mampu mencatatkan kinerja positif dan memperkuat kepercayaan serta memberikan nilai tambah bagi para pemegang saham dan para pemangku kepentingan.

GMF mengimplementasikan GCG melebihi ketentuan peraturan perundang-undangan yang berlaku dikarenakan GMF memahami bahwa implementasi dan perbaikan secara berkelanjutan dari GCG menjadi kunci penting untuk meningkatkan pencapaian dan menjaga kepercayaan para klien. Dari waktu ke waktu, GMF melakukan penyempurnaan, menyesuaikan dengan kebijakan dan prosedur operasional guna menaati peraturan yang berlaku dan menerapkan praktik terbaik industri, mengembangkan sistem serta meningkatkan kesadaran seluruh insan GMF akan pentingnya penerapan GCG.

Good Corporate Governance (GCG) is a principle that forms the basis of company management based on laws and regulations and business ethics. GMF understands the importance and strategic benefits of implementing GCG principles. Operational management in accordance with GCG principles is evident in the company's sustainability, which has recorded positive performance and strengthened trust, as well as providing added value for shareholders and stakeholders.

GMF implements GCG beyond the requirements of applicable laws and regulations because GMF understands that the implementation and continuous improvement of GCG are key to improving performance and maintaining client trust. From time to time, GMF makes improvements, adjusting its policies and operational procedures to comply with applicable regulations and implement industry best practices, developing systems and increasing the awareness of all GMF personnel of the importance of implementing GCG.

PEDOMAN TATA KELOLA PERUSAHAAN

Sebagai salah satu bentuk komitmen GMF terhadap penerapan GCG, telah dibentuk Pedoman Tata Kelola Perusahaan pada tanggal 29 Desember 2022 dengan revisi terakhir pada tanggal 31 Desember 2024. Revisi terakhir telah ditandatangani oleh seluruh anggota Dewan Komisaris dan Direksi yang menjabat pada saat itu dan pedoman ini masih digunakan hingga saat ini.

GUIDELINES FOR CORPORATE GOVERNANCE

As part of GMF's commitment to implementing GCG, the Corporate Governance Guidelines were established on December 29, 2022. The latest revision was endorsed by all members of the Board of Commissioners and Board of Directors who were serving at that time through their signature, and these guidelines remain in effect to date.

Pedoman Tata Kelola Perusahaan telah diunggah di website resmi GMF dan dapat diakses oleh publik
The Corporate Governance Guidelines have been uploaded to the official website of GMF and accessible for the public

CLICK HERE

PRINSIP DAN DASAR HUKUM PENERAPAN GCG

BASIC PRINCIPLES AND LEGAL BASIS OF GCG IMPLEMENTATION

PRINSIP DASAR DAN PERKEMBANGANNYA

Perseroan mengacu pada lima prinsip dasar penerapan GCG yaitu: transparansi, akuntabilitas, responsibilitas, independensi, dan kesetaraan serta kewajaran (TARIF).

BASIC PRINCIPLES

The Company refers to five basic principles of GCG implementation, namely: transparency, accountability, responsibility, independence, as well as equity and fairness (TARIF).

Prinsip Penerapan GCG – TARIF
Principles of GCG Implementation – TARIF

Transparansi
Transparency

GMF menyediakan informasi yang relevan, akurat, dan tepat waktu kepada pemegang saham dan seluruh pemangku kepentingan.

GMF provides the information that is relevant, accurate, and punctual to shareholders and all stakeholders

Akuntabilitas
Accountability

GMF memiliki struktur organ GCG yang memiliki kejelasan fungsi dan berperan dalam menjamin efektivitas kinerja Perseroan.

GMF has a clear function of GCG bodies that play a role in assuring the effectiveness of the Company's performance.

Pertanggungjawaban
Responsibility

GMF menerapkan kehati-hatian dan patuh terhadap perundang - undangan sebagai bentuk tanggung jawab terhadap keberlangsungan usaha.

GMF acts prudently and, complies with the regulations as a form of responsibility on business sustainability.

Kemandirian
Independency

GMF mengambil keputusan bisnis tanpa intervensi dari pihak manapun untuk menghindari benturan kepentingan dengan lingkup organ Perseroan.

GMF takes decision without the intervention of any party to avoid conflict of interest among the Company's bodies

Kesetaraan dan Kewajaran
Equity and Fairness

GMF menjamin perlakuan yang adil dan setara dalam memenuhi hak pemegang saham dan seluruh pemangku kepentingan sesuai dengan peraturan perundang-undangandan Kode Etik Perseroan.

GMF guarantees fair and equal treatment to fulfill the authorities of shareholders and all stakeholders according to the legislations and Code of Conduct.

DASAR HUKUM PENERAPAN GCG

Wujud penerapan GCG senantiasa didasari oleh dasar hukum yang berlaku, antara lain sebagai berikut:

1. Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas;
2. Undang-Undang No. 8 Tahun 1995 tentang Pasar Modal;
3. Peraturan Menteri Negara Badan Usaha Milik (BUMN) Negara No. PER-02/MBU/03/2023 tentang Pedoman tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara;
4. Peraturan Menteri Negeri BUMN No. PER-12/MBU/2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas BUMN;
5. Peraturan Menteri Negeri BUMN No. PER-03/MBU/2012 tentang Pedoman Pengangkatan Anggota Direksi dan Anggota Dewan Komisaris Anak Perusahaan BUMN;
6. Peraturan Otoritas Jasa Keuangan No. 21/POJK.04/2015 tentang Penerapan Pedoman Tata Kelola Perusahaan Terbuka;

LEGAL BASIS OF GCG IMPLEMENTATION

The implementation of GCG is always based on a strong and structured legal basis, among others as follows:

1. Law No. 40 of 2007 concerning Limited Liability Companies;
2. Law No. 8 of 1995 concerning Capital Markets;
3. Regulation of the Minister of State-Owned Enterprises (SOEs) No. PER-02/MBU/03/2023 on Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises;
4. Regulation of the Minister of State-Owned Enterprises No. PER-12/MBU/2012 on Supporting Organs of the Board of Commissioners/Supervisory Board of SOEs;
5. SOE Ministerial Regulation No. PER-03/MBU/2012 on Guidelines for the Appointment of Members of the Board of Directors and Members of the Board of Commissioners of SOE Subsidiaries;
6. Financial Services Authority Regulation No. 21/POJK.04/2015 on the Implementation of Public Company Governance Guidelines;

7. Surat Edaran Otoritas Jasa Keuangan No.32/SEOJK.04/2015 tentang Pedoman Tata Kelola Perusahaan Terbuka;
8. ASEAN Corporate Governance Scorecard (ACGS) oleh ASEAN Capital Market Forum;
9. Anggaran Dasar Perseroan sesuai Akta Pendirian No. 93 tanggal 26 April 2002, yang terakhir kali diubah dengan Akta Pernyataan Keputusan rapat No. 5 tanggal 28 Oktober 2024.
10. Akta Pernyataan Keputusan Rapat No. 8 tanggal 24 Oktober 2025.

7. Circular Letter of Financial Services Authority No.32/SEOJK.04/2015 on Guidelines for Public Company Governance;
8. ASEAN Corporate Governance Scorecard (ACGS) oleh ASEAN Capital Market Forum;
9. Articles of Association of the Company pursuant to Deed of Establishment No. 93 dated 26 April 2002, which was last amended by Deed of Meeting Resolution No. 5 dated October 28, 2024.
10. Deed of Meeting Resolution No. 8 dated October 24, 2025.

MANFAAT PENERAPAN GCG

BENEFITS OF IMPLEMENTING GCG

Penerapan GCG Mendukung Kinerja Positif dan Operasional Usaha Bebas dari Isu
GCG Implementation Supports Positive Business Achievement and Ensures Clean Operations Free from Any Issues

Pendapatan Usaha Operating Revenue	Laba Bersih Tahun Berjalan Profit for the Year	Total Aset Total Assets	Total Liabilitas dan Ekuitas Total Liabilities and Equity
USDM492	USDM34	USDM813	USDM813
16.77% YoY	26,27% YoY	91.46% YoY	91.46% YoY

Jumlah Pengaduan Whistleblowing dan Terselesaikan Number of Incoming Whistleblowing Report and Settled	Tidak ada Kasus Perkara Hukum None of Legal Cases	Jumlah Laporan Gratifikasi Number of Gratification Report
6		12

TUJUAN PENERAPAN GCG

Melalui penerapan GCG di lingkungan usahanya, GMF memiliki sejumlah tujuan yang ingin dicapai yaitu:
1. Mengarahkan perilaku seluruh insan GMF dalam bertindak sesuai dengan koridor nilai dan budaya Perusahaan yang telah ditetapkan guna menjamin efektivitas proses pengelolaan Perseroan serta keadilan dan transparansi proses pengambilan keputusan;
2. Menunjang terciptanya keseimbangan hubungan antara GMF dengan pemangku kepentingan, yang meliputi Pemegang Saham, Dewan Komisaris, Direksi, karyawan, pelanggan, pemasok, dan pihak eksternal sehingga tercipta kejelasan fungsi dan peran masing-masing dan menjamin keberlangsungan usaha yang akuntabel;
3. Membangun terwujudnya citra positif GMF serta meningkatkan kepercayaan publik sebagai entitas bisnis yang beretika dan bertanggung jawab (*good corporate citizenship*);
4. Mendorong peningkatan nilai dan daya saing GMF di tingkat nasional maupun internasional;
5. Membangun dan mengokohkan landasan kelangsungan usaha GMF dalam jangka panjang.

OBJECTIVES OF GCG IMPLEMENTATION

GMF aims to achieve several objectives by applying GCG in its business environment, such as:
1. Encouraging all personnel to act according to the corporate values and culture to make the Company's management process goes more effective and make the decision-making process goes fairly and transparently;
2. Creating a balanced relationship between GMF and stakeholders, including Shareholders, Board of Commissioners, Board of Directors, employees, customers, suppliers, and external parties to clarify their functions and roles and ensure accountable business;
3. Building a positive image of GMF and increasing public image on GMF as an ethical and responsible business entity (good corporate citizenship);
4. Increasing the level of values and competitiveness of GMF at the national and international levels;
5. Building and strengthening the foundation of GMF to generate a long-term business continuity.

FOKUS PERKEMBANGAN GCG TAHUN 2025

Sepanjang tahun 2025, Perseroan telah melakukan berbagai kegiatan untuk mengembangkan praktik GCG. Upaya ini mencakup pengembangan berkala yang berguna untuk memperbarui kapasitas internal guna menyesuaikan dengan perkembangan regulasi terbaru.

Perseroan menjalankan berbagai aktivitas rutin secara tahunan mencakup *assessment* GCG, melakukan sosialisasi implementasi GCG bagi pegawai baru, sosialisasi larangan penerimaan gratifikasi, dan mendorong praktik WBS melalui WBS Campaign.

Pada tahun 2025, Perseroan melakukan analisa terhadap peraturan baru yang berdampak pada pedoman serta kebijakan internal Perseroan.

GCG DEVELOPMENT FOCUS IN 2025

Throughout 2025, the Company has carried out various activities to develop GCG practices. These efforts include periodic development that is useful for updating internal capacity to adapt to the latest regulatory developments.

The Company carried out various routine annual activities, including GCG assessments, socialization of GCG implementation for new employees, socialization of the prohibition of accepting gratuities, and encouraging WBS practices through the WBS Campaign.

In 2025, the Company conducted an analysis of new regulations that had an impact on the Company's internal guidelines and policies.

Struktur Tata Kelola Perseroan

The Company's Governance Structure

Penerapan prinsip-prinsip GCG di GMF terdiri dari dua aspek utama, yaitu Struktur Tata Kelola atau *Governance Structure*, serta Proses Tata Kelola atau *Governance Process*. Kedua aspek ini saling mempengaruhi satu sama lain untuk memberikan Hasil Tata Kelola atau *Governance Outcome* sesuai dengan harapan Perseroan dan seluruh pemangku kepentingan.

The application of GCG principles at GMF consists of two main aspects: the Governance Structure and the Governance Process. These two aspects influence each other to provide governance outcomes according to the Company's expectations and all stakeholders.

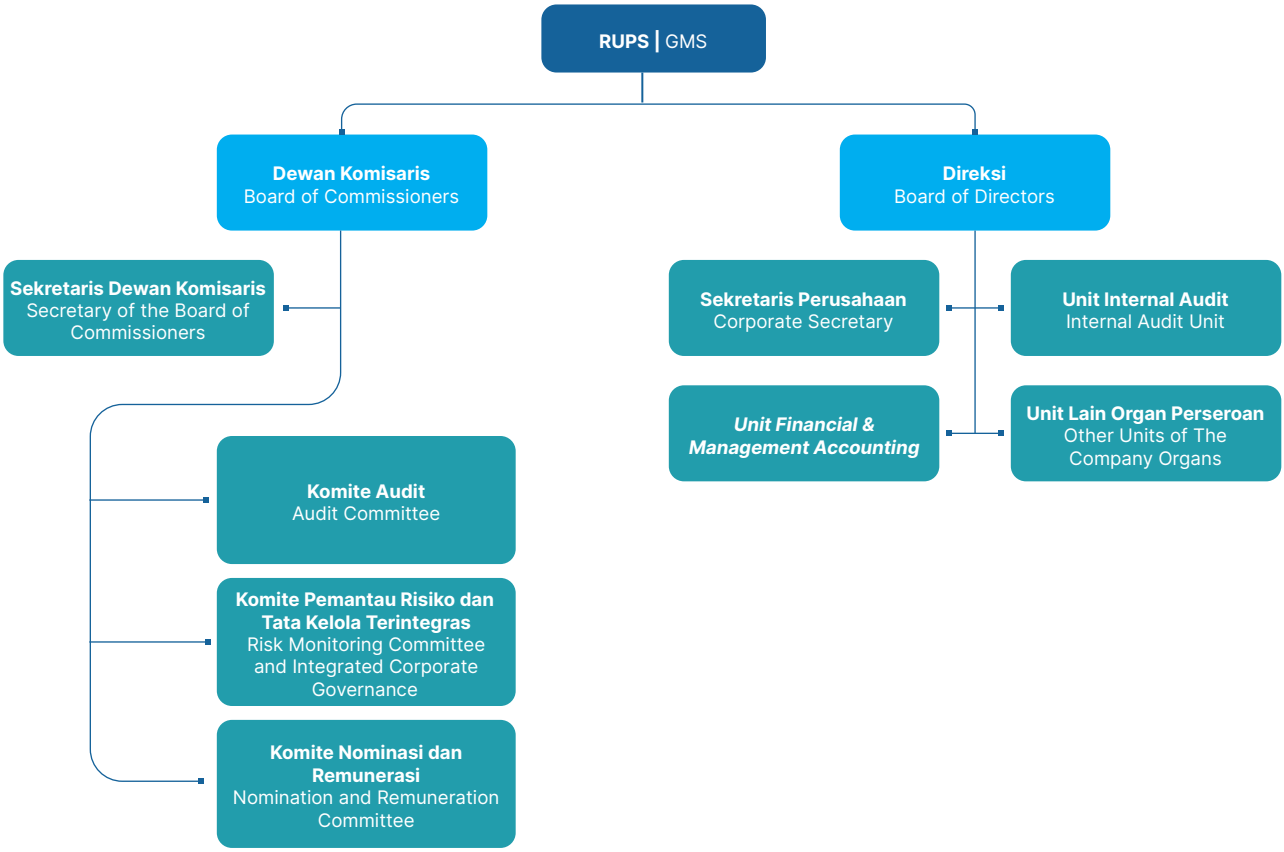
GMF memiliki 3 (tiga) organ utama yaitu Rapat Umum Pemegang Saham (RUPS) yang mengakomodasi kepentingan pemegang saham, Direksi yang mengelola Perseroan, dan Dewan Komisaris yang melakukan pengawasan terhadap pengelolaan Perseroan. Dewan Komisaris dan Direksi memiliki tanggung jawab untuk memelihara kesinambungan usaha dalam jangka panjang sehingga penting bagi kedua organ tersebut untuk memiliki kesamaan persepsi terhadap visi, misi, dan nilai-nilai GMF.

GMF has 3 (three) main organs: the General Meeting of Shareholders (GMS), which accommodates the interests of shareholders; the Board of Directors, which manages the Company; and the Board of Commissioners, which supervises the Company's management activities. The Board of Commissioners and the Board of Directors are responsible for maintaining long-term business continuity; therefore, the two bodies need to have the same perception of GMF's vision, mission, and values.

Perseroan telah menunjuk Direktur Utama sebagai penanggung jawab dalam penerapan GCG yang dalam pelaksanaannya dijalankan oleh Divisi Corporate Secretary & Legal yang secara struktur organisasi berada di bawah Direktur Utama sebagaimana ditetapkan dalam Surat Keputusan Direktur Utama No.DT/SKEP-5015/25 tentang Organisasi Induk PT Garuda Maintenance Facility Aero Asia Tbk.

The Company has appointed the President Director as the person in charge of GCG implementation, which in its implementation is carried out by the Corporate Secretary & Legal Division, which is structurally under the President Director as stipulated in the CEO Decree No.DT/SKEP-5015/25 concerning Parent Organisation of PT Garuda Maintenance Facility Aero Asia Tbk.

Struktur Tata Kelola Perusahaan
Corporate Governance Structure



Perseroan memiliki berbagai kebijakan atau soft structure GCG sebagai berikut. Kebijakan-kebijakan ini telah diterbitkan dalam situs website Perseroan yaitu www.gmf-aeroasia.co.id yang mencakup:

1. Anggaran Dasar Perusahaan;
2. Pedoman Tata Kelola Perusahaan (GCG Code);
3. Pedoman Perilaku (Code of Conduct);
4. Pedoman Direksi dan Dewan Komisaris;
5. Piagam Komite (Committee Charter);
6. Piagam Audit Internal (Internal Audit Charter);
7. Kebijakan Internal Audit;
8. Kebijakan Manajemen Risiko;
9. Kebijakan Pengendalian Internal;
10. Pengendalian Gratifikasi;
11. Kebijakan Whistleblowing System;
12. Kebijakan Pengadaan Barang dan Jasa.

STRUKTUR TATA KELOLA KEBERLANJUTAN [OJK E.1] [GRI 2-9, 2-11]

Dewan Komisaris dan Direksi menjadi badan tata kelola tertinggi di Perseroan yang menjalankan operasional berkelanjutan. Informasi mengenai komposisi anggota Dewan Komisaris dan Direksi telah disampaikan di bab "Profil Perusahaan", sub-bab "Profil Dewan Komisaris" dan "Profil Direksi".

The Company has various GCG policies or soft structures as follows. These policies are available on the Company's website at www.gmf-aeroasia.co.id which covers the followings:

1. Articles of Association;
2. Corporate Governance Guidelines (GCG Code);
3. Code of Conduct;
4. Guidelines for the Board of Directors and the Board of Commissioners;
5. Committee Charter;
6. Internal Audit Charter;
7. Internal Audit Policy;
8. Risk Management Policy;
9. Internal Control Policy;
10. Gratification Control;
11. Whistleblowing System Policy;
12. Procurement Policy.

SUSTAINABILITY GOVERNANCE STRUCTURE [OJK E.1] [GRI 2-9, 2-11]

The Board of Commissioners and the Board of Directors serve as the highest governance bodies of the Company and are responsible for overseeing sustainable operations. Information regarding the composition of members of the Board of Commissioners and Board of Directors is presented in the chapter "Company Profile," sub-chapters "Profile of the Board of Commissioners" and "Profile of the Board of Directors".

Tugas dan tanggung jawab Dewan Komisaris dan Direksi diungkapkan dalam bab ini pada sub-bab "Tugas dan Tanggung Jawab Dewan Komisaris" dan "Tugas dan Tanggung Jawab Direksi". Dewan Komisaris memiliki 4 (empat) organ pendukung yaitu Sekretaris Dewan Komisaris (SDK), Komite Audit (KA), Komite Nominasi dan Remunerasi (KNR), dan Komite Pemantau Risiko dan Tata Kelola Terintegrasi (KPRTKT). Direksi memiliki 5 (lima) organ pendukung yaitu Corporate Secretary & Legal, Internal Audit, Corporate Strategy & Digital Transformation, Quality Assurance & Safety, serta Sales & Marketing.

Direksi bertanggung jawab terhadap pengelolaan dan pemantauan isu-isu terkait ekonomi, lingkungan hidup, dan sosial yang material. Sampai dengan akhir periode pelaporan, Perseroan tidak menunjuk pejabat khusus ataupun membentuk komite khusus yang bertanggung jawab terhadap keberlanjutan. Pengelolaan keberlanjutan dilakukan bersama-sama seluruh Direktur dan unit kerja pendukung, sesuai tugas dan tanggung jawab masing-masing. GMF telah membentuk Unit Corporate Communication & CSR di dalam struktur Corporate Secretary & Legal yang bertanggung jawab secara khusus untuk menangani pelaksanaan kegiatan TJSL di Perseroan. Unit ini dipimpin oleh seorang Division Head yang bertanggung jawab kepada Corporate Secretary & Legal Group Head. Perseroan juga memiliki unit lain untuk mengelola kegiatan sosial secara khusus yang mencakup bidang lingkungan dan kesehatan yaitu unit Quality, Health, Safety and Environment (QHSE), yang berada di bawah Dinas Corporate Affairs & HSE. Isi dari Laporan Keberlanjutan telah diketahui Dewan Komisaris dan Direksi dan bertanggung jawab terhadap seluruh isi laporan. [GRI 2-12, 2-13]

KEBIJAKAN PEMISAHAN CHAIRMAN OF THE BOARD DAN CEO [ESG G-03]

Perseroan menerapkan sistem tata kelola dua badan (two-tier) yang memisahkan peran pengawasan untuk badan non-eksekutif dan peran pengelolaan untuk badan eksekutif. Badan non-eksekutif yaitu Dewan Komisaris, dipimpin oleh Komisaris Utama, dan badan eksekutif adalah Direksi, dipimpin oleh Direktur Utama (berperan sebagai CEO). Ketentuan ini telah ditetapkan dalam Pedoman Tata Kelola dan Anggaran Dasar Perseroan.

The duties and responsibilities of the Board of Commissioners and Board of Directors are disclosed in this chapter under the sub-chapters "Duties and Responsibilities of the Board of Commissioners" and "Duties and Responsibilities of the Board of Directors." The Board of Commissioners is supported by four (4) supporting organs, namely the Board of Commissioners Secretary (SDK), the Audit Committee (AC), the Nomination and Remuneration Committee (NRC), and the The Risk Monitoring and Integrated Governance (KPRTKT). The Board of Directors is supported by 5 (five) supporting organs, namely Corporate Secretary & Legal (CSL), Internal Audit (IA), Corporate Strategy & Digital Transformation (CSDT, Quality Assurance & Safety (QAS), serta Sales & Marketing (SM).

The Board of Directors is responsible for managing and monitoring material economic, environmental, and social issues. As of the end of the reporting period, the Company has not appointed a specific officer nor established a special committee dedicated to sustainability matters. Sustainability management is carried out collectively by all Directors and supporting work units in accordance with their respective duties and responsibilities. GMF has established a Corporate Communication & CSR Unit within the Corporate Secretary & Legal structure, which is specifically responsible for managing the implementation of the Company's TJSL programs. This unit is led by a Division Head who reports to the Corporate Secretary & Legal Group Head. The Company also has another unit that specifically manages social activities related to environmental and health aspects, namely the Quality, Health, Safety and Environment (QHSE) unit, which operates under the Corporate Affairs & HSE Division. The contents of the Sustainability Report have been acknowledged by the Board of Commissioners and the Board of Directors, who are responsible for the entire content of the report. [GRI 2-12, 2-13]

SEPARATION POLICY OF CHAIRMAN OF THE BOARD AND CEO [ESG G-03]

The Company implements a two-tier governance system that separates the oversight role for the non-executive body and the management role for the executive body. The non-executive body, the Board of Commissioners, is led by the President Commissioner, while the executive body, the Board of Directors, is led by the President Director (who acts as the CEO). This policy has been established in Corporate Governance Guideline and Articles of Association.

Hasil Tata Kelola: Evaluasi, Pemantauan, dan Peningkatan

Governance Results: Evaluation, Monitoring, and Improvement

Perseroan memiliki mekanisme assessment atau penilaian penerapan GCG yang dilakukan secara berkala. Pada tahun 2025, Perseroan menggunakan metode Penilaian Penerapan GCG berdasarkan Parameter POJK No.21/POJK.04/2015 tentang Penerapan Pedoman Tata Kelola Perusahaan Terbuka dan SEOJK No.32/SEOJK.04/2015 tentang Pedoman Tata Kelola Perusahaan Terbuka.

GMF tidak melakukan penilaian penerapan GCG berdasarkan pendekatan BUMN pada tahun buku 2025 sehubungan dengan telah dicabutnya Keputusan Sekretaris Kementerian Badan Usaha Milik Negara Republik Indonesia Nomor SK-16/S.MBU/2012 tentang Indikator/Parameter Penilaian dan Evaluasi Atas Penerapan Tata Kelola Perusahaan yang Baik pada Badan Usaha Milik Negara dan hingga saat ini belum terdapat indikator baru sebagai dasar kriteria penilaian penerapan GCG tahun buku 2025.

PENERAPAN ATAS PEDOMAN TATA KELOLA PERUSAHAAN TERBUKA: KESESUAIAN TERHADAP SEOJK NO. 32/SEOJK.04/2015

GMF, sebagai perusahaan terbuka, telah melaksanakan seluruh peraturan yang dikeluarkan OJK dan akan terus berupaya melakukan perbaikan untuk menciptakan nilai tambah bagi pemegang saham dan pemangku kepentingan. Khususnya terkait pedoman Tata Kelola Perusahaan Terbuka yang diatur berdasarkan Peraturan OJK No. 21/POJK.04/2015 tanggal 16 November 2015 tentang Penerapan Pedoman Tata Kelola Perusahaan Terbuka, yang dijabarkan dalam Surat Edaran OJK No. 32/SEOJK.04/2015 tanggal 17 November 2015 tentang Pedoman Tata Kelola Perusahaan Terbuka. Pedoman tersebut, yang memuat aspek, prinsip dan rekomendasi tata kelola perusahaan yang baik, berguna untuk mendorong penerapan praktik GCG sesuai dengan praktik internasional yang patut diteladani perusahaan terbuka. Perseroan wajib menerapkan pedoman tersebut, dan jika belum menerapkannya, Perseroan wajib menjelaskan alasan tidak diterapkannya pedoman tersebut. Pengungkapan penerapan atas rekomendasi dalam pedoman tersebut disampaikan dalam laporan tahunan perusahaan terbuka.

The Company has an assessment mechanism to evaluate the implementation of GCG, which is conducted on a periodic basis. In 2025, the Company applied the GCG assessment method based on the Parameter of POJK No. 21/POJK.04/2015 concerning the Implementation of Corporate Governance Guidelines for Public Companies and SEOJK No. 32/SEOJK.04/2015 concerning Corporate Governance Guidelines for Public Companies.

GMF did not conduct a GCG implementation assessment based on the SOE approach for the 2025 financial year, in connection with the revocation of the Decree of the Secretary of the Ministry of State-Owned Enterprises of the Republic of Indonesia Number SK-16/S.MBU/2012 concerning Indicators/Parameters for the Assessment and Evaluation of Good Corporate Governance Implementation in State-Owned Enterprises and currently, no new indicators have been issued as the basis for GCG implementation assessment criteria for the 2025 financial year.

COMPLIANCE WITH GUIDELINE OF GOVERNANCE FOR PUBLIC COMPANIES: COMPLIANCE WITH SEOJK NO. 32/SEOJK.04/2015

GMF, as a public company, has implemented all regulations issued by OJK and will continue to strive for improvement to create added value for shareholders and stakeholders. In particular, the guidelines for Public Company Governance are regulated under OJK Regulation No. 21/POJK.04/2015 dated 16 November 2015 on the Implementation of Public Company Governance Guidelines, which is elaborated in OJK Circular Letter No. 32/SEOJK.04/2015 dated 17 November 2015 on Public Company Governance Guidelines. The guidelines, which contain aspects, principles and recommendations of good corporate governance, are useful to encourage the implementation of GCG practices in accordance with exemplary international practices for listed companies. The Company is obliged to implement the guideline, and if it has not implemented it, the Company is obliged to explain the reasons for not implementing the guideline. Disclosure of the implementation of the recommendations in the guidelines is submitted in the annual report of the public company.

Berdasarkan Surat Edaran OJK No. 32/SEOJK.04/2015 sebagai standar penerapan GCG yang mencakup 5 (lima) aspek, 8 (delapan) prinsip dan 25 (dua puluh lima) rekomendasi penerapan aspek dan prinsip GCG. Perseroan telah memenuhi 25 (dua puluh lima) rekomendasi. Rekomendasi ini merupakan standar penerapan aspek dan prinsip GCG yang harus diterapkan Perseroan. Adapun rekomendasi yang belum memenuhi dan penerapannya di lingkup Perseroan adalah sebagai berikut:

Based on OJK Circular Letter No. 32/SEOJK.04/2015 as a standard of GCG implementation which includes 5 (five) aspects, 8 (eight) principles and 25 (twenty-five) recommendations for implementing GCG aspects and principles. The Company has fulfilled 25 (twenty five) recommendations. These recommendations are the standards for the implementation of GCG aspects and principles that must be implemented by the Company. The recommendations that have not been fulfilled and their implementation within the scope of the Company are as follows:

No.	Kriteria Criteria	Rekomendasi Recommendation	Penjelasan Penerapan di Perseroan Explanation of Implementation within the Company
I.	**Hubungan Perusahaan Terbuka dengan Pemegang Saham dalam Menjamin Hak-Hak Pemegang Saham** Public Company's relations with its Shareholders in ensuring their Rights		
	Prinsip 1 | Principle 1 **Meningkatkan Nilai Penyelenggaraan RUPS** Increasing the Value of GMS		
1.1	Perusahaan Terbuka memiliki cara atau prosedur teknis pengumpulan suara (voting) baik secara terbuka maupun tertutup yang mengedepankan independensi dan kepentingan Pemegang Saham. The Public Company establishes clear open or closed voting methods or procedures that uphold the independence aspect and prioritize the interests of shareholders.	-	-
1.2	Seluruh anggota Direksi dan anggota Dewan Komisaris Perusahaan Terbuka hadir dalam Rapat Umum Pemegang Saham (RUPS) Tahunan. All members of the Board of Directors and the Board of Commissioners of the Public Company attend the Annual General Meeting of Shareholders (Annual GMS).	-	-
1.3	Ringkasan berita acara RUPS tersedia dalam situs web Perusahaan Terbuka paling sedikit selama 1 (satu) tahun. Minutes of GMS is made available on the Public Company's website for at least one (1) year.	-	-
	Prinsip 2 | Principle 2 **Meningkatkan Kualitas Komunikasi Perusahaan Terbuka dengan Pemegang Saham atau Investor.** Improving the Quality of Public Company's Communications with Shareholders or investors.		
2.1	Perusahaan Terbuka harus memiliki suatu kebijakan komunikasi terbuka dengan Pemegang Saham atau investor. The Public Company establishes an open communication policy with shareholders or investors.	-	-
2.2	Perusahaan Terbuka mengungkapkan kebijakan komunikasi Perusahaan Terbuka dengan Pemegang Saham atau investor dalam situs *web*. The Public Company discloses its web-based communication policy with shareholders or investors.	-	-

No.	Kriteria Criteria	Rekomendasi Recommendation	Penjelasan Penerapan di Perseroan Explanation of Implementation within the Company
II.	**Fungsi dan Peran Dewan Komisaris** Functions and Roles of the Board of Commissioners		
	Prinsip 3 | Principle 3 **Memperkuat Keanggotaan dan Komposisi Dewan Komisaris** Strengthening the membership and composition of the Board of Commissioners		
3.1	Penentuan jumlah anggota Dewan Komisaris mempertimbangkan kondisi Perusahaan Terbuka. Total members of the Board of Commissioners is determined based on the Public Company's condition.	-	-
3.2	Penentuan komposisi anggota Dewan Komisaris memperhatikan keberagaman latar belakang berdasarkan keahlian, pengetahuan, dan pengalaman yang dibutuhkan. The composition of the Board of Commissioners takes into consideration the diverse backgrounds of its members while ensuring that they possess the necessary knowledge, expertise and experience to effectively discharge their duties.	-	-
	Prinsip 4 | Principle 4 **Meningkatkan Kualitas Pelaksanaan Tugas dan Tanggung Jawab Dewan Komisaris** Improving the Quality of the Board of Commissioners' Execution of Duties and Responsibilities		
4.1	Dewan Komisaris mempunyai kebijakan penilaian sendiri (*self-assessment*) untuk menilai kinerja Dewan Komisaris. The Board of Commissioners has their Self-Assessment policy to evaluate their performance.	-	-
4.2	Kebijakan penilaian sendiri (*self-assessment*) untuk menilai kinerja Dewan Komisaris diungkapkan melalui Laporan Tahunan Perusahaan Terbuka. The Board of Commissioners' Self-Assessment Policy is disclosed in the Public Company's Annual Report.	-	-
4.3	Dewan Komisaris mempunyai kebijakan terkait pengunduran diri anggota Dewan Komisaris apabila terlibat dalam kejahatan keuangan. The Board of Commissioners has a policy requiring them to step down from their position(s) upon any evidence of their involvement in financial crimes.	-	-
4.4	Dewan Komisaris atau Komite yang menjalankan fungsi nominasi dan remunerasi harus menyusun kebijakan suksesi dalam proses nominasi anggota Direksi. The Board of Commissioners or the Committee in charge of nomination and remuneration functions establishes a succession policy to nominate members of the Board of Directors.	-	-
III.	**Fungsi dan Peran Direksi** Board of Directors' Functions and Roles		
	Prinsip 5 | Principle 5 **Memperkuat Keanggotaan dan Komposisi Direksi** Strengthening the membership and composition of the Board of Directors		
5.1	Penentuan jumlah anggota Direksi ditetapkan setelah mempertimbangkan kondisi Perusahaan Terbuka serta efektivitas dalam pengambilan keputusan. Total members of the Board of Directors is determined after duly considering their effectiveness in decision-making as well as the Public Company's condition.	-	-

No.	Kriteria Criteria	Rekomendasi Recommendation	Penjelasan Penerapan di Perseroan Explanation of Implementation within the Company
5.2	Penentuan komposisi anggota Direksi memperhatikan, keberagaman latar belakang yang berdasarkan keahlian, pengetahuan, dan pengalaman yang dibutuhkan dalam tugasnya. The composition of the Board of Directors takes into consideration diverse backgrounds of its members while ensuring that they possess the necessary knowledge, expertise and experience to effectively discharge their duties.	-	-
5.3	Anggota Direksi yang membawahi bidang akuntansi atau keuangan harus memiliki keahlian dan/atau pengetahuan di bidang akuntansi. The members of the Board of Directors overseeing accounting or finance have the expertise and knowledge in the field of accounting.	-	-
	Prinsip 6 | Principle 6 **Meningkatkan Kualitas Pelaksanaan Tugas dan Tanggung Jawab Direksi** Improving the Quality of the Board of Directors' Execution of Duties and Responsibilities		
6.1	Direksi mempunyai kebijakan penilaian sendiri (*self-assessment*) untuk menilai kinerja Direksi. The Board of Directors has their self-assessment policy to evaluate their performance.	-	-
6.2	Kebijakan penilaian sendiri (*self-assessment*) untuk menilai kinerja Direksi dan diungkapkan melalui laporan tahunan Perusahaan Terbuka. The evaluation of the Board of Directors' performance based on their Self-Assessment Policy is made a policy and disclosed in the Public Company's Annual Report.	-	-
6.3	Direksi harus mempunyai kebijakan terkait pengunduran diri anggota Direksi apabila terlibat dalam kejahatan keuangan. The Board of Directors has a policy requiring them to step down from their position(s) upon any evidence of their involvement in financial crimes.	-	-
IV.	**Keterlibatan Pemangku Kepentingan** Stakeholder Engagement		
	Prinsip 7 | Principle 7 **Meningkatkan Aspek Tata Kelola Perusahaan melalui Partisipasi Pemangku Kepentingan** Strengthening the Corporate Governance Aspects through Stakeholder Participation		
7.1	Perusahaan Terbuka memiliki kebijakan untuk mencegah terjadinya *insider trading*. The Public Company has a policy to prevent insider trading.	-	-
7.2	Perusahaan Terbuka memiliki kebijakan anti korupsi dan anti *fraud*. The Public Company has an anti-corruption and anti-fraud policy.	-	-
7.3	Perusahaan Terbuka harus sudah menetapkan kebijakan tentang pemilahan pemasok atau vendor untuk peningkatan kemampuan Perseroan. The Public Company has established a policy for the selection of suppliers or vendors to improve the Company's sourcing capabilities.	-	-
7.4	Perusahaan Publik harus memiliki ketentuan tentang pemenuhan hak-hak kreditur. Public Company has a provision on the fulfillment of creditor's rights.	-	-
7.5	Perusahaan Terbuka memiliki kebijakan sistem *whistleblowing*. The Public Company has a whistleblowing system policy.	-	-

No.	Kriteria Criteria	Rekomendasi Recommendation	Penjelasan Penerapan di Perseroan Explanation of Implementation within the Company
7.6	Perusahaan Terbuka memiliki kebijakan pemberian insentif jangka panjang kepada Direksi dan karyawan. The Public Company has a policy on long-term incentives for the Board of Directors and the employees.	-	-
V.	**Keterbukaan Informasi** Disclosure of Information		
	Prinsip 8 | Principle 8 **Meningkatkan Pelaksanaan Keterbukaan Informasi** Improving Information Disclosure		
8.1	Perusahaan Terbuka memanfaatkan penggunaan teknologi informasi secara lebih luas selain situs *web* sebagai media keterbukaan informasi. The Public Company, other than on its website, makes a broader use of information technology to disclose information.	-	-
8.2	Laporan Tahunan Perusahaan Terbuka mengungkapkan pemilik manfaat akhir dalam kepemilikan saham Perusahaan Terbuka paling sedikit 5% (lima persen), selain pengungkapan pemilik manfaat akhir dalam kepemilikan saham Perusahaan Terbuka melalui Pemegang Saham utama dan pengendali. The Public Company's Annual Report contains disclosures on shareholders holding at least 5% (five percent) ownership in the Company in addition to its main or controlling shareholder.	-	-

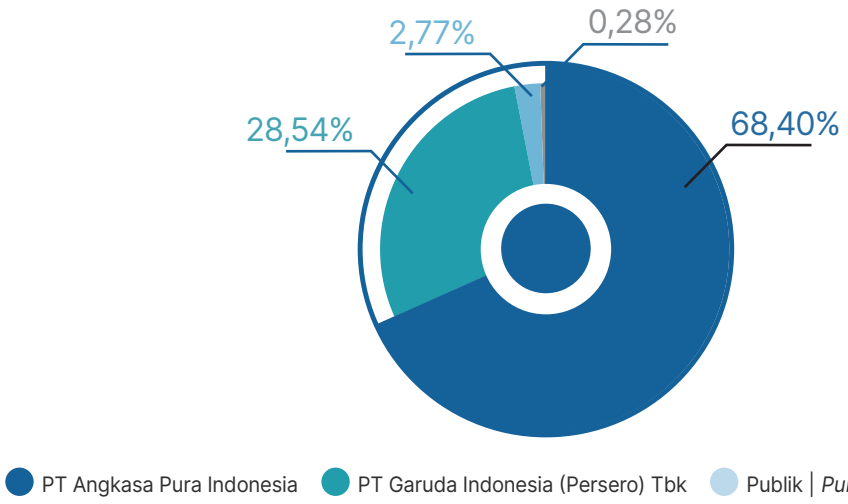
Rapat Umum Pemegang Saham (RUPS)

General Meeting of Shareholders (GMS)

Rapat Umum Pemegang Saham (RUPS) adalah organ Perseroan yang memiliki wewenang yang tidak diberikan kepada Direksi atau Dewan Komisaris. RUPS menjadi wadah bagi Pemegang Saham untuk mengambil berbagai keputusan penting terkait Perseroan, terutama yang berkaitan dengan modal dan kelangsungan usaha. Keputusan yang diambil dalam RUPS harus didasarkan pada kepentingan Perseroan dalam jangka panjang maupun jangka pendek. RUPS tidak dapat melakukan intervensi terhadap tugas dan wewenang Dewan Komisaris dan Direksi. Semua hak dan wewenang RUPS disesuaikan dengan ketentuan dalam Undang-Undang dan Anggaran Dasar Perusahaan.

The General Meeting of Shareholders (GMS) is the Company's body with exclusive authority not delegated to the Board of Directors or the Board of Commissioners. The GMS becomes a forum for Shareholders to make important decisions concerning the Company, especially on capital and business continuity. Decisions at the GMS must consider the long-term and short-term interests of the Company. The GMS cannot intervene with the duties and authorities of the Board of Commissioners and the Board of Directors. The rights and authorities belonging to GMS are adjusted to the provisions in the Law and the Articles of Association.

Pemegang Saham Perseroan
Company Shareholders



JENIS-JENIS RUPS

Perseroan memiliki mekanisme RUPS yang terdiri dari:
1. RUPS Tahunan (RUPST) untuk menyetujui Laporan Tahunan, mengesahkan perhitungan tahunan serta mengesahkan mata acara lainnya yang berdasarkan peraturan perundang-undangan wajib disahkan melalui RUPST.
2. RUPS Lainnya (atau juga dikenal sebagai RUPS Luar Biasa /RUPSLB) yaitu RUPS yang diadakan sewaktu-waktu berdasarkan kebutuhan dan untuk kepentingan Perseroan.

GMS TYPES

The mechanism of GMS at the Company is as follows:
1. Annual GMS (AGMS) to approve the Annual Report, ratify the annual calculations and ratify other agenda items which based on statutory regulations must be ratified through the AGMS.

2. Other GMS (known as Extraordinary GMS/EGMS) which held from time to time if needed and for the Company's interests.

Tahapan Penyelenggaraan RUPS
GMS Procedures

1

Pemberitahuan rencana penyelenggaraan RUPS kepada Regulator paling lambat 5 hari kerja sebelum pengumuman penyelenggara RUPS

Notification of GMS implementation plan to Regulators no later than 5 working days before the announcement of the holding of the GMS.

2

Pengumuman penyelengaraan RUPS melalui media massa paling lambat 14 hari sebelum pemanggilan penyelenggaran RUPS tanpa memperhitungkan tanggal pemanggilan dan pengumuman

Announcement of GMS implementation through mass media no later than 14 days before the notice of GMS, without regard to the date of summons and announcement

3

Pemanggilan penyelenggaraan RUPS melalui media massa paling lambat 21 hari sebelum pelaksanaan RUPS, tanpa memperhitungkan tanggal RUPS dan tanggal pemanggilan.

Summons for organizing GMS through mass media no later than 21 days before the GMS, without calculating the date of the GMS dan the date of the summons.

4

Pelaksanaan RUPS.

Implementation of the GMS.

5

Pengumuman ringkasan Risalah RUPS melalui media massa paling lambat 2 hari kerja setelah pelaksanaan RUPS.

Announcement of the Summary of GMS Minutes through Mass Media At the latest 2 working days after the RUPS

6

Penyampaian Risalah RUPS kepada Regulator paling lambat 30 hari setelah pelaksanaan RUPS.

Summons for organizing GMS through mass media no later than 21 days before the GMS, without calculating the date of the GMS dan the date of the summons.

PENYELENGGARAAN RUPS PADA TAHUN 2025

Di sepanjang tahun 2025, Perseroan menyelenggarakan 4 (empat) kali RUPS, yaitu RUPS Tahunan pada tanggal 5 Juni 2025, RUPS Luar Biasa pada tanggal 5 Juni 2025, RUPS Luar Biasa pada tanggal 26 September 2025, dan RUPS Luar Biasa pada tanggal 24 Oktober 2025.

THE HOLDING OF GMS IN 2025

Throughout 2025, the Company held 4 (four) General Meetings of Shareholders (GMS), namely the Annual GMS on June 5, 2025, an Extraordinary GMS on June 5, 2025, an Extraordinary GMS on September 26, 2025, and an Extraordinary GMS on October 24, 2025.

RUPS Tahunan
Annual GMS

Hari/Tanggal Day/Date	Kamis, 5 Juni 2025 Thursday, June 5, 2025
Waktu Time	10.21 s/d 12.00WIB
Tempat Venue	Ruang Auditorium, Gedung Manajemen Garuda, Lantai Dasar, Garuda City, Area Perkantoran Bandar Udara International Soekarno-Hatta, Tangerang

Tahapan Pelaksanaan RUPS Tahunan
Process in Orgazining the Annual GMS

Pemberitahuan Penyelenggaraan RUPS Kepada OJK Notification to Hold GMS to OJK	Mengirimkan surat Pemberitahuan Penyelenggaraan RUPS Tahunan Tahun Buku 2024 ke OJK pada tanggal 22 April 2025 melalui surat Direktur Utama Perseroan No. GMF/DT/SPE-2008/25. Sending the Notice of Annual General Meeting of Shareholders for Financial Year 2024 to OJK on April 22, 2025 through the Company's CEO letter No. GMF/DT/SPE-2008/25.
Pengumuman Announcement	Pemasangan Pengumuman RUPS Tahunan Tahun Buku 2024 pada situs web PT Bursa Efek Indonesia, situs web Perseroan serta platform eASY.KSEI dalam Bahasa Indonesia dan bahasa Inggris yang dipublikasikan pada tanggal 29 April 2025. Posting of the Announcement of the Annual General Meeting of Shareholders for the Financial Year 2024 on the website of the Indonesia Stock Exchange, the Company's website and the eASY.KSEI platform in Bahasa Indonesia and English published on April 29, 2025.

Tahapan Pelaksanaan RUPS Tahunan
Process in Orgazining the Annual GMS

Pemanggilan Invitation	Pemanggilan RUPS Tahunan Tahun Buku 2024 dilakukan melalui situs web Bursa Efek Indonesia, situs web Perseroan, serta platform eASY.KSEI dalam Bahasa Indonesia dan bahasa Inggris, yang dipublikasikan pada tanggal 14 Mei 2025. The Invitation to the Annual General Meeting of Shareholders for Financial Year 2024 was made through the Indonesia Stock Exchange website, the Company's website, as well as the eASY.KSEI platform in Indonesian and English, which published on May 14, 2025.
Penyelenggaraan RUPS GMS Holding	RUPS Tahunan Tahun Buku 2024 diselenggarakan pada 5 Juni 2025. The Annual General Meeting of Shareholders for Financial Year 2024 was held on June 5, 2025.
Pengumuman Ringkasan Risalah RUPS Announcement of GMS Minutes Summary	Ringkasan Risalah RUPS Tahunan Tahun Buku 2024 telah dirilis pada tanggal 11 Juni 2025 yang diumumkan melalui situs web Perseroan dan situs web Bursa Efek Indonesia. The Summary of Minutes of the Annual GMS for Financial Year 2043 was released on June 11, 2025, which was announced on the Company's website and the Indonesia Stock Exchange website.
Penyampaian Risalah RUPS Kepada OJK Submission of GMS Minutes to OJK	Penyampaian Risalah RUPS Tahun Buku 2024 kepada OJK pada tanggal 3 Juli 2025 melalui surat Corporate Secretary & Legal No. GMF/TS/SPE-2019/25. Submission of the Minutes of the GMS for Financial Year 2024 to OJK on July 3, 2025 through Corporate Secretary & Legal No. GMF/TS/SPE-2019/25.

Pada RUPS Tahunan yang dilaksanakan tahun 2025, jumlah saham dengan hak suara yang hadir atau diwakili telah memenuhi kuorum dalam RUPS yaitu sebesar 34,948,972,313 saham atau setara dengan 93.0322416% dari seluruh jumlah saham dengan hak suara yang sah yang telah dikeluarkan oleh Perseroan, yaitu berjumlah 28,233,511,500 saham Seri A dan 9,332,467,476 saham Seri B, sesuai dengan Anggaran Dasar Perusahaan.

At the Annual GMS held in 2025, the number of shares with voting rights present or represented has fulfilled the quorum in the GMS, which is 34,948,972,313 shares or equivalent to 93.0322416% of all shares with valid voting rights issued by the Company, which is 28,233,511,500 shares of Series A and 9,332,467,476 shares of Series B, in accordance with the Company's Articles of Association.

Kehadiran RUPS Tahunan
Attendees of the Annual GMS

Dewan Komisaris Board of Commissioners	Semua anggota Dewan Komisaris yang menjabat sampai dengan penyelenggaraan RUPS Tahunan menghadiri RUPS. All members of the Board of Commissioners who served until the Annual GMS attended the GMS. • Dharmadi Komisaris Utama/Komisaris Independen | President Commissioner/Independent Commissioner • Rahmat Hanafi Komisaris | Commissioner • Ali Gunawan Komisaris Independen | Independent Commissioner • Abhan Komisaris Independen |Independent Commissioner • Agit Atriantio Komisaris Independen | Independent Commissioner
Direksi Board of Directors	Semua anggota Direksi yang menjabat sampai dengan penyelenggaraan RUPS Tahunan menghadiri RUPS. All members of the Board of Directors who served until the Annual GMS attended the GMS. • Andi Fahrurrozi Direktur Utama | CEO • Salusra Satria Direktur Keuangan | Director of Finance • Pudjo Sarwoko Direktur Human Capital & Corporate Affairs | Director of Human Capital & Corporate Affairs • Mukhtaris Direktur Line Operation | Director of Line Operation • Irvan Pribadi Direktur Base Operation | Director of Base Operation
Komite Audit Audit Committee	Ketua Komite Audit dan Kebijakan Tata Kelola Perusahaan yang menjabat sampai dengan penyelenggaraan RUPS Tahunan menghadiri RUPS. The Chairman of the Audit and Corporate Governance Policy Committee who served until the Annual GMS attended the GMS. • Ali Gunawan Ketua Komite Audit dan Kebijakan Tata Kelola Perusahaan | Chairman of the Audit and Corporate Governance Policy Committe

Komite Nominasi dan Remunerasi Nomination and Remuneration Committee	Ketua Komite Nominasi dan Remunerasi yang menjabat sampai dengan penyelenggaraan RUPS Tahunan menghadiri RUPS. The Chairman of Nomination and Remuneration Committee who served until the Annual GMS attended the GMS. • Dharmadi Ketua Komite Nominasi dan Remunerasi | Chairman of the Nomination and Remuneration Committee
Pihak Independen Independent Party	• Shanti Indah Lestari, S.H., M.Kn., sebagai Notaris/as the Notary; • PT Datindo Entrycom sebagai Biro Administrasi Efek Perseroan/as the Securities Administration Bureau; • Kantor Akuntan Publik Rintis, Jumadi, Rianto dan Rekan sebagai Kantor Akuntan Publik/as the Public Account.
Mekanisme Penghitungan Suara Voting Mechanism	Perhitungan suara dalam setiap mata acara rapat dilakukan oleh Notaris. The voting process at each agenda was done by the Notary.

Hasil Keputusan RUPS Tahunan telah dituangkan melalui Akta Berita Acara RUPS Tahunan Tahun Buku 2024 No. 3 Tanggal 5 Juni 2025 yang dibuat di hadapan Notaris Shanti Indah Lestari, S.H., M.Kn., di Kabupaten Tangerang.

The resolutions of the Annual GMS have been set forth in the Deed of Minutes of the Annual GMS of Financial Year 2024 No. 3 dated June 5, 2205, made before Notary Shanti Indah Lestari, S.H., M.Kn., in Tangerang Regency.

Mata Acara Rapat dan Keputusannya serta Tindak Lanjut

Meeting Agenda, Resolutions, and Follow-up Status

Mata Acara Rapat Pertama First Meeting Agenda	
Mata Acara Agenda	Persetujuan Laporan Tahunan Perseroan Tahun Buku 2024 termasuk di dalamnya Laporan Keuangan Konsolidasian Perseroan dan Laporan Tugas Pengawasan Dewan Komisaris yang berakhir pada tanggal 31 Desember 2024, serta pemberian pelunasan dan pembebasan tanggung jawab sepenuhnya (*volledig acquit et de charge*) kepada para anggota Direksi dan anggota Dewan Komisaris atas tindakan pengurusan dan pengawasan yang telah dijalankan selama tahun buku 2024. Approval of the Company's Annual Report for the 2024 financial year, including the Company's Consolidated Financial Statements and the Report on the Supervisory Duties of the Board of Commissioners for the year ended December 31, 2024, as well as the granting of full release and discharge (volledig acquit et de charge) to the members of the Board of Directors and the Board of Commissioners for the management and supervisory actions carried out during the 2024 financial year.
Jumlah Pemegang Saham yang Mengajukan Pertanyaan dan/atau Memberikan Pendapat Shareholders Who Raised Questions and/Or Gave Their Opinions	Terdapat 1 (satu) Pemegang Saham yang memberikan pendapat dan 1 (satu) Pemegang Saham yang mengajukan pertanyaan. *There were 1 (one) Shareholder who gave opinion and 1 (one) Shareholder who raised question.*
Hasil Pemungutan Suara Voting Results	

Setuju Agreed	**Tidak Setuju** Disagreed	**Abstain** Absent
34.920.017.519 (99,9185807%)	250.758 (0,0007175%)	28.204.036 (0,0807018 %)

Keputusan Mata Acara Rapat Pertama Resolution of First Meeting Agenda	• Menyetujui Laporan Tahunan Perseroan Tahun Buku 2024 termasuk didalamnya Laporan Pelaksanaan Tugas Pengawasan Dewan Komisaris yang berakhir pada tanggal 31 Desember 2024; • Mengesahkan Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2024 yang berakhir pada tanggal 31 Desember 2024, yang telah diaudit oleh Kantor Akuntan Publik Rintis, Jumadi, Rianto & Rekan dengan pendapat Wajar Dalam Semua Hal Yang Material, sebagaimana termuat dalam laporannya Nomor 00368/2.1457/AU.1/10/0225-3/1/III/2025 tanggal 25 Maret 2025; dan • Memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (*volledig acquit et de charge*) kepada para anggota Direksi dan anggota Dewan Komisaris atas tindakan pengurusan dan pengawasan yang telah dijalankan selama tahun buku 2024, sepanjang tindakan tersebut bukan merupakan tindakan pidana dan/atau tindakan yang bertentangan dengan peraturan perundangan yang berlaku dan tindakan tersebut telah tercermin dalam Laporan Tahunan dan Laporan Keuangan Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2024. • To approve the Company's Annual Report for the 2024 financial year, including the Report on the Supervisory Duties of the Board of Commissioners for the year ended December 31, 2024; • To ratify the Company's Consolidated Financial Statements for the 2024 financial year ended December 31, 2024, which have been audited by Public Accounting Firm Rintis, Jumadi, Rianto & Rekan with an unmodified opinion (fair in all material respects), as stated in its report No. 00368/2.1457/AU.1/10/0225-3/1/III/2025 dated March 25, 2025; and • To grant full release and discharge (volledig acquit et de charge) to the members of the Board of Directors and the Board of Commissioners for the management and supervisory actions carried out during the 2024 financial year, provided that such actions do not constitute criminal acts and/or violations of applicable laws and regulations, and that such actions are reflected in the Company's Annual Report and Financial Statements for the financial year ended December 31, 2024.
Realisasi Realization	Pemegang Saham melalui RUPS menerima pertanggungjawaban pelaksanaan pengawasan dan pengurusan Perseroan berturut-turut oleh Dewan Komisaris dan Direksi, serta memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya. The Shareholders through the GMS accept the accountability of the implementation of supervision and management of the Company successively by the Board of Commissioners and the Board of Directors, and provide full release and discharge of responsibility.

Mata Acara Rapat Kedua Second Meeting Agenda	
Mata Acara Agenda	Penetapan Penggunaan Laba Bersih Perseroan Tahun 2024 *Appropriation of the Company's Net Profit for 2024*
Jumlah Pemegang Saham yang Mengajukan Pertanyaan dan/atau Memberikan Pendapat Shareholders Who Raised Questions and/Or Gave Their Opinions	Tidak ada pertanyaan maupun pendapat yang disampaikan oleh Pemegang Saham atau kuasa Pemegang Saham. There were no questions or opinions raised by Shareholders or Shareholders' proxies.
Hasil Pemungutan Suara Voting Results	**Setuju** Agreed: 34.920.001.719 (99,9185355 %) **Tidak Setuju** Disagreed: 266.558 (0,0007627%) **Abstain** Absent: 28.204.036 (0,0807018%)
Keputusan Mata Acara Rapat Pertama Resolution of First Meeting Agenda	Menyetujui dan menetapkan penggunaan Laba Bersih Tahun Buku 2024 sebesar USD26,900,045 (Dua Puluh Enam Juta Sembilan Ratus Ribu Empat Puluh Lima Dollar Amerika Serikat) sebagai Laba Ditahan atau *Retained Earning* Perseroan untuk mengurangi akumulasi kerugian Perseroan. To approve and determine the appropriation of the Company's Net Profit for the 2024 financial year amounting to USD26,900,045 (Twenty-Six Million Nine Hundred Thousand Forty-Five United States Dollars) as Retained Earnings of the Company to reduce its accumulated losses.
Realisasi Realization	Pemegang Saham melalui RUPS sudah memberikan persetujuan agar Laba Bersih Perseroan dicatatkan sebagai Laba Ditahan atau *Retained Earning*. Perseroan akan melaksanakan keputusan tersebut pada periode pelaporan Laporan Keuangan selanjutnya. The Shareholders through the GMS have given approval for the Company's Net Income to be recorded as Retained Earning. The Company will implement the decision in the next Financial Statement reporting period.

Mata Acara Rapat Ketiga Third Meeting Agenda	
Mata Acara Agenda	Penetapan Tantiem/Insentif Kinerja Tahun Buku 2024 dan Remunerasi (Gaji/Honorarium, Fasilitas dan Tunjangan) Tahun Buku 2025 bagi Direksi dan Dewan Komisaris. Determination of Tantiem for the 2024 financial year and remuneration (salary/honorarium, facilities and allowances) for the 2025 financial year for the Board of Directors and Board of Commissioners.
Jumlah Pemegang Saham yang Mengajukan Pertanyaan dan/atau Memberikan Pendapat Shareholders Who Raised Questions and/Or Gave Their Opinions	Tidak ada pertanyaan maupun pendapat yang disampaikan oleh Pemegang Saham atau kuasa Pemegang Saham. There were no questions or opinions raised by Shareholders or Shareholders' proxies.
Hasil Pemungutan Suara Voting Results	**Setuju** Agreed: 34.920.001.719 (99,9185355 %) **Tidak Setuju** Disagreed: 266.558 (0,0007627%) **Abstain** Absent: 28.204.03 (0,0807018%)
Keputusan Mata Acara Rapat Pertama Resolution of First Meeting Agenda	Menyetujui pemberian kuasa dan pelimpahan kewenangan kepada Dewan Komisaris Perseroan dengan terlebih dahulu mendapat persetujuan tertulis dari PT Garuda Indonesia (Persero) Tbk selaku Pemegang Saham Pengendali untuk menetapkan pemberian tantiem/insentif kinerja tahun 2024 dan menetapkan remunerasi (gaji/honorarium, tunjangan dan fasilitas) bagi anggota Direksi dan Dewan Komisaris Perseroan untuk tahun 2025. To approve the granting of authority and delegation of powers to the Company's Board of Commissioners, subject to prior written approval from PT Garuda Indonesia (Persero) Tbk as the Controlling Shareholder, to determine the tantiem/performance incentives for the 2024 financial year and to determine the remuneration (salary/honorarium, allowances, and facilities) for members of the Board of Directors and the Board of Commissioners of the Company for 2025.
Realisasi Realization	Berdasarkan kuasa dan wewenang yang diberikan dan dilimpahkan oleh RUPS, Dewan Komisaris menentukan besaran remunerasi (gaji/honorarium, tunjangan, dan fasilitas) bagi anggota Direksi dan Dewan Komisaris tahun 2025 dengan memperhatikan kemampuan Perseroan. *Based on the power and authority granted and delegated by the GMS, the Board of Commissioners determines the amount of remuneration (salary/honorarium, allowances, and facilities) for members of the Board of Directors and Board of Commissioners in 2025 by taking into account the Company's ability.*

Mata Acara Rapat Keempat Fourth Meeting Agenda	
Mata Acara Agenda	Penunjukan Kantor Akuntan Publik Untuk Mengaudit Laporan Keuangan Perseroan Tahun Buku 2025. Appointment of a Public Accountant Firm to Audit the Company's Financial Statements for the 2025 Financial Year.
Jumlah Pemegang Saham yang Mengajukan Pertanyaan dan/atau Memberikan Pendapat Shareholders Who Raised Questions and/Or Gave Their Opinions	Tidak ada pertanyaan maupun pendapat yang disampaikan oleh Pemegang Saham atau kuasa Pemegang Saham. There were no questions or opinions raised by Shareholders or Shareholders' proxies.
Hasil Pemungutan Suara Voting Results	**Setuju** Agreed: 34.920.017.519 (99,9185807 %) **Tidak Setuju** Disagreed: 250.758 (0,0007175%) **Abstain** Absent: 28.204.036 (0,0807018%)

Keputusan Mata Acara Rapat Pertama Resolution of First Meeting Agenda	• Menyetujui penunjukan Kantor Akuntan Publik Purwantono, Sungkoro & Surja (firma anggota jaringan Ernst & Young Global Limited) sebagai Kantor Akuntan Publik yang akan melakukan pemeriksaan atas Laporan Keuangan Konsolidasian Perseroan untuk tahun buku yang berakhir tanggal 31 Desember 2025 dan laporan lainnya untuk Tahun Buku 2025; • Menyetujui pemberian wewenang dan pelimpahan kuasa kepada Dewan Komisaris Perseroan untuk melakukan: a. Penunjukan Akuntan Publik dan/atau Kantor Akuntan Publik untuk melakukan pemeriksaan atas Laporan Keuangan Konsolidasian Perseroan periode lainnya pada Tahun Buku 2025 untuk tujuan dan kepentingan Perseroan; dan b. Penetapan imbalan jasa audit dan persyaratan lainnya bagi Akuntan Publik dan/atau Kantor Akuntan Publik tersebut, serta menunjuk Akuntan Publik dan/atau Kantor Akuntan Publik pengganti dalam hal Kantor Akuntan Publik Purwantono, Sungkoro & Surja (firma anggota jaringan Ernst & Young Global Limited), karena sebab apapun, tidak dapat menyelesaikan pemberian jasa audit Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2025 dan/atau periode lainnya pada Tahun Buku 2025, termasuk menetapkan imbalan jasa audit dan persyaratan lainnya bagi Akuntan Publik dan/atau Kantor Akuntan Publik pengganti tersebut. • To approve the appointment of Purwantono, Sungkoro & Surja (a member firm of the Ernst & Young Global Limited network) as the Public Accounting Firm to audit the Company's Consolidated Financial Statements for the financial year ending December 31, 2025 and other reports for the 2025 financial year; • To approve the granting of authority and delegation of power to the Company's Board of Commissioners to: a. Appoint a Public Accountant and/or Public Accounting Firm to audit the Company's Consolidated Financial Statements for other periods within the 2025 financial year for the Company's purposes and interests; and b. determine the audit fees and other requirements for such Public Accountant and/or Public Accounting Firm, as well as appoint a substitute Public Accountant and/or Public Accounting Firm in the event that Purwantono, Sungkoro & Surja (a member firm of the Ernst & Young Global Limited network), for any reason, is unable to complete the audit of the Company's Consolidated Financial Statements for the 2025 financial year and/or other periods within the 2025 financial year, including determining the audit fees and other requirements for such substitute Public Accountant and/or Public Accounting Firm.
Realisasi Realization	Berdasarkan kuasa dan wewenang yang diberikan dan dilimpahkan oleh RUPS, Dewan Komisaris Perseroan telah menyetujui penunjukan Akuntan Publik Ronny Stewart dan Kantor Akuntan Publik (KAP) Purwanto, Susanti, dan Surja untuk melakukan pemeriksaan atas Laporan Keuangan tahun buku yang berakhir tanggal 31 Desember 2025. Based on the power and authority granted and delegated by the GMS, the Company's Board of Commissioners has approved the appointment of Public Accountant Ronny Stewart and Public Accounting Firm (KAP) Purwanto, Susanti, dan Surja to conduct an examination of the Financial Statements for the financial year ending December 31, 2025.

Mata Acara Rapat Kelima Fifth Meeting Agenda	
Mata Acara Agenda	Pertanggungjawaban Realisasi Penggunaan Dana Hasil Penawaran Umum. Accountability Report on the Realization of the Use of Proceeds from the Public Offering.
Jumlah Pemegang Saham yang mengajukan pertanyaan dan/atau memberikan pendapat Number of Shareholders who asked questions and/or gave opinions	Oleh karena Mata Acara Kelima Rapat hanya bersifat laporan, maka tidak dilakukan sesi tanya jawab maupun pengambilan keputusan. As the Fifth Agenda of the Meeting was for reporting purposes only, no question-and-answer session or resolution was conducted.
Laporan Mata Acara Rapat Kelima Resolution of the Fourth Meeting Agenda	• Perseroan telah melaksanakan Penawaran Umum Terbatas melalui Penambahan Modal Dengan Hak Memesan Efek Terlebih Dahulu ("PMHMETD") pada Januari 2025. • Dari hasil pelaksanaan PMHMETD tersebut, Perseroan memperoleh hasil senilai Rp429,293,503,896 yang terdiri dari Penambahan Penyertaan Modal Non-Tunai dari PT Garuda Indonesia (Persero) Tbk selaku pemegang saham pengendali yaitu bangunan hangar dan bangunan penunjang lainnya senilai Rp418,289,300,000,- serta hasil pelaksanaan HMETD oleh Pemegang Saham lain senilai Rp11,004,206,290. • Sesuai dengan Prospektus, dana tunai yang didapatkan dari pelaksanaan HMETD akan digunakan untuk pembayaran biaya-biaya emisi dan sisanya akan digunakan untuk kebutuhan operasional Perseroan. • The Company carried out a Limited Public Offering through a Rights Issue (Pre-emptive Rights) ("PMHMETD") in January 2025. • From the implementation of the PMHMETD, the Company obtained proceeds amounting to Rp429,293,503,896, consisting of a Non-Cash Capital Injection from PT Garuda Indonesia (Persero) Tbk as the controlling shareholder in the form of hangar buildings and other supporting facilities valued at Rp418,289,300,000, as well as proceeds from the exercise of pre-emptive rights by other shareholders amounting to Rp11,004,206,290. • In accordance with the Prospectus, the cash proceeds obtained from the exercise of HMETD will be used to pay issuance expenses, with the remainder allocated for the Company's operational needs.

Mata Acara Rapat Kelima Fifth Meeting Agenda	
Realisasi Realization	Pemegang Saham melalui RUPS sudah menerima laporan pertanggungjawaban realisasi penggunaan dana hasil PMHMETD pada Januari 2025, yang digunakan untuk pembayaran biaya-biaya emisi dan sisanya digunakan untuk kebutuhan operasional Perseroan. The Shareholders, through the General Meeting of Shareholders, have accepted the accountability report on the realization of the use of proceeds from the PMHMETD conducted in January 2025, which were utilized to pay issuance expenses, with the remainder allocated for the Company's operational needs.

RUPS Luar Biasa
Extraordinary GMS

Hari/Tanggal Day/Date	Kamis, 5 Juni 2025 Thursday, June 5, 2025
Waktu Time	12.47 s/d 13.13 WIB
Tempat Venue	Ruang Auditorium, Gedung Manajemen Garuda, Lantai Dasar, Garuda City, Area Perkantoran Bandar Udara International Soekarno-Hatta, Tangerang

Tahapan Pelaksanaan RUPS Luar Biasa
Process in Orgazining the Extraordinary GMS

Pemberitahuan Penyelenggaraan RUPS Kepada OJK Notification to Hold GMS to OJK	Mengirimkan surat Pemberitahuan Penyelenggaraan RUPS Luar Biasa ke OJK pada tanggal 22 April 2025 elalui surat Direktur Utama Perseroan No. GMF/DT/SPE-2008/25. Sending the Notice of Extraordinary General Meeting of Shareholders to OJK on April 22, 2025 through the Company's CEO letter No. GMF/DT/SPE-2008/25.
Pengumuman Announcement	Pemasangan Pengumuman RUPS Luar Biasa pada situs web PT Bursa Efek Indonesia, situs web Perseroan serta platform eASY.KSEI dalam Bahasa Indonesia dan bahasa Inggris yang dipublikasikan pada tanggal 29 April 2025. Posting of the Announcement of the Extraordinary General Meeting of Shareholders on the website of the Indonesia Stock Exchange, the Company's website and the eASY.KSEI platform in Bahasa Indonesia and English published on April 29, 2025.
Pemanggilan Invitation	Pemanggilan RUPS Luar Biasa dilakukan melalui situs web Bursa Efek Indonesia, situs web Perseroan, serta platform eASY.KSEI dalam Bahasa Indonesia dan bahasa Inggris, yang dipublikasikan pada tanggal 14 Mei 2025. The Invitation to the Extraordinary General Meeting of Shareholders was made through the Indonesia Stock Exchange website, the Company's website, as well as the eASY.KSEI platform in Indonesian and English, which published on May 14, 2025.
Penyelenggaraan RUPS GMS Holding	RUPS Luar Biasa diselenggarakan pada tanggal 5 Juni 2025. The Extraordinary General Meeting of Shareholders has held on June 5, 2025.
Pengumuman Ringkasan Risalah RUPS Announcement of GMS Minutes Summary	Ringkasan Risalah RUPS Luar Biasa telah dirilis pada tanggal 11 Juni 2025 yang diumumkan melalui situs web Perseroan dan situs web Bursa Efek Indonesia. The Summary of Minutes of the Extraordinary GMS was released on June 11, 2025, which was announced through the Company's website and the Indonesia Stock Exchange website.
Penyampaian Risalah RUPS Kepada OJK Submission of GMS Minutes to OJK	Penyampaian Risalah RUPS Luar Biasa kepada OJK pada tanggal 3 Juli 2025 melalui surat Corporate Secretary & Legal No. GMF/TS/SPE-2019/25. Submission of the Minutes of the Extraordinary GMS to OJK on July 3, 2025, through Corporate Secretary & Legal letter No. GMF/TS/SPE-2019/25.

Pada RUPS Luar Biasa yang dilaksanakan tanggal 5 Juni 2025, jumlah saham dengan hak suara yang hadir atau diwakili telah memenuhi kuorum dalam RUPS yaitu sebesar 35,109,726,313 saham atau setara dengan 93.4614970% dari seluruh saham dengan hak suara sah yang telah dikeluarkan oleh Perseroan, yaitu berjumlah 28.233.511.500 saham Seri A dan 9.332.467.476 saham Seri B sesuai dengan Anggaran Dasar Perusahaan.

At the Extraordinary GMS held on June 5, 2025, the number of shares with voting rights present or represented has fulfilled the quorum in the GMS, which is 35,109,726,313 shares or equivalent to 93.4614970% of all shares with valid voting rights issued by the Company, which is 28,233,511,500 shares of Series A and 9,332,467,476 shares of Series B, in accordance with the Company's Articles of Association.

Kehadiran RUPS Luar Biasa
Attendees of the Extraordinary GMS

Dewan Komisaris Board of Commissioners	Semua anggota Dewan Komisaris yang menjabat sampai dengan penyelenggaraan RUPS Tahunan menghadiri RUPS. All members of the Board of Commissioners who served until the Annual GMS attended the GMS. • Dharmadi Komisaris Utama/Komisaris Independen | President Commissioner/Independent Commissioner • Rahmat Hanafi Komisaris | Commissioner • Ali Gunawan Komisaris Independen | Independent Commissioner • Abhan Komisaris Independen | Independent Commissioner • Agit Atriantio Komisaris Independen | Independent Commissioner
Direksi Board of Directors	Semua anggota Direksi yang menjabat sampai dengan penyelenggaraan RUPS Tahunan menghadiri RUPS. All members of the Board of Directors who served until the Annual GMS attended the GMS. • Andi Fahrurrozi Direktur Utama | CEO • Salusra Satria Direktur Keuangan | Director of Finance • Pudjo Sarwoko Direktur Human Capital & Corporate Affairs | Director of Human Capital & Corporate Affairs • Mukhtaris Direktur Line Operation | Director of Line Operation • Irvan Pribadi Direktur Base Operation | Director of Base Operation
Komite Audit Audit Committee	Ketua Komite Audit dan Kebijakan Tata Kelola Perusahaan yang menjabat sampai dengan penyelenggaraan RUPS Tahunan menghadiri RUPS. The Chairman of the Audit and Corporate Governance Policy Committee who served until the Annual GMS attended the GMS. • Ali Gunawan Ketua Komite Audit dan Kebijakan Tata Kelola Perusahaan | Chairman of the Audit and Corporate Governance Policy Committe
Komite Nominasi dan Remunerasi Nomination and Remuneration Committee	Ketua Komite Nominasi dan Remunerasi yang menjabat sampai dengan penyelenggaraan RUPS Tahunan menghadiri RUPS. The Chairman of Nomination and Remuneration Committee who served until the Annual GMS attended the GMS. • Dharmadi Ketua Komite Nominasi dan Remunerasi | Chairman of the Nomination and Remuneration Committee
Pihak Independen Independent Party	• Shanti Indah Lestari, S.H., M.Kn., sebagai Notaris/as the Notary; • PT Datindo Entrycom sebagai Biro Administrasi Efek Perseroan/as the Securities Administration Bureau; • Kantor Akuntan Publik Rintis, Jumadi, Rianto dan Rekan sebagai Kantor Akuntan Publik/as the Public Account.
Mekanisme Penghitungan Suara Voting Mechanism	Perhitungan suara dalam setiap mata acara rapat dilakukan oleh Notaris. The voting process at each agenda was done by the Notary.

Hasil Keputusan RUPS Luar Biasa telah dituangkan melalui akta Berita Acara RUPS Luar Biasa No. 4 Tanggal 5 Juni 2025 yang dibuat di hadapan Notaris Shanti Indah Lestari, S.H., M.Kn., di Kabupaten Tangerang.

The resolutions of the Extraordinary GMS have been set forth in the deed of Minutes of EGMS No. 4 dated June 5, 2025 made before Notary Shanti Indah Lestari, S.H., M.Kn., in Tangerang Regency.

Mata Acara Rapat dan Keputusannya serta Tindak Lanjut

Meeting Agenda, Resolutions, and Follow-up Status

Mata Acara Tunggal
Single Meeting Agenda

Mata Acara Agenda	Perubahan Susunan Pengurus Perseroan. Changes in the Composition of the Company's Management.
Jumlah Pemegang Saham yang Mengajukan Pertanyaan dan/atau Memberikan Pendapat Shareholders Who Raised Questions and/Or Gave Their Opinions	Tidak ada pertanyaan maupun pendapat yang disampaikan oleh Pemegang Saham atau kuasa Pemegang Saham. There were no questions or opinions raised by Shareholders or Shareholders' proxies.
Hasil Pemungutan Suara Voting Results	**Setuju** Agreed: 35.109.175.891 (99,9984323%) **Tidak Setuju** Disagreed: 250.622 (0,0007138%) **Abstain** Absent: 299.800 (0,0008539%)
Keputusan Mata Acara Tunggal Resolution of Single Meeting Agenda	• Menyetujui untuk memberhentikan nama-nama tersebut di bawah ini yang berlaku efektif sejak ditutupnya Rapat Umum Pemegang Saham Luar Biasa ini dengan ucapan terima kasih atas sumbangan tenaga dan pikiran yang diberikan selama memangku jabatan tersebut: a. Bapak Dharmadi sebagai Komisaris Utama merangkap Komisaris Independen yang diangkat pada Rapat Umum Pemegang Saham Tahunan tanggal 28 Juni 2023 b. Bapak Rahmat Hanafi sebagai Komisaris yang diangkat pada Rapat Umum Pemegang Saham Tahunan tanggal 28 Juni 2023 c. Bapak Ali Gunawan sebagai Komisaris Independen yang diangkat pada Rapat Umum Pemegang Saham Tahunan tanggal 28 Juni 2024 d. Bapak Abhan sebagai Komisaris Independen yang diangkat pada Rapat Umum Pemegang Saham Tahunan tanggal 28 Juni 2023 e. Bapak Agit Atriantio sebagai Komisaris Independen yang diangkat pada Rapat Umum Pemegang Saham Tahunan tanggal 28 Juni 2024 f. Bapak Pudjo Sarwoko sebagai Direktur Human Capital & Corporate Affairs yang diangkat pada Rapat Umum Pemegang Saham Tahunan tanggal 28 Juni 2023 g. Bapak Salusra Satria sebagai Direktur Keuangan yang diangkat pada Rapat Umum Pemegang Saham Tahunan tanggal 02 September 2022 h. Bapak Mukhtaris sebagai Direktur Line Operation yang diangkat pada Rapat Umum Pemegang Saham Tahunan tanggal 02 September 2022 i. Bapak Irvan Pribadi sebagai Direktur Base Operation yang diangkat pada Rapat Umum Pemegang Saham Tahunan tanggal 28 Juni 2023 • Menyetujui untuk merubah nomenklatur Direktur Human Capital & Corporate Affairs menjadi Direktur Sumber Daya Manusia, dan Direktur Base Operation menjadi Direktur Base Management. • Menyetujui untuk mengangkat nama di bawah ini yang berlaku efektif sejak ditutupnya RUPS ini sebagai berikut: a. Bapak Oki Yanuar sebagai Komisaris Utama b. Bapak Dean Arslan sebagai Komisaris Independen c. Bapak Giring Ganesha Djumaryo sebagai Komisaris d. Bapak Bobi Gumelar sebagai Direktur Base Management e. Bapak Mukhtaris sebagai Direktur Line Operation f. Ibu Mitra Piranti sebagai Direktur Sumber Daya Manusia g. Bapak Tri Hartono sebagai Direktur Keuangan • Masa jabatan anggota-anggota Komisaris dan Direksi yang diangkat sebagaimana dimaksud pada angka 3, sesuai dengan ketentuan Anggaran Dasar Perseroan, dengan memperhatikan peraturan perundang-undangan di bidang Pasar Modal dan tanpa mengurangi hak Rapat Umum Pemegang Saham untuk memberhentikan sewaktu-waktu. • Dengan memperhatikan keputusan pada butir 1, 2 dan 3 di atas maka susunan Dewan Komisaris dan Direksi Perseroan terhitung sejak ditutupnya RUPS Perseroan menjadi sebagai berikut:

Mata Acara Tunggal Single Meeting Agenda	
	Dewan Komisaris Komisaris Utama : Sdr. Oki Yanuar Komisaris Independen : Sdr. Dean Arslan Komisaris : Sdr. Giring Ganesha Djumaryo Direksi Direktur Utama : Sdr. Andi Fahrurrozi Direktur Line Operation : Sdr. Mukhtaris Direktur Base Management : Sdr. Bobi Gumelar Direktur Keuangan : Sdr. Tri Hartono Direktur Sumber Daya Manusia : Sdri. Mitra Piranti • Anggota Komisaris/Direksi yang diangkat sebagaimana butir 5 yang masih menjabat ada jabatan lain yang dilarang atau peraturan perundang-undangan untuk dirangkap dengan jabatan Anggota Komisaris atau Direksi maka yang bersangkutan harus mengundurkan diri atau diberhentikan dari jabatannya tersebut. • Menyetujui pembagian tugas dan wewenang setiap anggota Direksi Perseroan ditetapkan berdasarkan keputusan Direksi Perseroan setelah mendapat persetujuan tertulis dari Dewan Komisaris Perseroan. • Memberikan kuasa dan kewenangan kepada masing-masing Direksi Perseroan dengan hak substitusi untuk menyatakan dalam akta Notaris tersendiri, hasil keputusan Rapat sehubungan dengan perubahan Dewan Komisaris dan Direksi Perseroan dan melakukan Pemberitahuan dan/atau pendaftaran mengenai perubahan susunan anggota Dewan Komisaris dan Direksi Perseroan. • To approve the dismissal of the following individuals, effective as of the closing of this Extraordinary General Meeting of Shareholders, with appreciation for their contributions during their tenure: a. Mr. Dharmadi as President Commissioner concurrently Independent Commissioner, appointed at the Annual General Meeting of Shareholders on June 28, 2023 b. Mr. Rahmat Hanafi as Commissioner, appointed at the Annual General Meeting of Shareholders on June 28, 2023 c. Mr. Ali Gunawan as Independent Commissioner, appointed at the Annual General Meeting of Shareholders on June 28, 2024 d. Mr. Abhan as Independent Commissioner, appointed at the Annual General Meeting of Shareholders on June 28, 2023 e. Mr. Agit Atriantio as Independent Commissioner, appointed at the Annual General Meeting of Shareholders on June 28, 2024 f. Mr. Pudjo Sarwoko as Director of Human Capital & Corporate Affairs, appointed at the Annual General Meeting of Shareholders on June 28, 2023 g. Mr. Salusra Satria as Finance Director, appointed at the Annual General Meeting of Shareholders on September 2, 2022 h. Mr. Mukhtaris as Director of Line Operation, appointed at the Annual General Meeting of Shareholders on September 2, 2022 i. Mr. Irvan Pribadi as Director of Base Operation, appointed at the Annual General Meeting of Shareholders on June 28, 2023 • To approve the change in nomenclature of positions: Director of Human Capital & Corporate Affairs to Director of Human Capital, Director of Base Operation to Director of Base Management. • To approve the appointment of the following individuals, effective as of the closing of this GMS: a. Mr. Oki Yanuar as President Commissioner b. Mr. Dean Arslan as Independent Commissioner c. Mr. Giring Ganesha Djumaryo as Commissioner d. Mr. Bobi Gumelar as Director of Base Management e. Mr. Mukhtaris as Director of Line Operation f. Mrs. Mitra Piranti as Director of Human Capital g. Mr. Tri Hartono as Finance Director • The term of office of the appointed members of the Board of Commissioners and the Board of Directors as referred to in point 3 shall be in accordance with the Company's Articles of Association, taking into account prevailing capital market regulations, without prejudice to the right of the General Meeting of Shareholders to dismiss them at any time. • With due regard to the resolutions in points 1, 2, and 3 above, the composition of the Company's Board of Commissioners and Board of Directors as of the closing of the GMS shall be as follows:

Mata Acara Tunggal Single Meeting Agenda	
	Board of Commissioners President Commissioner : Mr. Oki Yanuar Independent Commissioner : Mr. Dean Arslan Commissioner : Mr. Giring Ganesha Djumaryo Board of Directors President Director : Mr. Andi Fahrurrozi Director of Line Operation : Mr. Mukhtaris Director of Base Management : Mr. Bobi Gumelar Director of Finance: Mr. Tri Hartono Director of Human Capital : Mrs. Mitra Piranti • If any member of the Board of Commissioners/Board of Directors appointed as referred to in point 5 concurrently holds another position that is prohibited by laws and regulations from being held simultaneously with the position of Commissioner or Director, the concerned individual must resign from or be dismissed from such position. • To approve that the division of duties and authority of each member of the Company's Board of Directors shall be determined based on a resolution of the Board of Directors after obtaining written approval from the Board of Commissioners. • To grant authority and power to each member of the Company's Board of Directors, with the right of substitution, to state the resolutions of the Meeting in a separate notarial deed in relation to changes in the composition of the Board of Commissioners and the Board of Directors of the Company, and to carry out notification and/or registration of such changes.
Realisasi Realization	Telah dituangkan dalam Akta Pernyataan Keputusan Rapat PT Garuda Maintenance Facility Aero Asia Tbk Nomor 5 tanggal 5 Juni 2025 yang telah mendapatkan Penerimaan Pemberitahuan Perubahan Data Perseroan No. AHU.AH.01.09-0298833 tanggal 16 Juni 2025. This has been set forth in the Deed of Statement of Meeting Resolutions of PT Garuda Maintenance Facility Aero Asia Tbk No. 5 dated June 5, 2025, which has received the Acknowledgement of Receipt of Notification of Changes to Company Data No. AHU.AH.01.09-0298833 dated June 16, 2025.

RUPS Luar Biasa
Extraordinary GMS

Hari/Tanggal Day/Date	Jumat, 26 September 2025 Friday, September 26, 2025
Waktu Time	20.16 s/d 20.39 WIB
Tempat Venue	Ruang Auditorium, Gedung Manajemen Garuda, Lantai Dasar, Garuda City, Area Perkantoran Bandar Udara International Soekarno-Hatta, Tangerang

Tahapan Pelaksanaan RUPS Luar Biasa
Process in Orgazining the Extraordinary GMS

Pemberitahuan Penyelenggaraan RUPS Kepada OJK Notification to Hold GMS to OJK	Mengirimkan surat Pemberitahuan Penyelenggaraan RUPS Luar Biasa ke OJK pada tanggal 13 Agustus 2025 elalui surat Direktur Utama Perseroan No. GMF/DT/SPE-2016/25. Sending the Notice of Extraordinary General Meeting of Shareholders to OJK on August 13, 2025 through the Company's CEO letter No. GMF/DT/SPE-2016/25.
Pengumuman Announcement	Pemasangan Pengumuman RUPS Luar Biasa pada situs web PT Bursa Efek Indonesia, situs web Perseroan serta platform eASY.KSEI dalam Bahasa Indonesia dan bahasa Inggris yang dipublikasikan pada tanggal 20 Agustus 2025. Posting of the Announcement of the Extraordinary General Meeting of Shareholders on the website of the Indonesia Stock Exchange, the Company's website and the eASY.KSEI platform in Bahasa Indonesia and English published on August 20, 2025.
Pemanggilan Invitation	Pemanggilan RUPS Luar Biasa dilakukan melalui situs web Bursa Efek Indonesia, situs web Perseroan, serta platform eASY.KSEI dalam Bahasa Indonesia dan bahasa Inggris, yang dipublikasikan pada tanggal 4 September 2025. The Invitation to the Extraordinary General Meeting of Shareholders was made through the Indonesia Stock Exchange website, the Company's website, as well as the eASY.KSEI platform in Indonesian and English, which published on September 4, 2025.
Penyelenggaraan RUPS GMS Holding	RUPS Luar Biasa diselenggarakan pada tanggal 26 September 2025. The Extraordinary General Meeting of Shareholders has held on September 26, 2025.
Pengumuman Ringkasan Risalah RUPS Announcement of GMS Minutes Summary	Ringkasan Risalah RUPS Luar Biasa telah dirilis pada tanggal 30 September 2025 yang diumumkan melalui situs web Perseroan dan situs web Bursa Efek Indonesia. The Summary of Minutes of the Extraordinary GMS was released on September 30, 2025, which was announced through the Company's website and the Indonesia Stock Exchange website.

Tahapan Pelaksanaan RUPS Luar Biasa
Process in Orgazining the Extraordinary GMS

Penyampaian Risalah RUPS Kepada OJK Submission of GMS Minutes to OJK	Penyampaian Risalah RUPS Luar Biasa kepada OJK pada tanggal 23 Oktober 2025 melalui surat Corporate Secretary & Legal No. GMF/TS/SPE-2028/25. Submission of the Minutes of the Extraordinary GMS to OJK on October 23, 2025, through Corporate Secretary & Legal letter No. GMF/TS/SPE-2028/25.

Pada RUPS Luar Biasa yang dilaksanakan tanggal 26 September 2025, jumlah saham dengan hak suara yang hadir atau diwakili telah memenuhi kuorum dalam RUPS yaitu sebesar 34,791,375,530 saham atau setara dengan 92.6140526% dari seluruh saham dengan hak suara sah yang telah dikeluarkan oleh Perseroan, yaitu berjumlah 28.233.511.500 saham Seri A dan 9.332.467.476 saham Seri B sesuai dengan Anggaran Dasar Perusahaan.

At the Extraordinary GMS held on September 26, 2025, the number of shares with voting rights present or represented has fulfilled the quorum in the GMS, which is 34,791,375,530 shares or equivalent to 92.6140526% of all shares with valid voting rights issued by the Company, which is 28,233,511,500 shares of Series A and 9,332,467,476 shares of Series B, in accordance with the Company's Articles of Association.

Kehadiran RUPS Luar Biasa
Attendees of the Extraordinary GMS

Dewan Komisaris Board of Commissioners	Semua anggota Dewan Komisaris yang menjabat sampai dengan penyelenggaraan RUPS Tahunan menghadiri RUPS. All members of the Board of Commissioners who served until the Annual GMS attended the GMS. • Oki Yanuar Komisaris Utama/Komisaris Independen | President Commissioner/Independent Commissioner • Dean Arslan Komisaris Independen | Independent Commissioner
Direksi Board of Directors	Semua anggota Direksi yang menjabat sampai dengan penyelenggaraan RUPS Tahunan menghadiri RUPS. All members of the Board of Directors who served until the Annual GMS attended the GMS. • Andi Fahrurrozi Direktur Utama | CEO • Tri Hartono Direktur Keuangan | Director of Finance • Mitra Piranti Direktur Sumber Daya Manusia | Director of Human Capital • Bobi Gumelar Raspati Direktur Base Management | Director of Base Management
Komite Audit Audit Committee	Ketua Komite Audit dan Kebijakan Tata Kelola Perusahaan yang menjabat sampai dengan penyelenggaraan RUPS Tahunan menghadiri RUPS. The Chairman of the Audit and Corporate Governance Policy Committee who served until the Annual GMS attended the GMS. • Dean Arslan Ketua Komite Audit dan Kebijakan Tata Kelola Perusahaan | Chairman of the Audit and Corporate Governance Policy Committe
Komite Nominasi dan Remunerasi Nomination and Remuneration Committee	Ketua Komite Nominasi dan Remunerasi yang menjabat sampai dengan penyelenggaraan RUPS Tahunan menghadiri RUPS. The Chairman of Nomination and Remuneration Committee who served until the Annual GMS attended the GMS. • Dean Arslan Ketua Komite Nominasi dan Remunerasi | Chairman of the Nomination and Remuneration Committee
Pihak Independen Independent Party	• Shanti Indah Lestari, S.H., M.Kn., sebagai Notaris/as the Notary; • PT Datindo Entrycom sebagai Biro Administrasi Efek Perseroan/as the Securities Administration Bureau.
Mekanisme Penghitungan Suara Voting Mechanism	Perhitungan suara dalam setiap mata acara rapat dilakukan oleh Notaris. The voting process at each agenda was done by the Notary.

Hasil Keputusan RUPS Luar Biasa telah dituangkan melalui akta Berita Acara RUPS Luar Biasa No. 5 Tanggal 26 September 2025 yang dibuat di hadapan Notaris Shanti Indah Lestari, S.H., M.Kn., di Kabupaten Tangerang.

The resolutions of the Extraordinary GMS have been set forth in the deed of Minutes of EGMS No. 5 dated September 26, 2025 made before Notary Shanti Indah Lestari, S.H., M.Kn., in Tangerang Regency.

Mata Acara Rapat dan Keputusannya serta Tindak Lanjut

Meeting Agenda, Resolutions, and Follow-up Status

Mata Acara Tunggal
Single Meeting Agenda

Mata Acara *Agenda*	Perubahan Susunan Pengurus Perseroan. Changes in the Composition of the Company's Management.
Jumlah Pemegang Saham yang Mengajukan Pertanyaan dan/atau Memberikan Pendapat *Shareholders Who Raised Questions and/Or Gave Their Opinions*	Tidak ada pertanyaan maupun pendapat yang disampaikan oleh Pemegang Saham atau kuasa Pemegang Saham. There were no questions or opinions raised by Shareholders or Shareholders' proxies.
Hasil Pemungutan Suara *Voting Results*	**Setuju** Agreed: 34.791.112.872 (99,9992450%) **Tidak Setuju** Disagreed: 250.622 (0,0007204%) **Abstain** Absent: 12.036 (0,0000346%)
Keputusan Mata Acara Tunggal *Resolution of Single Meeting Agenda*	• Menyetujui pengukuhan pengunduran diri Sdr. Mukhtaris dari jabatannya selaku Direktur Line Operation Perseroan berdasarkan surat pengunduran diri tanggal 30 Juni 2025, dengan ucapan terima kasih atas pengabdiannya selama memangku jabatan tersebut. • Menyetujui untuk pengangkatan nama-nama tersebut di bawah ini sebagai Pengurus Perseroan: a. Sdr. Endang Tardiana sebagai Direktur Line Operation; b. Sdr. Sugiharto Prapto sebagai Komisaris. • Dengan memperhatikan keputusan pada butir 1 dan 2 di atas maka susunan Dewan Komisaris dan Direksi Perseroan terhitung sejak ditutupnya RUPS Perseroan menjadi sebagai berikut: Dewan Komisaris Komisaris Utama/Independen : Sdr. Oki Yanuar Komisaris Independen : Sdr. Dean Arslan Komisaris : Sdr. Giring Ganesha Djumaryo Komisaris : Sdr. Sugiharto Prapto Direksi Direktur Utama : Sdr. Andi Fahrurrozi Direktur Base Management : Sdr. Bobi Gumelar Raspati Direktur Sumber Daya Manusia : Sdri. Mitra Piranti Direktur Keuangan : Sdr. Tri Hartono Direktur Line Operation : Sdr. Endang Tardiana • Menyetujui pembagian tugas dan wewenang setiap anggota Direksi Perseroan ditetapkan berdasarkan keputusan Direksi Perseroan setelah mendapat persetujuan tertulis dari Dewan Komisaris Perseroan. • Memberikan kuasa dan kewenangan kepada masing-masing Direksi Perseroan dengan hak substitusi untuk menyatakan dalam akta Notaris tersendiri, hasil keputusan Rapat sehubungan dengan perubahan Dewan Komisaris dan Direksi Perseroan dan melakukan pemberitahuan dan/atau pendaftaran mengenai perubahan susunan anggota Dewan Komisaris dan Direksi Perseroan.

	• To approve the ratification of the resignation of Mr. Mukhtaris from his position as Director of Line Operation of the Company based on his resignation letter dated June 30, 2025, with appreciation for his service during his tenure. • To approve the appointment of the following individuals as members of the Company's management: a. Mr. Endang Tardiana as Director of Line Operation; b. Mr. Sugiharto Prapto as Commissioner. • With due regard to the resolutions in points 1 and 2 above, the composition of the Company's Board of Commissioners and Board of Directors as of the closing of the GMS shall be as follows: Board of Commissioners President Commissioner/Independent : Mr. Oki Yanuar Independent Commissioner : Mr. Dean Arslan Commissioner : Mr. Giring Ganesha Djumaryo Commissioner : Mr. Sugiharto Prapto Board of Directors President Director : Mr. Andi Fahrurrozi Director of Base Management : Mr. Bobi Gumelar Raspati Director of Human Capital : Mrs. Mitra Piranti Director of Finance: Mr. Tri Hartono Director of Line Operation : Mr. Endang Tardiana • To approve that the division of duties and authority of each member of the Company's Board of Directors shall be determined based on a resolution of the Board of Directors after obtaining written approval from the Board of Commissioners. • To grant authority and power to each member of the Company's Board of Directors, with the right of substitution, to state the resolutions of the Meeting in a separate notarial deed in relation to changes in the composition of the Board of Commissioners and the Board of Directors of the Company, and to carry out notification and/or registration of such changes.
Realisasi *Realization*	Telah dituangkan dalam Akta Pernyataan Keputusan Rapat PT Garuda Maintenance Facility Aero Asia Tbk Nomor 6 tanggal 26 September 2025 yang telah mendapatkan Penerimaan Pemberitahuan Perubahan Data Perseroan dari Kementerian Hukum Republik Indonesia No. AHU.AH.01.09-0347084 tanggal 7 Oktober 2025. This has been set forth in the Deed of Statement of Meeting Resolutions of PT Garuda Maintenance Facility Aero Asia Tbk No. 6 dated September 26, 2025, which has received the Acknowledgement of Receipt of Notification of Changes to Company Data No. AHU.AH.01.09-0347084 dated October 7, 2025.

RUPS Luar Biasa
Extraordinary GMS

Hari/Tanggal Day/Date	Kamis, 24 Oktober 2025 Thursday, October 24, 2025
Waktu Time	14.35 s/d 15.14 WIB
Tempat Venue	Ruang Auditorium, Gedung Manajemen Garuda, Lantai Dasar, Garuda City, Area Perkantoran Bandar Udara International Soekarno-Hatta, Tangerang

Tahapan Pelaksanaan RUPS Luar Biasa
Process in Orgazining the Extraordinary GMS

Pemberitahuan Penyelenggaraan RUPS Kepada OJK Notification to Hold GMS to OJK	Mengirimkan surat Pemberitahuan Penyelenggaraan RUPS Luar Biasa ke OJK pada tanggal 10 Agustus 2025 elalui surat Direktur Utama Perseroan No. GMF/DT/SPE-2022/25. Sending the Notice of Extraordinary General Meeting of Shareholders to OJK on August 10, 2025 through the Company's CEO letter No. GMF/DT/SPE-2022/25.
Pengumuman Announcement	Pemasangan Pengumuman RUPS Luar Biasa pada situs web PT Bursa Efek Indonesia, situs web Perseroan serta platform eASY.KSEI dalam Bahasa Indonesia dan bahasa Inggris yang dipublikasikan pada tanggal 17 September 2025. Posting of the Announcement of the Extraordinary General Meeting of Shareholders on the website of the Indonesia Stock Exchange, the Company's website and the eASY.KSEI platform in Bahasa Indonesia and English published on September 17, 2025.
Pemanggilan Invitation	Pemanggilan RUPS Luar Biasa dilakukan melalui situs web Bursa Efek Indonesia, situs web Perseroan, serta platform eASY.KSEI dalam Bahasa Indonesia dan bahasa Inggris, yang dipublikasikan pada tanggal 2 Oktober 2025. The Invitation to the Extraordinary General Meeting of Shareholders was made through the Indonesia Stock Exchange website, the Company's website, as well as the eASY.KSEI platform in Indonesian and English, which published on October 2, 2025.
Penyelenggaraan RUPS GMS Holding	RUPS Luar Biasa diselenggarakan pada tanggal 24 Oktober 2025. The Extraordinary General Meeting of Shareholders has held on October 24, 2025.

Pengumuman Ringkasan Risalah RUPS Announcement of GMS Minutes Summary	Ringkasan Risalah RUPS Luar Biasa telah dirilis pada tanggal 28 Oktober 2025 yang diumumkan melalui situs web Perseroan dan situs web Bursa Efek Indonesia. The Summary of Minutes of the Extraordinary GMS was released on October 28, 2025, which was announced through the Company's website and the Indonesia Stock Exchange website.
Penyampaian Risalah RUPS Kepada OJK Submission of GMS Minutes to OJK	Penyampaian Risalah RUPS Luar Biasa kepada OJK pada tanggal 26 November 2025 melalui surat Corporate Secretary & Legal No. GMF/TS/SPE-2029/25. Submission of the Minutes of the Extraordinary GMS to OJK on November 26, 2025, through Corporate Secretary & Legal No. GMF/TS/SPE-2029/25.

Pada RUPS Luar Biasa yang dilaksanakan tanggal 24 Oktober 2025, jumlah saham dengan hak suara yang hadir atau diwakili telah memenuhi kuorum dalam RUPS yaitu sebesar 34,799,649,836 saham atau setara dengan 92,6360787% dari seluruh saham dengan hak suara sah yang telah dikeluarkan oleh Perseroan, yaitu berjumlah 28.233.511.500 saham Seri A dan 9.332.467.476 saham Seri B sesuai dengan Anggaran Dasar Perusahaan.

At the Extraordinary GMS held on October 24, 2025, the number of shares with voting rights present or represented has fulfilled the quorum in the GMS, which is 34,799,649,836 shares or equivalent to 92,6360787% of all shares with valid voting rights issued by the Company, which is 28,233,511,500 shares of Series A and 9,332,467,476 shares of Series B, in accordance with the Company's Articles of Association.

Kehadiran RUPS Luar Biasa
Attendees of the Extraordinary GMS

Dewan Komisaris Board of Commissioners	Semua anggota Dewan Komisaris yang menjabat sampai dengan penyelenggaraan RUPS Tahunan menghadiri RUPS. All members of the Board of Commissioners who served until the Annual GMS attended the GMS. • Dharmadi Komisaris Utama/Komisaris Independen | President Commissioner/Independent Commissioner • Dean Arslan Komisaris Independen | Independent Commissioner • Giring Ganesha Djumaryo Komisaris | Commissioner • Sugiharto Prapto Komisaris | Commissioner
Direksi Board of Directors	Semua anggota Direksi yang menjabat sampai dengan penyelenggaraan RUPS Tahunan menghadiri RUPS. All members of the Board of Directors who served until the Annual GMS attended the GMS. • Andi Fahrurrozi Direktur Utama | CEO • Tri Hartono Direktur Keuangan | Director of Finance • Mitra Piranti Direktur Sumber Daya Manusia | Director of Human Capital • Endang Tardiana Direktur Line Operation | Director of Line Operation • Bobi Gumelar Raspati Direktur Base Management | Director of Base Management
Komite Audit Audit Committee	Ketua Komite Audit dan Kebijakan Tata Kelola Perusahaan yang menjabat sampai dengan penyelenggaraan RUPS Tahunan menghadiri RUPS. The Chairman of the Audit and Corporate Governance Policy Committee who served until the Annual GMS attended the GMS. • Dean Arslan Ketua Komite Audit dan Kebijakan Tata Kelola Perusahaan | Chairman of the Audit and Corporate Governance Policy Committe
Komite Nominasi dan Remunerasi Nomination and Remuneration Committee	Ketua Komite Nominasi dan Remunerasi yang menjabat sampai dengan penyelenggaraan RUPS Tahunan menghadiri RUPS. The Chairman of Nomination and Remuneration Committee who served until the Annual GMS attended the GMS. • Dean Arslan Ketua Komite Nominasi dan Remunerasi | Chairman of the Nomination and Remuneration Committee
Pihak Independen Independent Party	• Shanti Indah Lestari, S.H., M.Kn., sebagai Notaris/as the Notary; • PT Datindo Entrycom sebagai Biro Administrasi Efek Perseroan/as the Securities Administration Bureau; • Kantor Akuntan Publik Purwanto, Susanti dan Surja sebagai Kantor Akuntan Publik/as the Public Account; • TnP Law Firm sebagai Konsultan Hukum Perseroan/as the Legal Consultant of the Company; • PT BRI Danareksa Sekuritas sebagai Konsultan Transaksi/as the Transaction Consultant; • Kantor Jasa Penilai Publik Ruky, Safrudin dan Rekan sebagai Penilai/as Assessor.
Mekanisme Penghitungan Suara Voting Mechanism	Perhitungan suara dalam setiap mata acara rapat dilakukan oleh Notaris. The voting process at each agenda was done by the Notary.

Hasil Keputusan RUPS Luar Biasa telah dituangkan melalui akta Berita Acara RUPS Luar Biasa No. 8 Tanggal 24 Oktober 2025 yang dibuat di hadapan Notaris Shanti Indah Lestari, S.H., M.Kn., di Kabupaten Tangerang.

The resolutions of the Extraordinary GMS have been set forth in the deed of Minutes of EGMS No. 8 dated October 24, 2025 made before Notary Shanti Indah Lestari, S.H., M.Kn., in Tangerang Regency.

Mata Acara Rapat dan Keputusannya serta Tindak Lanjut

Meeting Agenda, Resolutions, and Follow-up Status

Mata Acara Rapat Pertama First Meeting Agenda	
Mata Acara Agenda	Persetujuan atas rencana Perseroan untuk melakukan Penambahan Modal dengan Memberikan Hak Memesan Efek Terlebih Dahulu ("PMHMETD") kepada para pemegang saham Perseroan berdasarkan Peraturan Otoritas Jasa Keuangan ("OJK") Nomor 32/POJK.04/2015 tentang Penambahan Modal Perusahaan Terbuka dengan Memberikan Hak Memesan Efek Terlebih Dahulu sebagaimana diubah dengan Perautran OJK Nomor 14/POJK/04/2019 tentang Perubahan atas Peraturan OJK Nomor 32/POJK.04/2015 tentang Penambahan Modal Perusahaan Terbuka dengan Memberikan Hak Memesan Efek Terlebih Dahulu ("POJK 32/2015"). Approval of the Company's plan to carry out a Capital Increase by Granting Pre-emptive Rights (Rights Issue) ("PMHMETD") to the Company's shareholders in accordance with Financial Services Authority Regulation ("OJK") No. 32/POJK.04/2015 concerning Capital Increase of Public Companies by Granting Pre-emptive Rights, as amended by OJK Regulation No. 14/POJK.04/2019 regarding Amendments to OJK Regulation No. 32/POJK.04/2015 concerning Capital Increase of Public Companies by Granting Pre-emptive Rights ("POJK 32/2015").
Jumlah Pemegang Saham yang Mengajukan Pertanyaan dan/atau Memberikan Pendapat Shareholders Who Raised Questions and/Or Gave Their Opinions	Tidak ada pertanyaan maupun pendapat yang disampaikan oleh Pemegang Saham atau kuasa Pemegang Saham. There were no questions or opinions raised by Shareholders or Shareholders' proxies.
Hasil Pemungutan Suara Voting Results	

Setuju Agreed	**Tidak Setuju** Disagreed	**Abstain** Absent
34.799.649.836 (100%)	0	0

Mata Acara Rapat Pertama First Meeting Agenda	
Keputusan Mata Acara Pertama Resolution of First Meeting Agenda	• Menyetujui rencana Perseroan untuk melakukan PMHMETD dengan cara mengeluarkan sebanyak-banyaknya 124.269.948.745 (seratus dua puluh empat miliar dua ratus enam puluh sembilan juta sembilan ratus empat puluh delapan ribu tujuh ratus empat puluh lima) saham Seri B dengan nilai nominal sebesar Rp25 (dua puluh lima Rupiah) per saham dengan memperhatikan ketentuan peraturan perundang-undangan di bidang pasar modal, khususnya POJK 32/2015. • Menyetujui pemberian kewenangan kepada Dewan Komisaris Perseroan dengan hak substitusi untuk melaksanakan segala tindakan yang diperlukan berkaitan dengan PMHMETD, termasuk namun tidak terbatas untuk: a. melakukan peningkatan modal ditempatkan dan disetor Perseroan dengan penerbitan saham-saham di PMHMETD, serta termasuk tapi tidak terbatas pada (i) menyetujui penetapan dan penentuan kepastian jumlah saham baru yang diterbitkan dalam PMHMETD, (ii) harga pelaksanaan Hak Memesan Efek Terlebih Dahulu ("HMETD") dan (iii) tindakan-tindakan lain sebagaimana diusulkan oleh Direksi Perseroan sehubungan dengan pelaksanaan PMHMETD, dengan memperhatikan peraturan perundang-undangan yang berlaku termasuk peraturan bidang pasar modal; dan b. menyatakan realisasi jumlah saham yang sesungguhnya telah dikeluarkan sehubungan dengan jumlah peningkatan modal ditempatkan dan disetor setelah PMHMETD selesai dilaksanakan yaitu pada Pasal 4 ayat 2 dan 3 Anggaran Dasar Perseroan serta melakukan segala tindakan yang diperlukan sehubungan dengan hal tersebut dengan memperhatikan peraturan perundang-undangan. • Menyetujui pemberian kuasa dan wewenang kepada Direksi Perseroan dengan hak substitusi untuk melaksanakan keputusan-keputusan tersebut di atas dan melakukan segala tindakan yang diperlukan sehubungan dengan pelaksanaan PMHMETD, termasuk namun tidak terbatas untuk: a. dengan tunduk pada keputusan nomor 2 di atas, (i) menentukan jumlah final saham yang dikeluarkan dalam rangka PMHMETD; (ii) menentukan harga pelaksanaan dari saham yang akan dikeluarkan dalam rangka PMHMETD; (iii) dalam peraturan perundangan yang berlaku atau lembaga pemerintah terkait mempersyaratkan hak atas tanah dari Aset API berupa hak atas tanah lainnya yang diizinkan menurut peraturan perundang-undangan yang berlaku, melakukan tindakan-tindakan yang diperlukan sehubungan dengan pelaksanaan PMHMETD dengan inbreng atas Aset API dengan hak atas tanah yang diizinkan menurut perundang-undangan yang berlaku dan (iv) tindakan-tindakan lain sebagaimana diperlukan sehubungan dengan pelaksanaan PMHMETD; b. menentukan penggunaan dana hasil PMHMETD; c. mengajukan dan menandatangani Pernyataan Pendaftaran kepada OJK (untuk PMHMETD), termasuk menerbitkan, mencetak, dan menandatangani seluruh dokumen yang diperlukan dalam rangka PMHMETD, termasuk tetapi tidak terbatas pada perjanjian yang dibuat dihadapan Notaris berkut perubahan dan/atau penambahannya; d. menegaskan 1 (satu) atau lebih keputusan dalam Rapat pada 1 (satu) atau lebih akta Notaris, serta membuat atau meminta dibuatkan segala aktaakta, surat-surat maupun dokumen-dokumen yang diperlukan, hadir di hadapan pihak/pejabat yang berwenang untuk memperoleh persetujuan atau melaporkan hal tersebut kepada pihak/pejabat yang berwenang sesuai dengan peraturan perundangan yang berlaku; dan • Melakukan tindakan-tindakan lain yang diperlukan sehubungan dengan pelaksanaan PMHMETD dengan mengacu dan memperhatikan peraturan perundang-undangan yang berlaku termasuk peraturan di bidang pasar modal.

Mata Acara Rapat Pertama First Meeting Agenda	
	• To approve the Company's plan to conduct a Capital Increase by Granting Pre-emptive Rights (Rights Issue) ("PMHMETD") by issuing up to 124,269,948,745 (one hundred twenty-four billion two hundred sixty-nine million nine hundred forty-eight thousand seven hundred forty-five) Series B shares with a nominal value of Rp25 (twenty-five Rupiah) per share, in compliance with the prevailing laws and regulations in the capital market sector, particularly OJK Regulation No. 32/POJK.04/2015 ("POJK 32/2015"). • To approve the granting of authority to the Company's Board of Commissioners, with the right of substitution, to carry out all necessary actions in relation to the PMHMETD, including but not limited to: a. increasing the Company's issued and paid-up capital through the issuance of shares under the PMHMETD, including but not limited to (i) approving the determination and final number of new shares to be issued in the PMHMETD, (ii) determining the exercise price of the Pre-emptive Rights ("HMETD"), and (iii) other actions as proposed by the Company's Board of Directors in connection with the implementation of the PMHMETD, in compliance with applicable laws and regulations, including those in the capital market sector; and b. stating the realization of the actual number of shares issued in relation to the increase in issued and paid-up capital after the completion of the PMHMETD, as stipulated in Article 4 paragraphs 2 and 3 of the Company's Articles of Association, and carrying out all necessary actions in connection therewith in accordance with applicable laws and regulations. • To approve the granting of authority and power to the Company's Board of Directors, with the right of substitution, to implement the above resolutions and to take all necessary actions in relation to the implementation of the PMHMETD, including but not limited to: a. subject to resolution number 2 above: (i) determining the final number of shares to be issued under the PMHMETD; (ii) determining the exercise price of the shares to be issued under the PMHMETD; (iii) if required by applicable laws and regulations or relevant government authorities regarding land rights over API Assets in the form of land rights or other permitted rights under applicable laws, taking necessary actions in relation to the implementation of the PMHMETD through inbreng (non-cash capital contribution) of API Assets with land rights permitted under applicable laws; and (iv) taking other necessary actions related to the implementation of the PMHMETD; b. determining the use of proceeds from the PMHMETD; c. submitting and signing the Registration Statement to OJK (for the PMHMETD), including issuing, printing, and signing all required documents in relation to the PMHMETD, including but not limited to agreements executed before a Notary along with any amendments and/or additions thereto; d. restating one or more resolutions of the Meeting in one or more notarial deeds, and preparing or requesting the preparation of all necessary deeds, letters, and documents, appearing before the competent authorities/officials to obtain approval or to report such matters to the competent authorities/officials in accordance with applicable laws and regulations; and • Taking any other actions deemed necessary in relation to the implementation of the PMHMETD with due regard to and in compliance with applicable laws and regulations, including those in the capital market sector.
Realisasi Realization	Penambahan Modal oleh PT Angkasa Pura Indonesia kepada Perseroan berupa aset melalui mekanisme PMHMETD sebagaimana dituangkan dalam Akta Pengikatan Pemasukan ke Dalam Perusahaan No. 146 tanggal 29 Desember 2025, dilakukan dengan menerima kepemilikan Saham Seri B Perseroan, serta diikuti dengan pembelian saham oleh Pemegang Saham Publik. The capital increase by PT Angkasa Pura Indonesia in the Company in the form of assets through the PMHMETD mechanism, as set forth in the Deed of Capital Contribution Commitment No. 146 dated December 29, 2025, was carried out by receiving ownership of the Company's Series B shares, and was followed by the purchase of shares by Public Shareholders.

Mata Acara Rapat Kedua Second Meeting Agenda	
Mata Acara Agenda	Persetujuan perubahan Pasal 4 ayat (1), ayat (2), dan ayat (3) Anggaran Dasar Perseroan sehubungan dengan, perubahan struktur permodalan Perseroan pada modal dasar Perseroan, modal ditempatkan dan disetor Perseroan sehubungan dengan pelaksanaan PMHMETD. Approval of amendments to Article 4 paragraphs (1), (2), and (3) of the Company's Articles of Association in relation to changes in the Company's capital structure, including the authorized capital, issued capital, and paid-up capital, in connection with the implementation of the PMHMETD.
Jumlah Pemegang Saham yang Mengajukan Pertanyaan dan/atau Memberikan Pendapat Shareholders Who Raised Questions and/Or Gave Their Opinions	Tidak ada pertanyaan maupun pendapat yang disampaikan oleh Pemegang Saham atau kuasa Pemegang Saham. There were no questions or opinions raised by Shareholders or Shareholders' proxies.

Mata Acara Rapat Kedua Second Meeting Agenda	
Hasil Pemungutan Suara Voting Results	**Setuju** Agreed: 34.799.649.836 (100%) **Tidak Setuju** Disagreed: 0 **Abstain** Absent: 0
Keputusan Mata Acara Rapat Kedua Resolution of First Meeting Agenda	• Menyetujui perubahan Pasal 4 ayat (1) Anggaran Dasar Perseroan sehubungan dengan perubahan atas seluruh saham seri A, masing-masing saham dengan nilai nominal Rp100,- (seratus Rupiah) per saham, yang masih dalam portepel, seluruhnya menjadi saham seri B masing-masing saham dengan nilai nominal Rp25,- (dua puluh lima Rupiah) per saham, dari yang semula modal dasar Perseroan adalah sebesar Rp10.000.000.000.000,00 (sepuluh triliun Rupiah), yang terbagi atas: a. 95.000.000.000 (sembilan puluh lima miliar) saham Seri A, masing-masing saham bernilai nominal Rp100,- (seratus Rupiah); dan b. 20.000.000.000 (dua puluh miliar) saham Seri B, masing-masing saham bernilai nominal Rp25,- (dua puluh lima Rupiah), c. menjadi modal dasar Perseroan adalah sebesar Rp10.000.000.000.000,00 (sepuluh triliun Rupiah), yang terbagi atas: d. 28.233.511.500 (dua puluh delapan miliar dua ratus tiga puluh tiga juta lima ratus sebelas ribu lima ratus) saham Seri A, masing-masing saham bernilai nominal Rp100,- (seratus Rupiah) dan e. 287.065.954.000 (dua ratus delapan puluh tujuh miliar enam puluh lima juta sembilan ratus lima puluh empat ribu) saham Seri B, masing-masing saham bernilai nominal Rp25,- (dua puluh lima Rupiah). • Menyetujui perubahan Pasal 4 ayat (2) dan ayat (3) Anggaran Dasar Perseroan yaitu peningkatan modal ditempatkan dan disetor Perseroan sehubungan dengan pelaksanaan PMHMETD. • Menyetujui untuk menyatakan kembali anggaran dasar Perseroan secara keseluruhan, sepanjang tidak bertentangan dengan peraturan perundang-undangan yang berlaku dan memberikan kuasa dan wewenang dengan hak substitusi kepada Direksi Perseroan, untuk melakukan segala tindakan yang diperlukan sehubungan dengan keputusan tersebut di atas, untuk menuangkan keputusan perubahan anggaran dasar Perseroan tersebut ke dalam akta yang dibuat di hadapan Notaris, serta meminta persetujuan dan memberitahukan perubahan anggaran dasar Perseroan tersebut pada Menteri Hukum Republik Indonesia, dan melakukan semua tindakan yang diperlukan sehubungan dengan keputusan tersebut sesuai dengan peraturan perundangundangan yang berlaku. • To approve the amendment to Article 4 paragraph (1) of the Company's Articles of Association in relation to the reclassification of all Series A shares, each with a nominal value of Rp100 (one hundred Rupiah) per share, which remain in the portfolio, into Series B shares, each with a nominal value of Rp25 (twenty-five Rupiah) per share, whereby the Company's authorized capital remains Rp10,000,000,000,000 (ten trillion Rupiah), but changes from being divided into: a. 95,000,000,000 (ninety-five billion) Series A shares, each with a nominal value of Rp100 (one hundred Rupiah); and b. 20,000,000,000 (twenty billion) Series B shares, each with a nominal value of Rp25 (twenty-five Rupiah), c. to become divided into: d. 28,233,511,500 (twenty-eight billion two hundred thirty-three million five hundred eleven thousand five hundred) Series A shares, each with a nominal value of Rp100 (one hundred Rupiah); and e. 287,065,954,000 (two hundred eighty-seven billion sixty-five million nine hundred fifty-four thousand) Series B shares, each with a nominal value of Rp25 (twenty-five Rupiah). • To approve the amendments to Article 4 paragraphs (2) and (3) of the Company's Articles of Association, namely the increase in the Company's issued and paid-up capital in connection with the implementation of the PMHMETD. • To approve the restatement of the Company's Articles of Association in their entirety, insofar as not inconsistent with prevailing laws and regulations, and to grant authority and power, with the right of substitution, to the Company's Board of Directors to take all necessary actions in relation to the above resolutions, including incorporating the amendments to the Company's Articles of Association into a notarial deed, obtaining approval and notifying such amendments to the Minister of Law of the Republic of Indonesia, and taking all necessary actions in accordance with applicable laws and regulations.
Realisasi Realization	Telah dituangkan dalam Akta Pernyataan Keputusan Rapat Perubahan Anggaran Dasar PT Garuda Maintenance Facility Aero Asia Tbk No. 8 tanggal 24 Oktober 2025 yang telah mendapatkan Penerimaan Pemberitahuan Perubahan Anggaran Dasar dari Kementerian Hukum Republik Indonesia No. AHU. AH.01.03-0246198 tanggal 26 Oktober 2025. Have been set forth in the Deed of Statement of Meeting Resolutions regarding Amendments to the Articles of Association of PT Garuda Maintenance Facility Aero Asia Tbk No. 8 dated October 24, 2025, which has received the Acknowledgement of Receipt of Notification of Amendments to the Articles of Association from the Ministry of Law of the Republic of Indonesia No. AHU.AH.01.03-0246198 dated October 26, 2025.

PELAKSANAAN DAN TINDAK LANJUT HASIL KEPUTUSAN RUPS YANG DISELENGGARAKAN PADA TAHUN 2024

IMPLEMENTATION AND FOLLOW-UP OF THE GMS RESOLUTIONS IN 2024

Keputusan RUPS Tahunan Tanggal 28 Juni 2024
Resolution of the Annual GMS dated June 28, 2024

Mata Acara Rapat Meeting Agenda	**Keputusan** Resolution	**Realisasi** Realization
Mata Acara Rapat Pertama **First Meeting Agenda** Persetujuan Laporan Tahunan Perseroan Tahun Buku 2023 termasuk di dalamnya Laporan Keuangan Konsolidasian Perseroan dan Laporan Tugas Pengawasan Dewan Komisaris yang berakhir pada tanggal 31 Desember 2023, serta pemberian pelunasan dan pembebasan tanggung jawab sepenuhnya (volledig acquit et de charge) kepada para anggota Direksi dan anggota Dewan Komisaris atas tindakan pengurusan dan pengawasan yang telah dijalankan selama tahun buku 2023. Approval of the Company's Annual Report for the financial year 2023, including the Company's Consolidated Financial Statements and the Board of Commissioners Oversight Report ended on 31 December 2023, and to release and discharge of all responsibilities (volledig acquit et de charge) to all Board members for the management and supervision carried out in the financial year 2023.	**Keputusan Mata Acara Rapat Pertama** **Resolution of the First Meeting Agenda** 1. Menyetujui dan mengesahkan Laporan Tahunan Perseroan Tahun Buku 2023 termasuk di dalamnya Laporan Pelaksanaan Tugas Pengawasan Dewan Komisaris yang berakhir pada tanggal 31 Desember 2023 serta Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2023 yang berakhir pada tanggal 31 Desember 2023, yang telah diaudit oleh Kantor Akuntan Publik Tanudiredja, Wibisana, Rintis & Rekan dengan pendapat "Wajar Dalam Semua Hal yang Material", sebagaimana termuat dalam laporannya Nomor 00508/2.1025/AU.1/10/0225-2/1/III/2024 tanggal 28 Maret 2024; dan 2. Memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (volledig acquit et de charge) kepada para anggota Direksi dan anggota Dewan Komisaris atas tindakan pengurusan dan pengawasan yang telah dijalankan selama tahun buku 2023, sepanjang tindakan tersebut bukan merupakan tindakan pidana dan/atau tindakan yang bertentangan dengan peraturan perundangan yang berlaku dan tindakan tersebut telah tercermin dalam Laporan Tahunan dan Laporan Keuangan Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2023. 1. To approve and ratify the Company's Annual Report for the Financial Year 2023, including the Report on the Implementation of the Supervisory Duties of the Board of Commissioners ending 31 December 2023 and the Company's Consolidated Financial Statements for the Financial Year 2023 ending 31 December 2023, which have been audited by the Public Accounting Firm Tanudiredja, Wibisana, Rintis & Rekan with the opinion of "Fair in All Material Matters", as contained in its report Number 00508/2.1025/AU.1/10/0225-2/1/III/2024 dated March 28th , 2024; and 2. To grant full release and discharge (volledig acquit et de charge) to the members of the Board of Directors and members of the Board of Commissioners for their management and supervisory actions carried out during the financial year 2023, to the extent that such actions do not constitute criminal acts and/or actions contrary to the prevailing laws and regulations and such actions have been reflected in the Company's Annual Report and Financial Statements for the financial year ending 31 December 2023.	Telah direalisasikan pada tahun 2024. It was realized in 2024.
Mata Acara Rapat Kedua **First Meeting Agenda** Penetapan Laba Bersih Perseroan Tahun 2023. Fixation of the Company's Net Income in 2023.	**Keputusan Mata Acara Rapat Kedua** **Resolution of the Second Meeting Agenda** Menyetujui dan menetapkan penggunaan Laba Bersih Konsolidasian Tahun Buku 2023 sebesar USD 20.168.689 (dua puluh juta seratus enam puluh delapan enam ratus delapan puluh sembilan Dollar Amerika Serikat) sebagai Laba Ditahan atau Retained Earning Perseroan untuk mengurangi akumulasi kerugian Perseroan. Approve and determine the utilization of the Consolidated Net Income for the Financial Year 2023 amounting to USD20.168.689 (twenty million one hundred sixty eight six hundred eighty nine United States Dollars) as Retained Earning of the Company to reduce the Company's accumulated losses.	Telah direalisasikan pada tahun 2024. It was realized in 2024.

Keputusan RUPS Tahunan Tanggal 28 Juni 2024
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Mata Acara Rapat Meeting Agenda	Keputusan Resolution	Realisasi Realization
Mata Acara Rapat Ketiga **Third Meeting Agenda** Penetapan Tantiem Tahun Buku 2023 dan Remunerasi (Gaji/Honorarium, Fasilitas dan Tunjangan) Tahun Buku 2024 bagi Direksi dan Dewan Komisaris. Determination of Tantiem for the financial year 2023 and remuneration (salary/honorarium, facilities and allowances) for the financial year 2024 for Directors and Board of Commissioners.	**Keputusan Mata Acara Rapat Ketiga** **Resolution of the Third Meeting Agenda** Menyetujui pemberian kuasa dan pelimpahan kewenangan kepada Dewan Komisaris Perseroan dengan terlebih dahulu mendapat persetujuan tertulis dari PT Garuda Indonesia (Persero) Tbk selaku Pemegang Saham Pengendali untuk menetapkan pemberian tantiem dan/atau insentif kinerja tahun 2023 dan menetapkan remunerasi (gaji/honorarium, tunjangan dan fasilitas) bagi anggota Direksi dan Dewan Komisaris Perseroan untuk tahun 2024. Approved the granting of power and delegation of authority to the Company's Board of Commissioners with prior written approval from PT Garuda Indonesia (Persero) Tbk as the Controlling Shareholder to determine the tantiem and/or performance incentives for 2023 and determine the remuneration (salary/honorarium, allowances and facilities) for members of the Company's Board of Directors and Board of Commissioners for 2024.	Telah direalisasikan pada tahun 2024. It was realized in 2024.
Mata Acara Rapat Keempat **Fourth Meeting Agenda** Penunjukan Kantor Akuntan Publik Untuk Mengaudit Laporan Keuangan Perseroan Tahun Buku 2024. Appointment of a Public Accountant Firm to Audit the Company's Financial Statements for the Financial Year 2024.	**Keputusan Mata Acara Rapat Keempat** **Resolution of the Fourth Meeting Agenda** 1. Menyetujui pemberian kuasa dan pelimpahan kewenangan kepada Dewan Komisaris Perseroan untuk menunjuk Akuntan Publik Independen dari Kantor Akuntan Publik (KAP) untuk melakukan pemeriksaan atas Laporan Keuangan Konsolidasian Perseroan untuk tahun buku yang berakhir tanggal 31 Desember 2024, pemeriksaan atas Laporan Keuangan Khusus tertentu pada tahun 2024 dan pemeriksaan atas Laporan Keuangan Konsolidasian Perseroan periode lainnya pada tahun 2024 untuk tujuan dan kepentingan Perseroan. 2. Menyetujui pemberian kuasa dan pelimpahan kewenangan kepada Dewan Komisaris Perseroan untuk menetapkan besaran nilai jasanya sesuai ketentuan dan peraturan yang berlaku, termasuk untuk menunjuk KAP pengganti bilamana karena sebab apapun juga berdasarkan ketentuan pasar modal di Indonesia apabila KAP yang ditunjuk tidak dapat melakukan tugasnya, dengan kriteria bahwa KAP tersebut terdaftar di Otoritas Jasa Keuangan. 1. Approved the granting of power and delegation of authority to the Company's Board of Commissioners to appoint an Independent Public Accountant from the Public Accounting Firm (KAP) to conduct an audit of the Company's Consolidated Financial Statements for the financial year ending 31 December 2024, an audit of certain Special Financial Statements in 2024 and an audit of the Company's Consolidated Financial Statements for other periods in 2024 for the purposes and interests of the Company. 2. Approved the granting of power and delegation of authority to the Company's Board of Commissioners to determine the amount of service value in accordance with applicable rules and regulations, including to appoint a replacement KAP if for any reason whatsoever based on capital market regulations in Indonesia if the appointed KAP is unable to perform its duties, with the criteria that the KAP is registered with the Financial Services Authority.	Telah direalisasikan pada tahun 2024. It was realized in 2024.

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Mata Acara Rapat Meeting Agenda	Keputusan Resolution	Realisasi Realization
Mata Acara Rapat Pertama **First Meeting Agenda** Persetujuan Pengikatan Jaminan atas Aset Perseroan dengan nilai lebih dari 50% (lima puluh persen) Kekayaan Bersih Perseroan berdasarkan Restrukturisasi Perjanjian Kredit antara PT Bank Rakyat Indonesia (Persero) Tbk. Approval of Guarantee Binding for Company Assets with a value of more than 50% (fifty percent) of the Company's Net Worth based on the Restructuring of the Credit Agreement between PT Bank Rakyat Indonesia (Persero) Tbk.	**Keputusan Mata Acara Rapat Pertama** **Resolution of the First Meeting Agenda** Menyetujui pengikatan jaminan atas aset Perseroan dalam memenuhi kewajiban Perseroan berdasarkan program restrukturisasi fasilitas kredit dengan PT Bank Rakyat Indonesia (Persero) Tbk, yang pengikatan tersebut dilakukan secara paripassu dengan kreditur-kreditur lain Perseroan dengan porsi bagian nilai jaminan yang ditentukan oleh Perseroan sepanjang pengikatan jaminan tersebut tidak mengubah pokok-pokok perjanjian tersebut serta dilaksanakan sesuai dengan ketentuan tata kelola perusahaan yang baik dan peraturan perundang-undangan yang berlaku. Approved the binding of collateral for the Company's assets in fulfilling the Company's obligations under the credit facility restructuring program with PT Bank Rakyat Indonesia (Persero) Tbk, which binding was carried out paripassu with other creditors of the Company with a portion of the collateral value determined by the Company as long as the binding of the guarantee did not change the principal of the agreement and was carried out in accordance with the provisions of good corporate governance and applicable laws and regulations.	Telah direalisasikan pada tahun 2024. It was realized in 2024.
Mata Acara Rapat Kedua **Second Meeting Agenda** Usulan Perubahan Anggaran Dasar. Proposed Amendment to the Articles of Association.	**Keputusan Mata Acara Rapat Kedua** 1. Menyetujui perubahan Pasal 3 Anggaran Dasar Perseroan untuk disesuaikan dengan Peraturan Badan Pusat Statistik Nomor 2 Tahun 2020 tentang Klasifikasi Baku Lapangan Usaha Indonesia ("KBLI 2020") dan peraturan lainnya yang terkait; 2. Menyetujui perubahan-perubahan dalam ketentuan Pasal 4 ayat (2), Pasal 7 ayat (3), Pasal 15 ayat (16), Pasal 15 ayat (2), Pasal 16 ayat (2) huruf a angka 4, Pasal 16 ayat (2) huruf a angka 6, Pasal 16 ayat (2) huruf b angka 10, Pasal 16 ayat (2) huruf b angka 15, Pasal 16 ayat (2) huruf b angka 19, Pasal 16 ayat 5, Pasal 16 ayat (14) huruf o, Pasal 16 ayat 14 huruf m, Pasal 16 ayat (22), Pasal 16 ayat (22) huruf f, Pasal 19 ayat (2) huruf a angka 13, Pasal 20, Pasal 20 ayat (1) huruf b, Pasal 23 ayat (2), dan Pasal 24 dalam Anggaran Dasar sebagaimana yang diusulkan dalam Rapat ini. 3. Menyetujui untuk menyusun kembali seluruh ketentuan dalam Anggaran Dasar Perseroan sehubungan dengan perubahan sebagaimana dimaksud pada butir 1 dan butir 2 Keputusan tersebut diatas. 4. Memberikan kuasa dan wewenang kepada Direksi Perseroan dengan hak substitusi untuk melakukan segala tindakan yang diperlukan berkaitan dengan Keputusan mata acara Rapat, termasuk menyusun dan menyatakan kembali seluruh Anggaran Dasar Perseroan dalam suatu Akta Notaris dan memberikan kuasa dengan hak substitusi untuk menyampaikan kepada instansi yang berwenang untuk mendapatkan persetujuan dan/atau tanda penerimaan pemberitahuan perubahan Anggaran Dasar Perseroan, melakukan segala sesuatu yang dipandang perlu dan berguna untuk keperluan tersebut dengan tidak ada satu pun yang dikecualikan, termasuk untuk mengadakan penambahan dan/atau perubahan dalam perubahan Anggaran Dasar tersebut, jika hal tersebut dipersyaratkan oleh instansi yang berwenang.	Telah direalisasikan pada tahun 2024. It was realized in 2024.

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Mata Acara Rapat Meeting Agenda	**Keputusan** Resolution	**Realisasi** Realization
	Resolution of the Second Meeting Agenda 1. Approved the amendment to Article 3 of the Company's Articles of Association to be adjusted to the Central Bureau of Statistics Regulation Number 2 of 2020 concerning the Indonesian Standard Industrial Classification ("KBLI 2020") and other related regulations; 2. Approve the amendments in the provisions of Article 4 paragraph (2), Article 7 paragraph (3), Article 15 paragraph (16), Article 15 paragraph (2), Article 16 paragraph (2) letter a number 4, Article 16 paragraph (2) letter a number 6, Article 16 paragraph (2) letter b number 10, Article 16 paragraph (2) letter b number 15, Article 16 paragraph (2) letter b number 19, Article 16 paragraph 5, Article 16 paragraph (14) letter o, Article 16 paragraph 14 letter m, Article 16 paragraph (22), Article 16 paragraph (22) letter f, Article 19 paragraph (2) letter a number 13, Article 20, Article 20 paragraph (1) letter b, Article 23 paragraph (2), and Article 24 in the Articles of Association as proposed in this Meeting. 3. Approve to rearrange all provisions in the Company's Articles of Association in connection with the amendments as referred to in point 1 and point 2 of the above Resolution. 4. To grant power and authority to the Board of Directors of the Company with the right of substitution to take all necessary actions related to the Resolutions of the agenda of the Meeting, including to compile and restate the entire Articles of Association of the Company in a Notarial Deed and to grant power with the right of substitution to submit to the competent authorities to obtain approval and/or receipt of notification of amendments to the Articles of Association of the Company, to do everything deemed necessary and useful for such purposes with no one being excluded, including to make additions and/or changes in the amendments to the Articles of Association, if so required by the competent authorities.	

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Mata Acara Rapat Meeting Agenda	Keputusan Resolution	Realisasi Realization
Mata Acara Rapat Ketiga **Third Meeting Agenda** Perubahan Susunan Pengurus Perseroan. Changes in the Composition of the Company's Management.	**Keputusan Mata Acara Rapat Ketiga** **Resolution of the Third Meeting Agenda** 1. Menyetujui untuk memberhentikan nama-nama tersebut di bawah ini yang berlaku efektif sejak ditutupnya Rapat Umum Pemegang Saham Luar Biasa ini dengan ucapan terima kasih atas sumbangan tenaga dan pikiran yang diberikan selama memangku jabatan tersebut. a. Bapak Ali Gunawan sebagai Komisaris Independen yang diangkat pada Rapat Umum Pemegang Saham Tahunan tanggal 20 Agustus 2021. b. Bapak Agit Atriantio sebagai Komisaris Independen yang diangkat pada Rapat Umum Pemegang Saham Tahunan tanggal 20 Agustus 2021. 2. Menyetujui untuk mengangkat nama di bawah ini yang berlaku efektif sejak ditutupnya Rapat Umum Pemegang Saham Luar Biasa ini sebagai berikut: a. Bapak Ali Gunawan sebagai Komisaris Independen b. Bapak Agit Atriantio sebagai Komisaris Independen 3. Masa jabatan anggota Dewan Komisaris yang diangkat sebagaimana dimaksud pada angka 2, sesuai dengan ketentuan Anggaran Dasar Perseroan, dengan memperhatikan peraturan perundang-undnagan di bidang Pasar Modal dan tanpa mengurangi hak Rapat Umum Pemegang Saham ("RUPS") untuk memberhentikan sewaktu-waktu. 4. Dengan memperhatikan keputusan pada butir 1 dan 2 di atas maka susunan Dewan Komisaris dan Direksi Perseroan terhitung sejak ditutupnya RUPSLB Perseroan menjadi sebagai berikut: Dewan Komisaris Komisaris Utama/Komisaris Independen : Sdr. Dharmadi Komisaris : Sdr. Rahmat Hanafi Komisaris Independen : Sdr. Ali Gunawan Komisaris Independen : Sdr. Agit Atriantio Komisaris Independen : Sdr. Abhan Direksi Direktur Utama : Sdr. Andi Fahrurrozi Direktur Line Operation : Sdr. Mukhtaris Direktur Base Operation : Sdr. Irvan Pribadi Direktur Keuangan : Sdr. Salusra Satria Direktur Human Capital & Corporate : Sdr. Pudjo Sarwoko 5. Anggota Komisaris yang diangkat sebagaimana butir 2 yang masih menjabat ada jabatan lain yang dilarang atau peraturan perundang-undangan untuk dirangkap dengan jabatan Anggota Komisaris atau Direksi maka yang bersangkutan harus mengundurkan diri atau diberhentikan dari jabatannya tersebut. 6. Menyetujui pemberian tugas dan wewenang setiap anggota Direksi Perseroan ditetapkan berdasarkan keputusan Direksi Perseroan setelah mendapat persetujuan tertulis dari Dewan Komisaris Perseroan. 7. Memberikan kuasa dan kewenangan kepada masing-masing Direksi Perseroan dengan hak substitusi untuk menyatakan dalam akta Notaris tersendiri, hasil keputusan Rapat sehubungan dengan perubahan Dewan Komisaris Perseroan dan melakukan Pemberitahuan dan.atau pendaftaran mengenai perubahan susunan anggota Dewan Komisaris dari Perseroan.	Telah direalisasikan pada tahun 2024. It was realized in 2024.

Keputusan RUPS Luar Biasa 28 Juni 2024
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Mata Acara Rapat Meeting Agenda	**Keputusan** Resolution	**Realisasi** Realization
	1. Approved to dismiss the names mentioned below effective as of the closing of this Extraordinary General Meeting of Shareholders with gratitude for the contribution of energy and thought given during the position. a. Mr. Ali Gunawan as Independent Commissioner who was appointed at the Annual General Meeting of Shareholders on August 20, 2021. b. Mr. Agit Atriantio as Independent Commissioner who was appointed at the Annual General Meeting of Shareholders on August 20, 2021. 2. Approved to appoint the names below effective as of the closing of this Extraordinary General Meeting of Shareholders as follows: a. Mr. Ali Gunawan as Independent Commissioner b. Mr. Agit Atriantio as Independent Commissioner 3. The term of office of the appointed members of the Board of Commissioners as referred to in point 2, in accordance with the provisions of the Company's Articles of Association, with due observance of the laws and regulations in the Capital Market sector and without prejudice to the right of the General Meeting of Shareholders ("GMS") to dismiss them at any time. 4. With regard to the resolutions in points 1 and 2 above, the composition of the Board of Commissioners and the Board of Directors of the Company as of the closing of the EGMS of the Company shall be as follows: Board of Commissioners President Commissioner/Independent Commissioner: Br. Dharmadi Commissioner : Br. Rahmat Hanafi Independent Commissioner : Br. Ali Gunawan Independent Commissioner : Br. Agit Atriantio Independent Commissioner : Br. Abhan Board of Directors President Director : Br. Andi Fahrurrozi Director of Line Operation: Br. Mukhtaris Director of Base Operation: Br. Irvan Pribadi Director of Finance: Br. Salusra Satria Director of Human Capital & Corporate Affairs : Br. Pudjo Sarwoko 5. Members of the Board of Commissioners appointed as referred to in point 2 who still hold other positions that are prohibited or laws and regulations to be concurrent with the position of Member of the Board of Commissioners or Board of Directors, then the person concerned must resign or be dismissed from his position. 6. Approved the assignment of duties and authority of each member of the Board of Directors of the Company to be determined based on the decision of the Board of Directors of the Company after obtaining written approval from the Board of Commissioners of the Company. 7. To grant power and authority to each member of the Board of Directors of the Company with the right of substitution to state in a separate Notarial deed the results of the Meeting's decision in relation to changes in the Board of Commissioners of the Company and to make notification and/or registration regarding changes in the composition of the Board of Commissioners of the Company.	

Keputusan RUPS Luar Biasa 28 Oktober 2024
Resolution of the Extraordinary GMS dated October 28, 2024

Mata Acara Rapat Meeting Agenda	Keputusan Resolution	Realisasi Realization
Mata Acara Rapat Pertama **First Meeting Agenda** Persetujuan atas rencana Perseroan untuk melakukan Penambahan Modal dengan Memberikan Hak Memesan Efek Terlebih Dahulu ("PMHMETD") kepada para Pemegang Saham Pereroan berdasarkan Peraturan Otoritas Jasa Keuangan ("OJK") Nomor 32/POJK.04/2015 tentang Penambahan Modal Perusahaan Terbuka dengan Memberikan Hak Memesan Efek Terlebih Dahulu sebagaimana diubah dengan POJK No. 14/POJK.04/2019 tentang Perubahan atas POJK No. 32/POJK.04/2015 tentang Penambahan Modal Perusahaan Terbuka dengan memberikan Hak Memesan Efek Terlebih Dahulu ("POJK 32/2015")." Approval of the Company's plan to conduct Capital Increase with Pre-emptive Rights ("PMHMETD") to the Company's Shareholders based on Financial Services Authority ("OJK") Regulation No. 32/POJK.04/2015 regarding Capital Increase of Public Companies with Pre-emptive Rights as amended by POJK No. 14/POJK.04/2019 regarding Amendments to POJK No. 32/POJK.04/2015 regarding Capital Increase of Public Companies with Pre-emptive Rights ("POJK 32/2015").	**Keputusan Mata Acara Rapat Pertama** **Resolution of the First Meeting Agenda** 1. Menyetujui rencana Perseroan untuk melakukan PMHMETD dengan cara mengeluarkan sebanyak-banyaknya 11.736.512.323 (sebelas miliar tujuh ratus tiga puluh enam juta lima ratus dua belas ribu tiga ratus dua puluh tiga) lembar saham Seri B dengan nilai nominal sebesar Rp25 (dua puluh lima Rupiah) per lembar saham yang mewakili sebanyak-banyaknya 41,57% (empat puluh satu koma lima tujuh persen) dari modal ditempatkan dan disetor penuh Perseroan dengan memperhatikan ketentuan peraturan perundang-undangan di bidang pasar modal, khususnya POJK 32/2015. 2. Menyetujui pemberian kewenangan kepada Dewan Komisaris Perseroan dengan hak substitusi untuk melaksanakan segala tindakan yang diperlukan berkaitan dengan PMHMETD, termasuk namun tidak terbatas untuk: a. melakukan peningkatan modal ditempatkan dan disetor Perseroan dengan penerbitan saham-saham di PMHMETD, serta termasuk tapi tidak terbatas pada (i) menyetujui penetapan dan penentuan kepastian jumlah saham baru yang diterbitkan dalam PMHMETD, (ii) harga pelaksanaan Hak Memesan Efek Terlebih Dahulu ("HMETD") dan (iii) tindakan-tindakan lain sebagaimana diusulkan oleh Direksi Perseroan sehubungan dengan pelaksanaan PMHMETD, dengan memperhatikan peraturan perundang-undangan yang berlaku termasuk peraturan di bidang pasar modal; dan b. menyatakan realisasi jumlah saham yang sesungguhnya telah dikeluarkan sehubungan dengan jumlah peningkatan modal ditempatkan dan disetor setelah PMHMETD selesai dilaksanakan yaitu pada Pasal 4 ayat 2 dan 3 Anggaran Dasar Perseroan serta melakukan segala tindakan yang diperlukan sehubungan dengan hal tersebut dengan memperhatikan peraturan perundang-undangan. 3. Menyetujui pemberian kuasa dan wewenang kepada Direksi Perseroan dengan hak substitusi untuk melaksanakan keputusan-keputusan tersebut di atas dan melakukan segala tindakan yang diperlukan sehubungan dengan pelaksanaan PMHMETD, termasuk namun tidak terbatas untuk: a. dengan tunduk pada keputusan nomor 2 di atas, (i) menentukan jumlah final saham yang dikeluarkan dalam rangka PMHMETD; (ii) menentukan harga pelaksanaan dari saham yang akan dikeluarkan dalam rangka PMHMETD dan (iii) tindakan-tindakan lain sebagaimana diperlukan sehubungan dengan pelaksanaan PMHMETD; b. menentukan penggunaan dana hasil PMHMETD; c. mengajukan dan menandatangani Pernyataan Pendaftaran kepada Otoritas Jasa Keuangan (untuk PMHMETD), termasuk menerbitkan, mencetak, dan menandatangani seluruh dokumen yang diperlukan dalam rangka PMHMETD, termasuk tetapi tidak terbatas pada perjanjian yang dibuat dihadapan Notaris berikut perubahan dan/atau penambahannya; d. menegaskan 1 (satu) atau lebih keputusan dalam Rapat pada 1 (satu) atau lebih akta Notaris, serta membuat atau meminta dibuatkan segala aktaakta, surat-surat maupun dokumen-dokumen yang diperlukan, hadir di hadapan pihak/pejabat yang berwenang untuk memperoleh persetujuan atau melaporkan hal tersebut kepada pihak/pejabat yang berwenang sesuai dengan peraturan perundang-undangan yang berlaku; dan e. melakukan tindakan-tindakan lain yang diperlukan sehubungan dengan pelaksanaan PMHMETD dengan mengacu dan memperhatikan peraturan perundang-undangan yang berlaku termasuk peraturan di bidang pasar modal.	Telah direalisasikan pada tahun 2024. It was realized in 2024.

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Mata Acara Rapat Meeting Agenda	**Keputusan** Resolution	**Realisasi** Realization
	1. Approved the Company's plan to conduct PMHMETD by issuing a maximum of 11,736,512,323 (eleven billion seven hundred thirty six million five hundred twelve thousand three hundred twenty three) Series B shares with a nominal value of Rp25 (twenty five Rupiah) per share representing a maximum of 41.57% (forty one point five seven percent) of the Company's issued and fully paid-up capital with due observance of the provisions of laws and regulations in the capital market sector, in particular POJK 32/2015. 2. Approved the granting of authority to the Company's Board of Commissioners with substitution rights to carry out all necessary actions related to the PMHMETD, including but not limited to: a. to increase the issued and paid-up capital of the Company with the issuance of shares in PMHMETD, including but not limited to (i) approving the determination and determination of the certainty of the number of new shares issued in PMHMETD, (ii) the exercise price of Pre-emptive Rights ("Rights Issue") and (iii) other actions as proposed by the Board of Directors of the Company in connection with the implementation of PMHMETD, with due observance of the prevailing laws and regulations including regulations in the field of capital markets; and b. declare the realization of the number of shares that have actually been issued in connection with the increase in issued and paid-up capital after the PMHMETD has been completed, namely in Article 4 paragraphs 2 and 3 of the Company's Articles of Association and take all necessary actions in connection therewith with due observance of laws and regulations. 3. Approve the granting of power and authority to the Board of Directors of the Company with the right of substitution to implement the above decisions and take all necessary actions in connection with the implementation of PMHMETD, including but not limited to: a. subject to decision number 2 above, (i) determine the final number of shares issued in the framework of PMHMETD; (ii) determine the exercise price of the shares to be issued in the framework of PMHMETD and (iii) other actions as required in connection with the implementation of PMHMETD; b. determine the use of proceeds from PMHMETD; c. submit a Registration Statement to the Financial Services Authority (for PMHMETD), including issuing, printing and signing all necessary documents in the framework of PMHMETD; and (iii) determine the use of proceeds from PMHMETD. determine the use of proceeds from PMHMETD; c. submit and sign the Registration Statement to the Financial Services Authority (for PMHMETD), including issuing, printing, and signing all documents required in the framework of PMHMETD, including but not limited to the agreement made before a Notary and its amendments and/or additions; d. affirm 1 (one) or more resolutions in the Meeting in 1 (one) or more Notarial deeds, as well as make or request to make all deeds, letters and documents required, appear before the authorized party/official to obtain approval or report the matter to the authorized party/official in accordance with the prevailing laws and regulations; and e. take other necessary actions in connection with the implementation of PMHMETD by referring to and taking into account the prevailing laws and regulations including regulations in the field of capital markets.	

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Resolution of the Extraordinary GMS dated October 28, 2024

Mata Acara Rapat Meeting Agenda	Keputusan Resolution	Realisasi Realization
Mata Acara Rapat Kedua **Second Meeting Agenda** Persetujuan perubahan Pasal 4 ayat (1), ayat (2), dan ayat (3) Anggaran Dasar Perseroan sehubungan dengan penerbitan saham seri baru yakni saham Seri B atas saham Perseroan, serta peningkatan modal ditempatkan dan disetor Perseroan sehubungan dengan pelaksanaan PMHMETD. Approval of the amendments to Article 4 paragraph (1), paragraph (2), and paragraph (3) of the Company's Articles of Association related to the issuance of new series shares, namely Series B shares of the Company's shares, as well as an increase in the Company's issued and paid-up capital related to the PMHMETD.	**Keputusan Mata Acara Rapat Kedua** **Resolution of the Second Meeting Agenda** 1. Menyetujui mengeluarkan saham dengan nilai nominal berbeda dan karenanya menerbitkan saham seri baru yaitu saham Seri B, masing-masing saham bernilai nominal Rp25,00 (dua puluh lima Rupiah) dan menetapkan seluruh saham yang telah diterbitkan oleh Perseroan sebelum pelaksanaan PMHMETD menjadi saham Seri A. 2. Menyetujui perubahan Pasal 4 ayat (1) Anggaran Dasar Perseroan sehubungan dengan penerbitan saham seri baru yakni saham Seri B atas saham Perseroan, dari yang semula modal dasar Perseroan adalah sebesar Rp10.000.000.000.000,00 (sepuluh triliun Rupiah) yang terbagi atas 100.000.000.000 (seratur miliar) saham, masing-masing saham bernilai nominal Rp100,00 (seratus Rupiah) menjadi modal dasar Perseroan adalah sebesar Rp10.000.000.000.000 (sepuluh triliun Rupiah) yang terbagi atas 95.000.000.000 (Sembilan puluh lima miliar) saham Seri A, masing-masing saham bernilai nominal Rp100,00 (seratus Rupiah) dan 20.000.000.000 (dua puluh miliar) saham Seri B, masing-masing saham bernilai nominal Rp25,00 (dua puluh lima Rupiah). 3. Menyetujui perubahan Pasal 4 ayat (2) dan ayat (3) Anggaran Dasar Perseroan yaitu peningkatan modal ditempatkan dan disetor Perseroan sehubungan dengan pelaksanaan PMHMETD. 4. Menyetujui untuk menyatakan kembali anggaran dasar Perseroan secara keseluruhan, sepanjang tidak bertentangan dengan peraturan perundang-undangan yang berlaku dan memberikan kuasa dan wewenang dengan hak substitusi kepada Direksi Perseroan, untuk melakukan segala Tindakan yang diperlukan sehubungan dengan keputusan tersebut di atas, untuk menuangkan keputusan perubahan anggaran dasar Perseroan tersebut ke dalam akta yang dibuat di hadapan Notaris, serta meminta persetujuan dan memberitahukan perubahan anggaran dasar Perseroan tersebut kepada Menteri Hukum dan Hak Asasi Manusia Republik Indonesia, dan melakukan semua Tindakan yang diperlukan sehubungan dengan keputusan tersebut sesuai dengan peraturan perundang-undangan yang berlaku. 1. Approved the issuance of shares with different nominal values and therefore issued new series of shares, namely Series B shares, each share has a nominal value of Rp25.00 (twenty five Rupiah) and determined all shares issued by the Company prior to the PMHMETD to become Series A shares. 2. Approve the amendment to Article 4 paragraph (1) of the Company's Articles of Association in connection with the issuance of new series shares, namely Series B shares, from the Company's authorized capital of Rp10,000,000,000,000.00 (ten trillion Rupiah) divided into 100,000,000,000 (one hundred billion) shares, each share with a nominal value of Rp100.00 (one hundred Rupiah) to the Company's authorized capital of Rp10. 000,000,000,000 (ten trillion Rupiah) divided into 95,000,000,000 (ninety five billion) Series A shares, each share having a nominal value of Rp100.00 (one hundred Rupiah) and 20,000,000,000 (twenty billion) Series B shares, each share having a nominal value of Rp25.00 (twenty five Rupiah). 3. Approved the amendment to Article 4 paragraph (2) and paragraph (3) of the Company's Articles of Association, namely the increase in the issued and paid-up capital of the Company in connection with the PMHMETD. 4. Approved to restate the Company's articles of association in its entirety, to the extent that it does not conflict with the prevailing laws and regulations and to grant power and authority with the right of substitution to the Board of Directors of the Company, to take all necessary actions in connection with the aforementioned resolution, to pour the decision to amend the Company's articles of association into a deed made before a Notary, and to request approval and notify the amendment to the Company's articles of association to the Minister of Law and Human Rights of the Republic of Indonesia, and to take all necessary actions in connection with the decision in accordance with the prevailing laws and regulations.	Telah direalisasikan pada tahun 2024. It was realized in 2024.

Pencegahan Transaksi Orang Dalam [ESG G-08]

Insider Trading Prevention [ESG G-08]

Dalam rangka melindungi Pemegang Saham, Perseroan juga melaksanakan kebijakan yang berlaku umum mengenai transaksi efek bagi orang dalam (insider trading) sesuai dengan ketentuan yang berlaku.

Secara garis besar, orang dalam Perseroan yang mempunyai Informasi orang dalam dilarang untuk melakukan pembelian atau penjualan, mempengaruhi pihak lain untuk melakukan pembelian atau penjualan, atau memberi informasi kepada pihak manapun untuk tujuan melakukan pembelian atau penjualan atas efek Perseroan atau efek perusahaan lain yang melakukan transaksi dengan Perseroan (dengan memperhatikan pengecualian berdasarkan Peraturan Otoritas Jasa Keuangan No. 78/POJK.04/2017 tanggal 21 Desember 2017 tentang Transaksi Efek Yang Tidak Dilarang Bagi Orang Dalam). Perseroan memisahkan secara tegas informasi dan data korporasi yang bersifat rahasia dengan yang bersifat publik.

Perseroan memastikan bahwa informasi dirilis ke pasar secara seimbang, adil, dan tepat waktu sehingga perdagangan sekuritas dilakukan hanya berdasarkan keseimbangan informasi antara orang dalam dan masyarakat umum.

To protect Shareholders, the Company also implements generally applicable policies regarding securities transactions by insiders (insider trading) in accordance with prevailing regulations.

Broadly speaking, Company insiders who possess insider information are prohibited from purchasing or selling, influencing others to purchase or sell, or providing information to any party for the purpose of purchasing or selling the Company's securities or the securities of other companies transacting with the Company (while observing exceptions based on Financial Services Authority Regulation No. 78/POJK.04/2017 dated December 21, 2017, concerning Securities Transactions Not Prohibited for Insiders). The Company strictly separates confidential corporate information and data from publicly available information.

The Company ensures that information is released to the market in a balanced, fair, and timely manner so that securities trading is conducted solely based on an equal balance of information between insiders and the general public.

Dewan Komisaris
Board of Commissioners

Dewan Komisaris merupakan salah satu organ utama Perseroan yang menjalankan fungsi pengawasan dan memberikan nasihat kepada Direksi terkait pengelolaan Perseroan. Fungsi pengawasan Dewan Komisaris telah diatur dalam Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas yang turut mempertimbangkan pencapaian visi dan tujuan usaha serta implementasi GCG.

MASA JABATAN DEWAN KOMISARIS

Para anggota Dewan Komisaris diangkat dan diberhentikan oleh RUPS. Masa jabatan anggota Dewan Komisaris terhitung sejak tanggal yang ditetapkan oleh RUPS yang mengangkatnya dan berakhir pada penutupan RUPS Tahunan ke-3 (tiga) pada akhir 1 (satu) periode masa jabatan yang dimaksud. Pengangkatan Dewan Komisaris dilakukan dengan memperhatikan peraturan perundang-undangan di bidang Pasar Modal dengan tidak mengurangi hak RUPS untuk memberhentikan anggota Dewan Komisaris sewaktu-waktu sebelum masa jabatannya berakhir, dengan memperhatikan ketentuan Anggaran Dasar Perusahaan.

KOMPOSISI DEWAN KOMISARIS

Susunan keanggotaan Dewan Komisaris tahun 2025 mengalami perubahan. Informasinya telah disampaikan di bab "Profil Perusahaan", sub-bab "Perubahan Komposisi Dewan Komisaris dan Direksi" dan profil seluruh anggota Dewan Komisaris yang menjabat saat ini dapat dilihat di bab yang sama, pada sub-bab "Profil Dewan Komisaris" dan "Profil Direksi".

Susunan keanggotaan Dewan Komisiaris yang menjabat saat ini telah memenuhi ketentuan Peraturan OJK No. 33/POJK.04/2014 mengenai jumlah anggota Dewan Komisaris, yakni paling kurang terdiri dari 2 (dua) orang anggota Dewan Komisaris. Saat ini, Dewan Komisaris Perseroan terdiri dari 4 (empat) orang anggota.

Selaras dengan prinsip GCG, keahlian mayoritas anggota Dewan Komisaris memiliki pengalaman dan kemampuan sesuai dengan kebutuhan Perseroan.

Berikut disampaikan susunan Dewan Komisaris yang menjabat saat ini:

The Board of Commissioners is one of the Company's main bodies to supervise and advise the Board of Directors concerning the management of the Company. The supervisory function of the Board of Commissioners has been regulated in Law Number 40 of 2007 concerning Limited Liability Companies, which considers the vision and business achievement and the implementation of GCG.

TERM OF OFFICE OF THE BOARD OF COMMISSIONERS

The members of the Board of Commissioners are appointed and dismissed by the GMS. The members of the Board of Commissioners started their work from the GMS appointment date and ended by the time the third Annual GMS closed at the end of the first term of their tenure. The appointment of the Board of Commissioners is carried out according to laws and regulations in the Capital Market sector, but without reducing the right of the GMS to, at any time, dismiss them before their term of office ends, with consideration to the provisions of the Articles of Association.

COMPOSITION OF THE BOARD OF COMMISSIONERS

The composition of the Board of Commissioners in 2025 experienced some changes. The information has been disclosed in the "Company Profile" chapter, sub-chapter "Changes in the Composition of the Board of Comissioners and Board of Directors" and the profiles of current members are available in the same chapter, under the sub-chapter "Board of Commissioners' Profile" and "Board of Directors' Profile".

The current composition has followed OJK Regulation No. 33/POJK.04/2014 which regulated the total members to comprise of at least 2 (two) Commissioners. Currently, the Company's Board of Commissioners is consist of 4 (four) members.

In line with the principles of GCG, most members of the Board of Commissioners have the experience and expertise that that are required by the Company.

Here is the information concerning the current composition of the Board of Commissioners:

Nama Name	**Jabatan** Position	**Dasar Pengangkatan** Basis of Appointment	**Masa Jabatan** Term of Office	**Periode Jabatan** Office Term
Oki Yanuar	Komisaris Utama/ Independen President/Independent Commissioner	Keputusan RUPS Luar Biasa tanggal 5 Juni 2025 Extraordinary GMS dated June 5, 2025	5 Juni 2025 hingga penutupan RUPS Tahunan yang diselenggarakan tahun 2028 June 5, 2025 until the closing of the Annual GMS organized in 2028	Pertama First
Dean Arslan	Komisaris Independen Independent Commissioner	Keputusan RUPS Luar Biasa tanggal 5 Juni 2025 Extraordinary GMS dated June 5, 2025	5 Juni 2025 hingga penutupan RUPS Tahunan yang diselenggarakan tahun 2028 June 5, 2025 until the closing of the Annual GMS organized in 2028	Pertama First
Giring Ganesha Djumaryo	Komisaris Commissioner	Keputusan RUPS Luar Biasa tanggal 5 Juni 2025 Extraordinary GMS dated June 5, 2025	5 Juni 2025 hingga penutupan RUPS Tahunan yang diselenggarakan tahun 2028 June 5, 2025 until the closing of the Annual GMS organized in 2028	Pertama First
Sugiharto Prapto	Komisaris Commissioner	Keputusan RUPS Luar Biasa pada tanggal 26 September 2025 Extraordinary GMS on September 26, 2025	26 September 2025 hingga penutupan RUPS Tahunan yang diselenggarakan tahun 2028 September 26, 2025 until the closing of the Annual GMS organized in 2028	Pertama First

KOMISARIS INDEPENDEN

Komisaris Independen merupakan anggota Dewan Komisaris yang tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham dan/atau hubungan keluarga dengan anggota Dewan Komisaris, anggota Direksi dan/atau pemegang saham pengendali atau dengan perusahaan yang mungkin menghalangi atau menghambat posisinya untuk bertindak independen dan obyektif semata-mata demi kepentingan Perseroan dan independen dengan berpedoman pada prinsip GCG. Komisaris Independen bertanggung jawab untuk melakukan pengawasan dan juga mewakili kepentingan pemegang saham minoritas.

Dari 4 (empat) orang anggota Dewan Komisaris Perseroan, 2 (dua) orang menjabat sebagai Komisaris Independen, atau 50% dari jumlah anggota Dewan Komisaris. Jumlah ini memenuhi ketentuan terkait Komisaris Independen yang diwajibkan minimal 30% dari jumlah keseluruhan Dewan Komisaris.

Kriteria Penentuan Komisaris Independen Penetapan Komisaris Independen telah mempertimbangkan dan memenuhi kriteria yang diatur dalam Peraturan Otoritas Jasa Keuangan Nomor 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris atau Perusahaan Publik.

INDEPENDENT COMMISSIONER

Independent Commissioner is a member of the Board of Commissioners who has no financial relationship, management, share ownership and/or family relationships with members of the Board of Commissioners, members of the Board of Directors and/or controlling shareholders or with a company that may hinder his position to act independently and objectively for the benefit of the Company based on the principles of GCG. Independent Commissioner is responsible to oversee and represent the interests of minority shareholders.

Out of 4 (four) members of the Company's Board of Commissioners, 2 (two) are Independent Commissioners, covering 50% of the entire members of the Board of Commissioners. This has complied with the provision regarding Independent Commissioner to meet at least 30% of the entire members of the Board of Commissioners.

Criteria to Determine Independent Commissioners The appointment of an Independent Commissioner has been considered and fulfilled the criteria stipulated in the Financial Services Authority Regulation Number 33/POJK.04/2014 concerning the Board of Directors and the Board of Commissioners or Public Companies.

Kriteria Independensi Independence Criteria	Oki Yanuar	Dean Arslan
Memiliki hubungan keuangan dengan anggota Dewan Komsiaris lainnya, anggota Direksi dan/atau Pemegang Saham Pengendali Have financial relations with other members of the Board of Commissioners, members of the Board of Directors and/or Controlling Shareholders	Tidak ada None	Tidak ada None
Memiliki hubungan kepengurusan Perusahaan dengan anggota Dewan Komisaris lainnya, anggota Direksi, dan/atau Pemegang Saham Pengendali Have a relationship with the management of the Company with other members of the Board of Commissioners, members of the Board of Directors, and/or Controlling Shareholders	Tidak ada None	Tidak ada None
Memiliki hubungan kepemilikan saham dengan anggota Dewan Komisaris lainnya, anggota Direksi, dan/atau Pemegang Saham Pengendali Have a stock ownership relationship with other members of the Board of Commissioners, members of the Board of Directors, and/or Controlling Shareholders	Tidak ada None	Tidak ada None
Memiliki hubungan keluarga dengan anggota Dewan Komisaris lainnya, anggota Direksi, dan/atau Pemegang Saham Pengendali Have family relations with other members of the Board of Commissioners, members of the Board of Directors, and/or Controlling Shareholders	Tidak ada None	Tidak ada None

TUGAS DAN TANGGUNG JAWAB DEWAN KOMISARIS

Sebagaimana diatur dalam Anggaran Dasar dan Pedoman Dewan Komisaris, Dewan Komisaris bertugas melakukan pengawasan terhadap kebijakan pengurusan, jalannya pengurusan pada umumnya baik mengenai Perseroan maupun usaha Perseroan oleh Direksi, serta memberikan nasihat kepada Direksi termasuk pengawasan terhadap pelaksanaa Rencana Jangka Panjang Perseroan, Rencana Kerja dan Anggaran Perseroan serta ketentuan Anggaran Dasar dan Keputusan Rapat Umum Pemegang Saham, serta peraturan perundang-undangan yang berlaku, kepentingan Perseroan dan sesuai dengan maksud dan tujuan Perseroan. Selanjutnya, dalam menjalankan tugasnya tersebut, Dewan Komisaris berkewajiban mengemban tanggung jawab sebagai berikut:

1. Memberikan nasihat kepada Direksi dalam menjalankan aktivitas pengelolaan dan pengurusan Perseroan;
2. Meneliti dan menelaah serta menandatangani Rencana Jangka Panjang Perusahaan ("RJPP") dan Rencana Kerja dan Anggaran Perusahaan ("RKAP") yang disusun oleh Direksi dengan memperhatikan nilai-nilai yang terkandung dalam Anggaran Dasar Perseroan;
3. Memberikan pendapat dan saran kepada Rapat Umum Pemegang Saham mengenai alasan disetujuinya RJPP dan RKAP;
4. Memberikan arahan atas kepatuhan Perseroan terhadap seluruh perjanjian, perikatan dan komitmen yang dibuat oleh Perseroan dengan pihak ketiga;
5. Mengikuti perkembangan kegiatan Perseroan serta memberikan pendapat dan saran kepada Rapat Umum Pemegang Saham mengenai masalah yang dianggap penting bagi kepengurusan Perseroan;
6. Menyampaikan pelaporan dengan segera kepada Rapat Umum Pemegang Saham apabila terjadi gejala menurunnya kinerja Perseroan dan kejadian penting lainnya yang perlu diketahui oleh Rapat Umum Pemegang Saham;

DUTIES AND RESPONSIBILITIES OF THE BOARD OF COMMISSIONERS

As stipulated in the Articles of Association and Board of Commissioners Charter, the Board of Commissioners has a task to supervise the management policies, the general management of the Company and its business which run by the Board of Directors, advising the Board of Directors that includes overseeing the implementation of Long Term Plan, Work Plan and Budget and the provisions of the Articles of Association and the Resolutions of GMS, applicable laws and regulations, the interests of the Company, and following the Company's purpose and objective. Furthermore, in carrying out its duties, the Board of Commissioners is obliged to carry out the following responsibilities:

1. Advise the Directors in carrying out management and management activities of the Company;
2. Review and approve, and sign the Company's Long-Term Plan (RJPP) and the Company's Work Plan and Budget (RKAP) prepared by the Directors with due regard to the values contained in the Company's Articles of Association;
3. Provide opinions and suggestions to the General Meeting of Shareholders regarding the reasons for the approval of the Company's Long Term Plan (RJPP) and the Company's Work Plan and Budget (RKAP);
4. Supervising on the Company's compliance on all agreements, binding, and commitment with third parties;
5. Following the development of the Company's activities as well as providing opinions and suggestions to the General Meeting of Shareholders regarding issues considered important to the management of the Company;
6. Submitting reports to the General Meeting of Shareholders if there are symptoms of a decline in the Company's performance and other important events;

7. Mengkaji laporan berkala dan laporan tahunan yang disiapkan oleh Direksi serta menandatangani Laporan Tahunan;
8. Memberikan penjelasan, pendapat, dan saran kepada Rapat Umum Pemegang Saham mengenai Laporan Tahunan, apabila diminta;
9. Mengusulkan Akuntan Publik untuk melakukan audit Laporan Tahunan kepada Rapat Umum Pemegang Saham;
10. Melakukan evaluasi terhadap kinerja komite yang membantu pelaksanaan tugas dan tanggung jawabnya setiap akhir tahun buku;
11. Mengusulkan Akuntan Publik kepada Rapat Umum Pemegang Saham;
12. Membuat Risalah Rapat Dewan Komisaris dan menyimpan salinannya;
13. Melaporkan kepada Perseroan mengenai kepemilikan sahamnya dan/atau keluarganya pada Perseroan dan Perseroan lain;
14. Memberikan laporan tentang tugas pengawasan yang telah dilakukan selama tahun buku yang baru lampau kepada Rapat Umum Pemegang Saham;
15. Melaksanakan kewajiban lainnya dalam rangka tugas pengawasan dan pemberian nasihat, sepanjang tidak bertentangan dengan peraturan perundang-undangan, Anggaran Dasar Perusahaan, dan/atau Keputusan Rapat Umum Pemegang Saham.

7. Review periodic and annual reports prepared by the Directors and sign the Annual Report;
8. Provide explanations, opinions, and suggestions to the General Meeting of Shareholders regarding the Annual Report, if requested;
9. Propose a Public Accountant to audit the Annual Report to the General Meeting of Shareholders;
10. Evaluate the performance of the responsible committee on the implementation of duties and responsibilities at every end of the year;
11. Propose a Public Accountant to the General Meeting of Shareholders;
12. Make Minutes of Board of Commissioners' Meetings and keep a copy of them;
13. Make Minutes of Board of Commissioners' Meetings and keep a copy of them;
14. Provide reports on the supervisory tasks that have been carried out during the new financial year to the General Meeting of Shareholders;
15. Carrying out other obligations in the context of supervisory duties and providing advice, as long as it does not conflict with the laws and regulations, the Articles of Association, and/or General Meeting of Shareholders' Resolutions.

PEMBAGIAN TUGAS ANTAR DEWAN KOMISARIS

Guna menjamin efektivitas fungsi pengawasan secara menyeluruh, setiap anggota Dewan Komisaris memiliki tugas dan tanggung jawab masing-masing sebagaimana ditetapkan dalam Revisi Rencana Kerja Dewan Komisaris tanggal 6 Oktober 2025. Pembagian tugas masing-masing anggota Dewan Komisaris dituangkan ke dalam tabel sebagai berikut.

DISTRIBUTION OF TASKS BETWEEN THE BOARD OF COMMISSIONERS

In order to ensure the effectiveness of the overall supervisory function, each member of the Board of Commissioners has their respective duties and responsibilities as stipulated in the Revised Work Plan of the Board of Commissioners dated October 6, 2025. The division of duties of each member of the Board of Commissioners is outlined in the following table.

Oki Yanuar **Komisaris Utama/Independen** | President/Independent Commissioner	
1. Kinerja Perseroan 2. RJPP & RKAP 3. Nominasi dan Remunerasi 4. Pengelolaan SDM 5. Pengelolaan Anak Perusahaan/Perusahaan Patungan 6. Sistem Teknologi Informasi	1. Company Performance 2. RJPP & RKAP 3. Nomination and Remuneration 4. Human Resources Management 5. Management of Subsidiaries/Joint Ventures 6. Information Technology Systems
Dean Arslan **Komisaris Independen** | Independent Commissioner	
1. Kinerja Perseroan 2. Audit eksternal dan audit internal 3. Laporan Keuangan & Standar Akuntansi 4. GCG & Compliance 5. Sistem Pengendalian Internal 6. RJPP & RKAP 7. Nominasi dan Remunerasi 8. Pengadaan Barang & Jasa 9. Kebijakan Mutu & Pelayanan 10. Pengelolaan Anak Perusahaan/Perusahaan Patungan	1. Company Performance 2. External and Internal Audits 3. Financial Reports & Accounting Standards 4. GCG & Compliance 5. Internal Control System 6. RJPP & RKAP 7. Nomination and Remuneration 8. Procurement of Goods & Services 9. Quality & Service Policy 10. Management of Subsidiaries/Joint Ventures

Giring Ganesha Djumaryo **Komisaris** | Commissioner	
1. Kinerja Perseroan 2. GCG & Compliance 3. Sistem Pengendalian Internal 4. Manajemen Risiko Perseroan 5. RJPP & RKAP 6. Nominasi dan Remunerasi 7. Pengelolaan SDM 8. Pengelolaan Anak Perusahaan/Perusahaan Patungan 9. Sistem Teknologi Informasi	1. Company Performance 2. GCG & Compliance 3. Internal Control System 4. Company Risk Management 5. RJPP & RKAP 6. Nomination and Remuneration 7. Human Resources Management 8. Management of Subsidiaries/Joint Ventures 9. Information Technology System
Sugiharto Prapto **Komisaris** | Commissioner	
1. Kinerja Perseroan 2. GCG & Compliance 3. Sistem Pengendalian Internal 4. Manajemen Risiko Perseroan 5. RJPP & RKAP 6. Pengelolaan SDM 7. Pengadaan Barang & Jasa 8. Pengelolaan Anak Perusahaan/Perusahaan Patungan 9. Sistem Teknologi Informasi	1. Company Performance 2. GCG & Compliance 3. Internal Control System 4. Corporate Risk Management 5. RJPP & RKAP 6. Human Resource Management 7. Procurement of Goods & Services 8. Management of Subsidiaries/Joint Ventures 9. Information Technology System

PROGRAM PENGENALAN BAGI KOMISARIS BARU

Terdapat kebijakan program pengenalan (induksi) bagi Komisaris yang baru menjabat untuk memberikan pengetahuan mendalam mengenai Perseroan. Penanggung jawab program pengenalan berada pada fungsi Sekretaris Perusahaan.

Penyelenggaraan program pengenalan tersebut memuat materi sebagai berikut:

1. Pelaksanaan prinsip-prinsip Good Corporate Governance;
2. Gambaran mengenai Perseroan berkaitan dengan tujuan, sifat, dan lingkup kegiatan, kinerja keuangan dan operasi, strategi, rencana usaha jangka pendek dan jangka panjang, posisi kompetitif, risiko dan masalah-masalah strategis lainnya;
3. Keterangan berkaitan dengan kewenangan yang didelegasikan, audit internal dan eksternal, sistem dan kebijakan pengendalian internal, termasuk Komite Audit;
4. Keterangan mengenai tugas dan tanggung jawab Dewan Komisaris/Dewan Pengawas dan Direksi serta hal-hal yang tidak diperbolehkan;
5. Peraturan perundang-undangan yang terkait dengan kegiatan usaha Perseroan.

Perseroan menggelar program pengenalan bagi Komisaris baru yang dilakukan pada tanggal 18 Juni 2025. Program ini dihadiri oleh Bapak Oki Yanuar, Bapak Dean Arslan dan Bapak Giring Ganesha Djumaryo. Sesi berikutnya diadakan pada tanggal 2 Oktober 2025 dan dihadiri oleh Bapak Sugiharto Prapto.

INTRODUCTION PROGRAM FOR NEW COMMISSIONERS

There is a policy on an introduction (induction) program for newly appointed Commissioners provide in-depth knowledge regarding the Company. The responsibility to hold the induction program is in the Corporate Secretary.

The program covers the following material:

1. Implementation of the principles of Good Corporate Governance;
2. Description of the Company relating to the objectives, nature and scope of activities, financial and operating performance, strategies, short-term and long-term business plans, competitive positions, risks, and other strategic issues;
3. Information relating to delegated authority, internal and external audit, internal control systems and policies, including the Audit Committee;
4. Information regarding the duties and responsibilities of the Board of Commissioners/Board of Trustees and the Board of Directors as well as matters that are not permitted;
5. Legislation relating to the Company's business activities.

The Company conducted an induction program for new Commissioners on June 18, 2025. The program was attended by Mr. Oki Yanuar, Mr. Dean Arslan, and Mr. Giring Ganesha Djumaryo. A subsequent session was held on October 2, 2025 and attended by Sugiharto Prapto.

PELAKSANAAN TUGAS DEWAN KOMISARIS

Pelaksanaan tugas dan tanggung jawab pengawasan Dewan Komisaris pada tahun 2025 telah mengacu kepada rencana kerja yang disusun pada awal tahun demi menjamin integritas dan keselarasan realisasi pelaksanaan tugas dengan rencana kerja. Realisasi tugas pengawasan yang dilaksanakan Dewan Komisaris sepanjang tahun 2025 antara lain sebagai berikut:

1. Memberikan saran dan masukan mengenai kinerja Perseroan secara berkala sepanjang tahun 2025.
2. Memberikan saran dan masukan terkait pelaksanaan program reaktivasi armada Garuda Indonesia dan Citilink beserta implikasinya terhadap operasional dan kinerja Perseroan.
3. Memberikan saran dan masukan terkait pengelolaan SLA, dispatch reliability, inventory, component maintenance, dan produktivitas operasional Perseroan.
4. Memberikan saran dan masukan atas pengembangan proyek strategis Perseroan, termasuk rencana pengembangan Aerospace Park Kertajati.
5. Memberikan persetujuan bersyarat atas rencana Kerja Sama Operasi antara Perseroan dengan PT Bandarudara Internasional Jawa Barat.
6. Memberikan saran dan masukan atas pengembangan bisnis Perseroan di Oman, termasuk aspek operasional, SDM, dan kemitraan strategis.
7. Memberikan saran dan masukan atas rencana penambahan modal Perseroan melalui HMETD/PMHMETD serta proses imbreng lahan.
8. Memberikan saran dan tanggapan atas pelaksanaan revisi RKAP Tahun 2025, RKAP Tahun 2026, dan RJPP Tahun 2026–2030.
9. Memberikan saran dan masukan atas pelaksanaan assessment dan review penerapan Good Corporate Governance tahun 2025.
10. Memberikan saran dan masukan atas penguatan sistem pengendalian internal dan implementasi manajemen risiko Perseroan.
11. Memberikan persetujuan atas revisi Kebijakan Manajemen Risiko Perseroan.
12. Memberikan persetujuan atas kriteria pengadaan barang dan jasa jangka panjang Perseroan.
13. Memberikan arahan atas proses pelaksanaan pemeringkatan untuk penilaian tingkat kesehatan Perseroan tahun buku 2024.
14. Memberikan saran dan masukan atas proses pengadaan jasa Kantor Akuntan Publik untuk audit laporan keuangan tahun buku 2025.
15. Memberikan persetujuan atas penunjukan Akuntan Publik dan/atau Kantor Akuntan Publik untuk audit laporan keuangan Perseroan tahun buku 2025.
16. Memberikan persetujuan atas penetapan imbalan jasa audit Akuntan Publik/Kantor Akuntan Publik tahun buku 2025.

IMPLEMENTATION OF THE BOARD OF COMMISSIONERS' DUTIES

The implementation of the Board of Commissioners' supervisory duties and responsibilities in 2025 has referred to the work plan prepared at the beginning of the year in order to ensure the integrity and alignment of the realisation of duties with the work plan. The realisation of supervisory duties carried out by the Board of Commissioners throughout 2025 included the following:

1. Provided advice and input on the Company's performance on a regular basis through joint meetings of the Board of Commissioners and the Board of Directors throughout 2025.
2. Provided advice and input on the implementation of the Garuda Indonesia and Citilink fleet reactivation program, including its implications for the Company's operations and performance.
3. Provided advice and input on the management of SLA, dispatch reliability, inventory, component maintenance, and the Company's operational productivity.
4. Provided advice and input on the Company's strategic projects, including the Aerospace Park Kertajati development plan.
5. Granted conditional approval for the proposed Operational Cooperation between the Company and PT Bandarudara Internasional Jawa Barat.
6. Provided advice and input on the Company's business development plan in Oman, including operational, human capital, and strategic partnership aspects.
7. Provided advice and input on the Company's capital increase plan through HMETD/PMHMETD and the land inbreng process.
8. Provided comments and responses to the Revised 2025 RKAP, 2026 RKAP, and 2026–2030 RJPP.
9. Provided advice and input on the assessment and review of the implementation of Good Corporate Governance in 2025.
10. Provided advice and input on strengthening the Company's internal control system and implementation of risk management.
11. Approved the revision of the Company's Risk Management Policy.
12. Approved the criteria for the procurement of long-term goods and services of the Company.
13. Provided direction on the implementation process of the corporate rating for the Company's health level assessment for financial year 2024.
14. Provided advice and input on the procurement process for a Public Accounting Firm to audit the Company's 2025 financial statements.
15. Approved the appointment of the Public Accountant and/or Public Accounting Firm to audit the Company's financial statements for financial year 2025.
16. Approved the audit service fee for the Public Accountant/Public Accounting Firm for financial year 2025.

17. Memberikan persetujuan atas penunjukan Akuntan Publik dan/atau Kantor Akuntan Publik untuk audit laporan keuangan periode 30 Juni 2025 dalam rangka corporate action Perseroan.
18. Memberikan evaluasi atas pencapaian kinerja Direksi Perseroan tahun buku 2024.
19. Memberikan rekomendasi mengenai insentif kinerja tahun 2024 serta remunerasi Direksi dan Dewan Komisaris tahun 2025.
20. Memberikan saran dan masukan atas tindak lanjut rekomendasi audit internal dan audit eksternal Perseroan.
21. Memberikan saran dan masukan atas pengelolaan SDM, efektivitas organisasi, retensi pegawai, dan penguatan kapabilitas Perseroan.
22. Memberikan saran dan masukan atas pengembangan sistem teknologi informasi dan inisiatif strategis Perseroan.

Fokus Pengawasan Dewan Komisaris

Adapun fokus pengawasan Dewan Komisaris pada tahun 2025 diarahkan pada penguatan tata kelola perusahaan, peningkatan kualitas pemulihan kinerja keuangan dan operasional, serta pengendalian risiko strategis Perseroan di tengah pelaksanaan berbagai agenda transformasi dan aksi korporasi. Dalam aspek kinerja dan keuangan, Dewan Komisaris memfokuskan pengawasan pada pencapaian target RKAP, perbaikan kualitas laba, penguatan arus kas dan likuiditas, efektivitas pengendalian biaya, serta peningkatan kesinambungan pendapatan, khususnya dari pasar non-group, dengan tetap memperhatikan keberhasilan program reaktivasi armada dan dampaknya terhadap kinerja Perseroan.

Selain itu, pengawasan juga diarahkan pada pelaksanaan inisiatif strategis Perseroan, termasuk pengembangan Aerospace Park Kertajati, rencana ekspansi bisnis di Oman, proses peningkatan ekuitas melalui HMETD dan inbreng lahan, serta penyusunan Revisi RKAP 2025, RKAP 2026, dan RJPP 2026–2030. Dalam konteks tersebut, Dewan Komisaris menaruh perhatian pada kelayakan bisnis, kecukupan mitigasi risiko, kesiapan pendanaan, perlindungan aspek hukum, serta keselarasan setiap langkah strategis dengan arah kebijakan pemegang saham dan kepentingan jangka panjang Perseroan.

Dari sisi tata kelola, risiko, dan kepatuhan, Dewan Komisaris memfokuskan pengawasan pada evaluasi penerapan GCG dan tindak lanjut atas hasil review, penguatan sistem pengendalian internal, penyempurnaan kebijakan manajemen risiko, pemantauan top risks Perseroan, serta tindak lanjut atas rekomendasi audit internal dan eksternal. Pengawasan juga mencakup proses penunjukan Akuntan Publik dan Kantor Akuntan Publik, evaluasi kinerja Direksi, serta kebijakan remunerasi Direksi dan Dewan Komisaris. Dengan fokus

17. Approved the appointment of the Public Accountant and/or Public Accounting Firm to audit the financial statements for the period ended 30 June 2025 in relation to the Company's corporate action.
18. Evaluated the achievement of the Board of Directors' performance for financial year 2024.
19. Provided recommendations on the 2024 performance incentive and the 2025 remuneration for the Board of Directors and the Board of Commissioners.
20. Provided advice and input on the follow-up of the Company's internal and external audit recommendations.
21. Provided advice and input on human capital management, organizational effectiveness, employee retention, and capability strengthening of the Company.
22. Provided advice and input on the development of information technology systems and the Company's strategic initiatives.

The Board of Commissioners' Oversight Focus

The focus of the Board of Commissioners' oversight in 2025 was directed toward strengthening corporate governance, improving the quality of the Company's financial and operational recovery, and controlling strategic risks amid the implementation of various transformation agendas and corporate actions. In terms of performance and finance, the Board of Commissioners focused its supervision on the achievement of the RKAP targets, improvement in earnings quality, strengthening of cash flow and liquidity, effectiveness of cost control, and enhancement of revenue sustainability, particularly from the non-group market, while also taking into account the success of the fleet reactivation program and its impact on the Company's performance.

In addition, the Board of Commissioners' supervision was directed toward the implementation of the Company's strategic initiatives, including the development of the Kertajati Aerospace Park, the planned business expansion in Oman, the equity enhancement process through HMETD and land inbreng, as well as the preparation of the Revised 2025 RKAP, the 2026 RKAP, and the 2026–2030 RJPP. In this context, the Board of Commissioners placed particular emphasis on business feasibility, adequacy of risk mitigation, funding readiness, legal safeguards, and the alignment of each strategic initiative with shareholder policy direction and the Company's long-term interests.

From the governance, risk, and compliance perspective, the Board of Commissioners focused its supervision on the evaluation of GCG implementation and the follow-up of review results, the strengthening of the internal control system, the refinement of the risk management policy, the monitoring of the Company's top risks, and the follow-up of internal and external audit recommendations. The supervisory focus also covered the appointment process of the Public Accountant and Public Accounting Firm, the evaluation of the Board of

pengawasan tersebut, Dewan Komisaris berupaya memastikan bahwa seluruh keputusan dan langkah strategis Perseroan dilaksanakan secara prudent, akuntabel, dan selaras dengan prinsip tata kelola perusahaan yang baik guna mendukung keberlanjutan usaha Perseroan.

Directors' performance, as well as the remuneration policy for the Board of Directors and the Board of Commissioners. Through such supervisory focus, the Board of Commissioners sought to ensure that all strategic decisions and actions of the Company were implemented prudently, accountably, and in line with the principles of good corporate governance in order to support the sustainability of the Company's business.

PENILAIAN KINERJA KOMITE DAN ORGAN PENDUKUNG DI BAWAH DEWAN KOMISARIS

Dewan Komisaris menjalankan tugas pengawasannya dengan dibantu oleh 4 (empat) organ pendukung yaitu Sekretaris Dewan Komisaris (SDK), Komite Audit, Komite Nominasi dan Remunerasi (KNR), dan Komite Pengembangan usaha dan Pemantau Risiko (KPUPR). Penilaian kinerja masing-masing organ dilakukan dengan mengacu kepada Pedoman Tata Kelola Perusahaan Perseroan tanggal 31 Desember 2024 yang dilaksanakan dengan menggunakan kriteria dan metodologi yang relevan. Hingga akhir 2025, belum ada peraturan baru yang mengatur mengenai kriteria dan metode terbaru. Adapun untuk Penilaian kinerja Sekretaris Dewan Komisaris memiliki parameter yang berbeda dengan penilaian kinerja komite-komite. Berikut disampaikan parameter dan hasil penilaian kinerja dari masing-masing organ pendukung:

ASSESSMENT OF THE COMMITTEES AND SUPPORTING BODIES UNDER THE BOARD OF COMMISSIONERS

The Board of Commissioners performs the supervision with the assistance of 4 (four) supporting bodies, the Secretary of the Board of Commissioners, Committee Audit, the Nomination and Remuneration Committee (KNR), and the Business Development and Risk Monitoring Committee (KPUPR). The assessment of each organ is carried out by referring to the Company's Corporate Governance Guidelines dated December 31, 2024, using relevant criteria and methodology. Until the end of 2025, there have been no new regulations governing the latest criteria and methods. Meanwhile, the assessment of the Secretary to the Board of Commissioners has different parameters from the committees. Below are the parameters and results of the assessment of each supporting organ:

Penilaian Kinerja Sekretaris Dewan Komisaris
Assessment of the Secretary to the Board of Commissioners

Parameter Parameter	**Bobot** Weight	**Pencapaian** Achievement	**Skor** Score
Parameter Pertama/First Paramater Sekretaris Dewan Komisaris memiliki uraian tugas yang jelas. The Secretary to the Board of Commissioners has a clear job description.	20%	100%	100%
Parameter Kedua/Second Paramater Sekretaris Dewan Komisaris melakukan administrasi dan penyimpanan dokumen. The Secretary to the Board of Commissioners deals with the administration and retention of documents.	30%	100%	100%
Parameter Ketiga/Third Paramater Sekretaris Dewan Komisaris menyelenggarakan rapat Dewan Komisaris dan rapat/pertemuan antara Dewan Komisaris dengan Pemegang Saham, Direksi maupun pihak-pihak terkait lainnya. The Secretary to the Board of Commissioners holds a Board of Commissioners meeting and a meeting between the Board of Commissioners and the Shareholders, Directors, and other related parties.	30%	100%	100%
Parameter Keempat/Fourth Paramater Sekretaris Dewan Komisaris menyediakan data/informasi yang diperlukan oleh Dewan Komisaris dan komite-komite di lingkungan Dewan Komisaris. The Secretary to the Board of Commissioners provides data/information needed by the Board of Commissioners and committees within the Board of Commissioners.	20%	100%	100%
Total Persentase Pencapaian Total Percentage of Achievement	**Total Skor/Total Bobot *100%** Total Score/Total Weight *100%		**100%**

Penilaian Kinerja Komite Dewan Komisaris

Terdapat 3 (tiga) Komite yang dibentuk oleh Dewan Komisaris sesuai dengan peraturan perundang-undangan yang berlaku dan juga sesuai dengan kebutuhan Perseroan. Berikut adalah parameter dan penilaian kinerja Komite Dewan Komisaris secara umum atas pelaksanaan tugas yang dilaksanakan sepanjang tahun 2025:

Committees' Performances

There are 3 (three) Committees formed by the Board of Commissioners in accordance with applicable laws and regulations and the Company's needs. The following are the parameters and assessments of the Board of Commissioners' Committees regarding the implementation of their duties throughout 2025:

Komite Audit
Audit Committee

No.	Rencana Kerja Komite Audit 2025 Audit Committee 2025 Work Plan	Pencapaian Achievement
A	**Komite Audit** Audit Committee	
1	Membuat Program Kerja Tahunan Komite Audit. Create an Annual Work Program.	100%
2	Menyusun Piagam Komite Audit serta memutakhirkannya dari waktu ke waktu sesuai dengan perkembangan bisnis dan kebutuhan Perseroan. Prepare the Audit Committee Charter and update it periodically in accordance with business developments and the Company's needs.	100%
3	Membuat laporan berkala triwulanan/setiap 3 bulan sekali dan Tahunan kepada Dewan Komisaris, yang minimal memuat perbandingan realisasi kegiatan dengan program kerja tahunan serta substansi hasil kegiatan dan rekomendasinya yang diungkapkan dalam Laporan Tahunan Perseroan. Prepare periodic reports quarterly (every 3 months) and annually to the Board of Commissioners, which at least contain a comparison of the realization of activities with the annual work program as well as the substance of the results of activities and recommendations disclosed in the Company's Annual Report.	100%
4	Membuat laporan khusus kepada Dewan Komisaris yang berisi laporan setiap temuan yang diperkirakan dapat mengganggu efektivitas Perseroan. Prepare a special report to the Board of Commissioners containing a report on any findings that are expected to disrupt the effectiveness of the Company.	100%
B	**Audit**	
1	Melakukan penelaahan atas informasi keuangan yang akan dikeluarkan Perseroan kepada publik dan/atau pihak otoritas antara lain laporan keuangan, proyeksi, dan laporan lainnya terkait dengan informasi keuangan Perseroan. Review financial information to be released by the Company to the public and/or authorities, including financial reports, projections, and other reports related to the Company's financial information.	100%
2	Melakukan penelaahan atas ketaatan terhadap peraturan perundang-undangan yang berhubungan dengan kegiatan Perseroan, Anggaran Dasar, dan perjanjian dengan pihak ketiga. Review compliance with laws and regulations relating to the Company's activities, Articles of Association, and agreements with third parties.	100%
3	Memberikan pendapat independen dalam hal terjadi perbedaan pendapat antara Manajemen dan Akuntan atas jasa yang diberikannya. Provide independent opinions in the event of differences of opinion between Management and Accountants regarding the services provided.	100%
4	Memberikan rekomendasi kepada Dewan Komisaris mengenai penunjukkan Akuntan yang didasarkan pada independensi, ruang lingkup penugasan, dan imbalan jasa. Provide recommendations to the Board of Commissioners regarding the appointment of an Accountant based on independence, scope of assignment, and compensation for services.	100%
5	Melakukan pemeriksaan oleh auditor internal dan auditor eksternal serta mengawasi pelaksanaan tindak lanjut oleh penelaahan atas pelaksanaan Direksi atas temuan auditor internal dan auditor eksternal. Conduct inspections by internal auditors and external auditors and supervise the implementation of follow-up actions by reviewing the Board of Directors' implementation of the findings of internal auditors and external auditors.	100%
6	Melakukan penelaahan atas efektivitas sistem pengendalian intern dan efektivitas pelaksanaan tugas auditor internal dan auditor eksternal. Review the effectiveness of the internal control system and the effectiveness of carrying out the duties of internal auditors and external auditors.	100%
7	Menelaah pengaduan yang berkaitan dengan proses akuntansi dan pelaporan keuangan Perseroan. Review complaints related to the Company's accounting and financial reporting processes.	N/A

Komite Audit
Audit Committee

No.	Rencana Kerja Komite Audit 2025 Audit Committee 2025 Work Plan	Pencapaian Achievement
8	Menelaah dan memberikan saran kepada Dewan Komisaris terkait dengan adanya potensi benturan kepentingan Emiten atau Perusahaan Publik. Review and provide advice to the Board of Commissioners regarding potential conflicts of interest of Issuers or Public Companies.	N/A
C	Tata Kelola Perusahaan yang Baik (GCG) Good Corporate Governance (GCG)	
1	Meninjau dan melakukan telaah atas penerapan prinsip-prinsip dan persyaratan-persyaratan tata kelola yang berlaku di Perseroan serta memastikan bahwa prinsip-prinsip dan persyaratan-persyaratan tersebut masih relevan serta telah dilaksanakan sepenuhnya di Perseroan. Review and evaluate the implementation of governance principles and requirements within the Company to ensure that these principles and requirements remain relevant and are fully implemented.	100%
2	Memantau dan melakukan telaah atas penerapan prinsip-prinsip tata kelola perusahaan yang baik dalam pengelolaan dan pengurusan Perseroan, memastikan dilakukannya penilaian/*assessment* dan evaluasi/*self-assessment* atas implementasi tata kelola perusahaan yang baik dan memastikan tindak lanjut atas rekomendasi perbaikan hasil *assessment* atau *self-assessment* tahun sebelumnya. Monitor and review the implementation of good corporate governance principles in the management and administration of the Company, ensuring that assessments and evaluations, including self-assessments, are conducted on the implementation of good corporate governance and that follow-up actions are taken based on the recommendations from the previous year's assessments or self-assessments.	100%
D	**Lainnya** *Others*	
1	Melaksanakan tugas lain yang diberikan oleh Dewan Komisaris sepanjang masih dalam lingkup tugas dan kewajiban Dewan Komisaris berdasarkan Anggaran Dasar dan Keputusan Rapat Umum Pemegang Saham (RUPS) serta ketentuan perundang-undangan yang berlaku. Perform other tasks assigned by the Board of Commissioners, provided they fall within the scope of the duties and obligations of the Board of Commissioners as outlined in the Articles of Association and Resolutions of the General Meeting of Shareholders (GMS), as well as applicable statutory provisions.	100%
2	Melakukan *self-assessment* terhadap kinerja masing-masing anggota Komite Audit. Conduct a self-assessment of the performance of each Committee Audit member.	100%

Komite Nominasi dan Remunerasi
Committee of Nomination and Remuneration

No.	Program Kerja KNR Triwulanan 2025 KNR Quarterly Work Program in 2025	Pencapaian Achievement
1	Melakukan penelaahan dan pemantauan untuk memastikan bahwa Perseroan telah memiliki strategi dan kebijakan nominasi, meliputi proses analisis organisasi, prosedur, dan kriteria rekrutmen, seleksi, dan promosi. Carry out reviews and monitoring to ensure that the Company has a nomination strategy and policy, including organizational analysis processes, procedures, and criteria for recruitment, selection, and promotion.	100%
2	Rekomendasi nama calon Direksi Perseroan kepada Dewan Komisaris yang kemudian diusulkan kepada RUPS. Recommend candidates for the Company's Directors to the Board of Commissioners, who then propose the names to the General Meeting of Shareholders (GMS).	N/A
3	Memastikan bahwa Perseroan telah memiliki sistem remunerasi yang transparan berupa gaji atau honorarium, tunjangan, dan fasilitas yang bersifat tetap dan insentif yang bersifat variabel. Ensure that the Company has a transparent remuneration system, including fixed salaries or honorariums, allowances, facilities, and variable incentives.	100%
4	Melakukan penelaahan atas permohonan Direksi terkait Nominasi sesuai Anggaran Dasar Perseroan. Review the Board of Directors' requests regarding nominations in accordance with the Company's Articles of Association.	100%
5	Menyusun rencana kerja KNR. Prepare a KNR work plan.	100%
6	Membuat laporan berkala Triwulanan/setiap 3 bulan sekali kepada Dewan Komisaris. Prepare periodic reports quarterly (every 3 months) to the Board of Commissioners.	100%
7	Melaksanakan rapat periodik sekurang-kurangnya 1 kali dalam 4 bulan. Hold periodic meetings at least once every 4 months.	100%
8	Melakukan *self-assessment* terhadap kinerja anggota KNR. Conduct self-assessments of the performance of KNR members.	100%

Komite Pemantau Risiko dan Tata Kelola Terintegrasi
Risk Monitoring and Integrated Corporate Governance Committee

No	Program Kerja KPRTKT 2025 KPRTKT Work Program in 2025	Pencapaian Achievement
1	Melakukan kajian dan evaluasi atas pengembangan usaha MRO. Conduct studies and evaluations of MRO business development.	100%
2	Melakukan kajian dan evaluasi atas kecukupan kebijakan, konsistensi praktik pengelolaan risiko, dan efektivitas tindakan mitigasi. Conduct studies and evaluations on the adequacy of policies, consistency of risk management practices, and effectiveness of mitigation actions.	100%
3	Memberikan rekomendasi perbaikan atas praktik pengelolaan dan penanganan risiko Perseroan. Provide recommendations for improvements to the Company's risk management and mitigation practices.	100%
4	Melaksanakan tugas lain yang diberikan oleh Dewan Komisaris sepanjang masih dalam ruang lingkup tugas dan kewajiban Dewan Komisaris berdasarkan ketentuan yang berlaku. Carry out other tasks assigned by the Board of Commissioners within the scope of its duties and obligations based on applicable regulations.	100%
5	Menyusun rencana kerja KPRTKT tahun 2025. Prepare a KPRTKT work plan for 2025.	100%
6	Membuat laporan berkala Triwulanan/setiap 3 bulan sekali kepada Dewan Komisaris. Prepare periodic reports quarterly (every 3 months) to the Board of Commissioners.	100%
7	Melaksanakan rapat periodik sekurang-kurangnya 1 kali dalam 3 bulan. Hold periodic meetings at least once every 3 months.	100%
8	Melakukan *self-assessment* terhadap kinerja anggota KPRTKT. Conduct a self-assessment of the performance of KPRTKT members.	100%

DIREKSI
Board of Directors

Direksi merupakan organ Perseroan yang bertugas, secara kolegial, menjalankan fungsi pengurusan dan pengelolaan Perseroan. Direksi bekerja sesuai dengan target usaha yang terdapat dalam RKAP tahun berjalan dan menyampaikan hasil pencapaian kinerja usaha kepada RUPS melalui Laporan Keuangan dan Laporan Terintegrasi.

MASA JABATAN DIREKSI

Para anggota Direksi diangkat dan diberhentikan oleh RUPS. Pengangkatan anggota Direksi berlaku untuk jangka waktu terhitung sejak tanggal pengangkatan oleh RUPS dan berakhir pada penutupan RUPS Tahunan ke-3 (tiga) pada akhir 1 (satu) periode masa jabatan yang dimaksud dan dapat diangkat kembali untuk 1 (satu) kali masa jabatan. Masa jabatan Direksi berlaku sesuai dengan peraturan perundang-undangan di bidang Pasar Modal, namun demikian dengan tidak mengurangi hak RUPS untuk memberhentikan anggota Direksi sewaktu-waktu sebelum masa jabatannya berakhir, dengan memperhatikan ketentuan Anggaran Dasar Perseroan.

KOMPOSISI DIREKSI

Susunan keanggotaan Direksi tahun 2025 mengalami perubahan. Informasinya telah disampaikan di bab "Profil Perusahaan", sub-bab "Perubahan Komposisi Dewan Komisaris dan Direksi" dan profil seluruh anggota Dewan Komisaris yang menjabat saat ini dapat dilihat di bab yang sama, pada sub-bab "Profil Dewan Komisaris" dan "Profil Direksi".

Komposisi Direksi ditetapkan sesuai dengan tingkat kompleksitas kegiatan bisnis Perseroan dan struktur organisasi untuk memastikan terjadinya pengambilan putusan yang efektif, tepat, dan cepat untuk tujuan usaha. Jumlah anggota Direksi setidaknya berjumlah 1 (one) orang, yang terdiri dari seorang Direktur Utama yang ditetapkan dalam Rapat Umum Pemegang Saham.

Berikut disampaikan susunan Direksi yang menjabat saat ini:

The Board of Directors is a Company's body that has a collegial duty to manage the Company. The Board of Directors works according to business targets in the current year's RKAP and submits the business performance to the GMS through Financial Statements and Integrated Reports.

TERM OF OFFICE FOR THE BOARD OF DIRECTORS

The members of the Board of Directors are appointed and dismissed by the GMS. The members of the Board of Directors start working from the date they were appointed by the GMS and ended by the time of the third Annual GMS ended during their first term and can be reappointed for another term. The working period of the Board of Directors refers to the laws and regulations in the Capital Market sector without reducing the right of the GMS to dismiss, at any time, any member of the Board of Directors before his ends, with consideration to the provisions of the Articles of Association.

COMPOSITION OF THE BOARD OF DIRECTORS

The composition of the Board of Directors in 2025 experienced some changes. The information has been disclosed in the "Company Profile" chapter, sub-chapter "Changes in the Composition of the Board of Comissioners and Board of Directors" and the profiles of current members are available in the same chapter, under the sub-chapter "Board of Commissioners' Profile" and "Board of Directors' Profile".

The composition of the Board of Directors is determined in accordance with the level of complexity of the Company's business activities and organisational structure to ensure effective, appropriate and prompt decision-making for business purposes. The number of members of the Board of Directors is at least 1 (one) person, consisting of a President Director who is appointed in the General Meeting of Shareholders.

Here is the information concerning the current composition of the Board of Directors:

Nama Name	**Jabatan** Position	**Dasar Pengangkatan** Basis of Appointment	**Masa Jabatan** Term of Office	**Periode Jabatan** Office Term
Andi Fahrurrozi	Direktur Utama CEO	Keputusan RUPS Tahunan tanggal 28 Juni 2023 Resolution of Annual GMS dated June 28, 2023	28 Juni 2023 hingga penutupan RUPS Tahunan yang diselenggarakan tahun 2026 June 28, 2023 until the closing of the Annual GMS organized in 2026	Kedua Second
Bobi Gumelar Raspati	Direktur Base Management Director of Base Management	Keputusan RUPS Luar Biasa tanggal 5 Juni 2025 Resolution of Extraordinary GMS dated June 5, 2025	5 Juni 2025 hingga penutupan RUPS Tahunan yang diselenggarakan tahun 2028 June 5, 2025 until the closing of the Annual GMS organized in 2028	Pertama First
Mitra Piranti	Direktur Sumber Daya Manusia Director of Human Capital	Keputusan RUPS Luar Biasa tanggal 5 Juni 2025 Resolution of Extraordinary GMS dated June 5, 2025	5 Juni 2025 hingga penutupan RUPS Tahunan yang diselenggarakan tahun 2028 June 5, 2025 until the closing of the Annual GMS organized in 2028	Pertama First
Tri Hartono	Direktur Keuangan Director of Finance	Keputusan RUPS Luar Biasa tanggal 5 Juni 2025 Resolution of Extraordinary GMS dated June 5, 2025	5 Juni 2025 hingga penutupan RUPS Tahunan yang diselenggarakan tahun 2028 June 5, 2025 until the closing of the Annual GMS organized in 2028	Pertama First
Endang Tardiana	Direktur Line Operation Director of Line Operation	Keputusan RUPS Luar Biasa tanggal 26 September 2025 Resolution of Extraordinary GMS dated September 26, 2025	26 September 2025 hingga penutupan RUPS Tahunan yang diselenggarakan tahun 2028 September 26, 2025 until the closing of the Annual GMS organized in 2028	Pertama First

TUGAS DAN TANGGUNG JAWAB DIREKSI

Wewenang Direksi

Direksi berwenang untuk menetapkan kebijakan pengurusan Perseroan yang meliputi:

1. Menetapkan kebijakan pengurusan Perseroan;
2. Mengatur penyerahan kekuasaan Direksi untuk mewakili Perseroan di dalam dan di luar Pengadilan kepada seorang atau beberapa orang anggota Direksi yang khusus ditunjuk untuk itu kepada seorang atau beberapa orang pekerja Perseroan baik secara sendiri-sendiri maupun bersama-sama atau kepada orang lain dan mengatur penyerahan kekuasaan Direksi untuk mewakili Perseroan kepada Kepala Cabang atau Kepala Perwakilan di dalam atau di luar negeri;
3. Mengatur ketentuan-ketentuan tentang kepegawaian Perseroan, termasuk penetapan gaji, pensiun atau jaminan hari tua dan penghasilan lain bagi pekerja Perseroan berdasarkan peraturan perundang-undangan yang berlaku dan keputusan Rapat Umum Pemegang Saham;
4. Mengangkat dan memberhentikan pekerja Perusahaan berdasarkan peraturan kepegawaian Perseroan dan peraturan perundang-undangan yang berlaku;
5. Mengangkat dan memberhentikan Sekretaris Perusahaan;
6. Melakukan segala tindakan dan perbuatan lainnya mengenai pengurusan maupun pemilikan kekayaan Perseroan, mengikat Perseroan dengan pihak lain dan/atau pihak lain dengan Perseroan, serta mewakili Perseroan di dalam dan di luar Pengadilan tentang segala hal dan segala kejadian, dengan pembatasan

DUTIES AND RESPONSIBILITIES OF THE BOARD OF DIRECTORS

The Authorities of the Board of Directors

The Board of Directors is authorized to determine the policy of the Company's management as follows:

1. Determine the Company's management policies;
2. Arrange the transfer of powers of the Board of Directors to represent the Company inside and outside the Court to one or several members of the Board of Directors specially appointed for that to one or several employees of the Company either individually or jointly or to other people and arrange the transfer of power of the Board of Directors to represent the Company to Heads of Branches or Heads of Representatives within or outside the country;
3. Regulate the provisions regarding the Company's employment, including the determination of salaries, pensions or old age benefits and other income for the Company's employees based on the prevailing laws and regulations and resolutions of the General Meeting of Shareholders;
4. Appoint and dismiss Company employees based on the Company's employment regulations and prevailing laws and regulations;
5. Appoint and dismiss the Corporate Secretary;
6. Perform all actions and other actions regarding the management and ownership of the Company's assets, bind the Company with other parties and/or other parties with the Company, and represent the Company inside and outside the Court on all matters and all events, with restrictions as stipulated in the regulations laws and regulations, Articles

sebagaimana diatur dalam peraturan perundang-undangan, Anggaran Dasar dan/atau Keputusan Rapat Umum Pemegang Saham;
7. Membentuk komite dalam rangka mendukung efektivitas tugas dan tanggung jawab (jika diperlukan).

Tanggung Jawab Direksi
1. Setiap anggota Direksi bertanggung jawab penuh atas tugas pengurusan yang dilaksanakanya;

2. Setiap anggota Direksi bertanggung jawab penuh secara tanggung renteng atas kerugian Perseroan yang disebabkan oleh kesalahan atau kelalaian anggota Direksi dalam menjalankan tugasnya;
3. Anggota Direksi tidak dapat dipertanggungjawabkan atas kerugian Perseroan sebagaimana dimaksud pada butir 1 apabila dapat membuktikan:
4. Kerugian tersebut bukan karena kesalahan atau kelalaiannya;
5. Telah melakukan pengurusan degan itikad baik dan kehati-hatian untuk kepentingan dan sesuai dengan maksud dan tujuan Perseroan;
6. Tidak memiliki benturan kepentingan baik langsung maupun tidak langsung atas tindaan pengurusan yang mengakibatkan kerugian;
7. Telah mengambil tindakan untuk mencegah timbul atau berlanjutnya kerugian tersebut.
8. Direksi dan Dewan Komisaris bertanggung jawab secara tanggung renteng atas kerugian Perseroan apabila Pemegang Saham tidak dapat mengembalikan dividen interim yang telah didistribusi.

RUANG LINGKUP PEMBAGIAN TUGAS DAN TANGGUNG JAWAB DIREKSI

Dalam mengoptimalkan fungsi pengelolaan Perseroan yang dijalankan Direksi, setiap anggota Direksi memiliki pembagian tugas dan tanggung jawab sesuai dengan bidang keahlian masing-masing untuk menciptakan efektivitas pelaksanaan tugas Direksi secara menyeluruh. Pembagian lingkup tugas antar Direksi sejalan dengan DT/SKEP-5015/25 tanggal 20 Juni 2025 sebagai berikut:

of Association and/or Resolutions of the General Meeting of Shareholders;

7. orm a committee to support the effectiveness of duties and responsibilities (if needed).

The Responsibilities of the Board of Directors
1. Each member of the Board of Directors is fully responsible for the management tasks that are carried out;
2. Each member of the Board of Directors is fully responsible jointly and severally for the Company's losses caused by mistakes or negligence members of the Board of Directors in carrying out their duties;
3. Members of the Board of Directors cannot be held responsible for the Company's losses as referred to in item 1 if they can prove:
4. The loss is not due to an error or negligence;

5. Having taken care of good faith and prudence for the benefit and in accordance with the aims and objectives of the Company;
6. Does not have a conflict of interest either directly or indirectly over the management action resulting in a loss;
7. Have taken actions to prevent such losses arising or continuing.
8. Actions taken by members of the Board of Directors outside those decided by the Board of Directors Meeting shall be the personal responsibility of those concerned until such actions are approved by the Board of Directors' Meeting.

SEGREGATION OF DUTIES AND RESPONSIBILITIES AMONG DIRECTORS

In optimizing the management function of the Company by the Board of Directors, each member of the Board of Directors has his own duties and responsibilities according to his expertise to make the Board of Directors work effectively. The segregation of the scope of duties among Directors is in line with the DT/SKEP-5015/25 dated 20 June 2025 as follows:

Andi Fahrurrozi
Direktur Utama
CEO

- Menjamin efektivitas pengurusan dan pengelolaan Perseroan, termasuk penentuan arah dan strategi Perseroan, pengelolaan strategi bisnis, pengelolaan anak usaha, penyusunan organisasi Perseroan lengkap dengan perincian dan tugasnya, perumusan sumber daya strategis dan pengelolaan Standar Operating Procedures ("SOP"), pengelolaan & pengembangan teknologi informasi, mewujudkan terjadinya pencapaian penjualan dan pemasaran dengan strategi yang tepat, pengelolaan customer service dan aspek-aspek komersial lainnya, penjaminan kualitas dan kelaikudaraan, audit internal, pengelolaan komunikasi, administrasi dan kesekretariatan Perseroan, pengawasan terhadap kepatuhan dalam penyelenggaraan Perseroan, perlindungan hukum bagi Perseroan dan layanan kontrak Perseroan yang dilaksanakan sesuai dengan aspek-aspek hukum agar sejalan dengan penerapan prinsip-prinsip Tata Kelola Perusahaan yang Baik (Good Corporate Governance/ GCG), menjamin sistem mutu yang independen untuk memantau kepatuhan organisasi Perseroan terhadap persyaratan otoritas, memfasilitasi implementasi Safety Management System, menjamin efektivitas pengelolaan SBU Defense Industry, sehingga mampu mendukung jalannya bisnis PT Garuda Maintenance Facility Aero Asia Tbk sekaligus pertumbuhan bisnisnya.
- Unit satu tingkat di bawah Direksi yang bertanggung jawab langsung kepada Direktur Utama adalah Vice President (VP) Corporate Strategy & Digital Transformation, VP Sales & Marketing, VP Corporate Secretary & Legal, VP Quality Assurance & Safety, dan VP Internal Audit.

- Ensure the effectiveness of the management and management of the Company, including the determination of the Company's direction and strategy, management of business strategy, management of subsidiaries, preparation of the Company's organisation complete with details and duties, formulation of strategic resources and management of Standard Operating Procedures ("SOP"), management & development of information technology, realising the achievement of sales and marketing with appropriate strategies, management of customer service and other commercial aspects, quality assurance and airworthiness, internal audit, communication management, administration and secretariat of the Company, supervision of compliance in the operation of the Company, legal protection for the Company and the Company's contractual services carried out in accordance with legal aspects in line with the implementation of the principles of Good Corporate Governance (GCG), so as to support the running of PT Garuda Maintenance Facility Aero Asia Tbk's business as well as its business growth.
- The supporting units one level below the Board of Directors who reports directly to the President Director are the Vice President (VP) of Corporate Strategy & Business Development, VP of Quality Assurance & Safety, VP of Internal Audit and VP of Corporate Secretary & Legal.

Mitra Piranti
Direktur Sumber Daya Manusia
Director of Human Capital

- Menjamin efektivitas pengurusan, pengelolaan dan pengembangan sumber daya manusia serta budaya Perseroan, kegiatan pelatihan dan manajemen pengetahuan, pengelolaan dukungan kerumahtanggaan, pemeliharaan dan layanan fasilitas, pengadaan barang dan jasa umum tools, serta aset non related aircraft part (termasuk pengelolaan aset), sehingga berjalan sesuai dengan persyaratan dan ketentuan otoritas yang berlaku, serta mampu mendukung jalannya bisnis PT Garuda Maintenance Facility Aero Asia Tbk sekaligus pertumbuhan bisnisnya.
- Unit yang berada satu tingkat di bawah Direksi yang menjalankan fungsi memberi dukungan dan bertanggung jawab langsung kepada Direktur Human Capital & Corporate Affairs adalah VP Human Capital Management dan VP General Affairs & HSE.

- Ensure the effectiveness of management, management and development of human resources and the Company's culture, training and knowledge management activities, management of housekeeping support, maintenance and facility services, procurement and fulfilment of material needs for both aircraft parts and general (non-related aircraft parts), and management of materials and Bonded Logistics Centres (PLB) and the Company's assets, so that they run in accordance with the requirements and provisions of the applicable authorities, and are able to support the running of PT Garuda Maintenance Facility Aero Asia Tbk's business as well as its business growth.
- Unit one level below the Board of Directors who reports directly to the Director of Human Capital & Corporate Affairs are the Vice President (VP) of Human Capital Management, VP of Corporate Affairs & HSE, VP of Material & Logistic Services.

Tri Hartono
Direktur Keuangan
Director of Finance

- Menjamin efektivitas pengurusan dan pengelolaan keuangan Perseroan termasuk analisis aktivitas keuangan, manajemen kas dan likuidasi, serta pengelolaan utang dan pembiayaan pada tingkat korporasi yang mungkin berdampak pada kinerja operasional dan strategi organisasi, sehingga mampu mendukung jalannya bisnis PT Garuda Maintenance Facility Aero Asia Tbk sekaligus pertumbuhan bisnisnya.
- Unit yang berada satu tingkat di bawah Direksi yang menjalankan fungsi memberi dukungan dan bertangung jawab langsung kepada Direktur Keuangan adalah VP Treasury Management, VP Financial & Management Accounting serta EGM Risk Management yang berkoordinasi langsung dengan Direktur Keuangan.

- Ensure the effectiveness of the management and financial management of the Company including the analysis of financial activities at the corporate level that may have an impact on the operational performance and strategy of the organisation, so as to support the running of PT Garuda Maintenance Facility Aero Asia Tbk's business as well as its business growth.
- The units at one level below the Board of Directors that provide support and are directly responsible to the Finance Director are VP Accounting, VP Treasury Management, VP Financial & Management Accounting, and EGM of Risk Management coordinating directly with the Director of Finance.

Endang Tardiana **Direktur Line Operation** Director of Line Operation	
• Menjamin efektivitas pengurusan dan pengelolaan Perseroan khususnya operasional perawatan pesawat pada line operation, perencanaan perawatan pesawat, jasa engineering, pengadaan dan pengelolaan material, component, jasa dan aset aircraft part, serta pengelolaan Pusat Logistik Berikat (PLB) sesuai bisnis utama Perseroan, sehingga mampu mendukung jalannya bisnis PT Garuda Maintenance Facility Aero Asia Tbk sekaligus pertumbuhan bisnisnya. • Unit satu tingkat di bawah Direksi yang bertanggung jawab langsung kepada Direktur Line Operation adalah VP Line Maintenance, VP Maintenance Planning, VP Engineering Services, dan VP Material & Logistic Services.	• Ensure the effectiveness of the management and management of the Company, especially aircraft maintenance operations in line operations, aircraft cabin line maintenance, aircraft maintenance planning, and engineering services in accordance with the Company's main business, so as to support the running of PT Garuda Maintenance Facility Aero Asia Tbk's business as well as its business growth. • Units one level below the Board of Directors that report directly to the Director of Line Operations are VP Line Maintenance, VP Maintenance Planning, and VP Engineering Services.
Bobi Gumelar Raspati **Direktur Base Management** Director of Base Management	
• Menjamin efektivitas pengurusan dan pengelolaan Perseroan dalam operasional perawatan rangka pesawat (airframe), mesin (engine) dan Auxiliary Power Unit (APU) pesawat, komponen, peralatan aircraft support (seperti Ground Support Equipment) untuk menunjang operasional perawatan pesawat, serta produk-produk industrial solutions (seperti power services, fabrikasi, dan lainnya), sehingga mampu mendukung jalannya bisnis PT Garuda Maintenance Facility Aero Asia Tbk sekaligus pertumbuhan bisnisnya. • Unit satu tingkat di bawah Direksi yang bertanggung jawab langsung kepada Direktur Base Operation adalah VP Wide Body Base Maintenance, VP Narrow Body Base Maintenance, VP Engine Services, VP Component Maintenance & Specialized Services, dan VP Aircraft Support & Industrial Solutios.	• Ensure the effectiveness of the Company's management in the maintenance operations of aircraft airframes, engines and Auxiliary Power Units (APU), components, aircraft support equipment (such as Ground Support Equipment), as well as industrial solutions products (such as power services, fabrication, and others) to support aircraft maintenance operations, so as to support the running of PT Garuda Maintenance Facility Aero Asia Tbk's business as well as its business growth. • Units one level below the Board of Directors that report directly to the Director of Base Operations are VP Wide Body Base Maintenance, VP Narrow Body Base Maintenance, VP Engine Services, VP Component Services, and VP Aircraft Support & Power Services.

PROGRAM PENGENALAN BAGI DIREKSI BARU

Seperti anggota Dewan Komisaris yang baru, Direksi yang baru menjabat juga mengikuti program pengenalan (induksi) yang untuk memberikan pemahaman terkait kondisi terkini Perseroan. Diharapkan melalui program ini, Direksi yang baru akan mendapatkan pemahaman yang komprehensif akan keadaan operasional dan organisasi Perseroan. Seperti Program Pengenalan Dewan Komisaris, fungsi Sekretaris Perusahaan juga bertanggung jawab untuk melaksanakan Program Pengenalan untuk Direksi baru. Materi Program Pengenalan kepada Direksi baru mencakup:

1. Pelaksanaan prinsip-prinsip Good Corporate Governance.
2. Gambaran mengenai Perseroan berkaitan dengan tujuan, sifat, dan lingkup kegiatan, kinerja keuangan dan operasi, strategi, rencana usaha jangka pendek dan jangka panjang, posisi kompetitif, risiko dan masalah-masalah strategis lainnya.
3. Kewenangan yang didelegasikan, audit internal dan eksternal, sistem dan kebijakan pengendalian internal, termasuk Komite Audit.
4. Tugas dan tanggung jawab Dewan Komisaris dan Direksi serta hal-hal yang tidak diperbolehkan.

INTRODUCTION PROGRAM FOR NEW DIRECTORS

Just like the new members of the Board of Commissioners, the newly appointed Directors also participated in the introduction program (induction) to give them an understanding of the current situation of the Company. Hopefully, through this program, the new Directors will gain a comprehensive understanding of the operational conditions and organization of the Company. The same with the Board of Commissioners Introduction Program, the Corporate Secretary function is also responsible for conducting the Introduction Program for new Directors. The material for the Introduction includes:

1. Implementation of the principles of Good Corporate Governance.
2. Description of the Company relating to the objectives, nature and scope of activities, financial and operating performance, strategies, short-term and long-term business plans, competitive positions, risks and other strategic issues.
3. Delegated authority, internal and external audit, internal control systems and policies, including the Audit Committee.
4. Duties and responsibilities of the Board of Commissioners and Directors as well as matters that are not allowed.

Perseroan mengadakan program orientasi untuk para Direktur yang baru dilantik pada tanggal 18 Juni 2025. Program tersebut dihadiri oleh Direktur Sumber Daya Manusia, Direktur Keuangan, dan Direktur Base Management. Selain itu, program yang sama juga diadakan pada tanggal 2 Oktober 2025 untuk Direktur Line Operation yang baru diangkat.

The Company held an induction program for the newly appointed Directors on June 18, 2025. The program was attended by the Director of Human Capita, Director of Finance, and Director Base Management. In addition, the same program was also held on October 2, 2025, for the newl appointed Director of Line Operation.

PELAKSANAAN TUGAS DIREKSI

Sepanjang tahun 2025, Direksi telah menjalankan tugasnya dalam mengelola pengelolaan GMF sebagaimana tertuang dalam Rencana Kerja dan Anggaran Perusahaan (RKAP) yang telah disusun. Secara rinci, pelaksanaan tugas Direksi telah disampaikan di "Laporan Direksi" pada bab "Laporan Manajemen" di Laporan Terintegrasi ini.

Salah satu realisasi pelaksanaan tugas Direksi termasuk penerbitan berbagai keputusan, dimana pengambilan keputusannya dilakukan melalui mekanisme rapat internal maupun rapat gabungan dengan Dewan Komisaris. Hasil keputusan Direksi dikeluarkan oleh Direktur Utama dan juga anggota Direksi lainnya sesuai dengan pembagian tugas dan kewenangannya. Hasil keputusan Direksi sepanjang tahun 2025 antara lain sebagai berikut:

IMPLEMENTATION OF THE BOARD OF DIRECTORS' DUTIES

Throughout 2025, the Board of Directors has carried out its duties in managing GMF according to the Work Plan and Budget (RKAP) that has been prepared. In detail, the implementation of the Board of Directors' duties has been disclosed in the "Board of Directors' Report" in the "Management Report" chapter of this Integrated Report.

One of the duties of the Board of Directors included the issuance of various decrees, which are made through internal meetings or joint meetings with the Board of Commissioners. The Board of Directors' decrees were issued by the CEO and other members of Board of Directors in accordance with the division of tasks and authorities. The Board of Directors' decrees throughout 2025 were as follows:

Anggota Direksi Member of the Board of Directors	**No. Keputusan** Decree Number	**Perihal** Subject
Direktur Utama President Director	DT/SKEP-5002/25	Perubahan Tim Computer Security Incident Response Team (CSIRT) Changes to the Computer Security Incident Response Team (CSIRT)
	DT/SKEP-5004/25	Tim Corporate Action Peningkatan Ekuitas Corporate Action Team for Equity Increase
	DT/SKEP-5005/25	Perubahan Kedelapan DT/SKEP-5001/24 tanggal 05 Januari 2024 tentang P2K3 Eighth Amendment to Board of Directors Decree No. DT/SKEP-5001/24 dated January 5, 2024 regarding P2K3
	DT/SKEP-5007/25	Organisasi Induk Parent Organization
	DT/SKEP-5009/25	Project Management Pengembangan Kapabilitas Repair Engine T56 dan Pemenuhan Sertifikasi A9100 Project Management for the Development of T56 Engine Repair Capability and Fulfillment of A9100 Certification
	DT/SKEP-5011/25	Tim Komite Penguatan Continuous Improvement Continuous Improvement Strengthening Committee Team
	DT/SKEP-5012/25	Perubahan Pertama Surat Keputusan Direktur Utama Nomor: DT/SKEP-5024/24 tentang Tim Persiapan Manufacturing Capability Development First Amendment to the President Director's Decree No. DT/SKEP-5024/24 regarding the Manufacturing Capability Development Preparation Team
	DT/SKEP-5015/25	Organisasi Induk Parent Organization
	DT/SKEP-5016/25	Tim Reaktivasi Armada Garuda Indonesia dan Citilink Fleet Reactivation Team for Garuda Indonesia and Citilink
	DT/SKEP-5017/25	Perubahan Kesembilan Pembentukan Panitia P2K3 Ninth Amendment to the Establishment of the P2K3 Committee

Anggota Direksi Member of the Board of Directors	**No. Keputusan** Decree Number	**Perihal** Subject
	DT/SKEP-5018/25	Project Management Oman MRO Development Project Management for Oman MRO Development
	DT/SKEP-5019/25	Perubahan atas Surat Keputusan nomor DT/SKEP-5016/25 tentang Tim Reaktivasi Armada Garuda Indonesia dan Citilink Amendment to Decree No. DT/SKEP-5016/25 regarding the Fleet Reactivation Team for Garuda Indonesia and Citilink
	DT/SKEP-5022/25	Project Management Corporate Action – Oman MRO Development dan Peningkatan Ekuitas Melalui Inbreng Lahan Project Management for Corporate Action – Oman MRO Development and Equity Increase through Land Inbreng
	DT/SKEP-5023/25	Project Management Operational Improvement Project Management for Operational Improvement
	DT/SKEP-5025/25	Perubahan Kesepuluh Pembentukan Panitia P2K3 Tenth Amendment to the Establishment of the P2K3 Committee
	DT/SKEP-5026/25	Project Management Pengembangan MRO Pondok Cabe Project Management for the Development of Pondok Cabe MRO
Direktur Sumber Daya Manusia Director of Human Capital	DC/SKEP-5067/25	Struktur Organisasi Line Maintenance Organizational Structure of Line Maintenance
	DC/SKEP-5068/25	Struktur Organisasi Unit Cabin Line Services Organizational Structure of Cabin Line Services Unit
	DC/SKEP-5069/25	Struktur Organisasi Unit Maintenance Planning Organizational Structure of Maintenance Planning Unit
	DC/SKEP-5072/25	Struktur Organisasi Unit Financial & Management Accounting Organizational Structure of Financial & Management Accounting Unit
	DC/SKEP-5073/25	Struktur Organisasi Unit Corporate Strategy & Digital Transformation Organizational Structure of Corporate Strategy & Digital Transformation Unit
	DC/SKEP-5074/25	Struktur Organisasi Unit Internal Audit Organizational Structure of Internal Audit Unit
	DC/SKEP-5075/25	Struktur Organisasi Unit Material & Logistic Services Organizational Structure of Material & Logistic Services Unit
	DC/SKEP-5076/25	Struktur Organisasi Unit Sales & Marketing Organizational Structure of Sales & Marketing Unit
	DC/SKEP-5077/25	Struktur Organisasi Unit Quality Assurance & Safety Organizational Structure of Quality Assurance & Safety Unit
	DC/SKEP-5078/25	Strategic Business Unit Defense Industry Strategic Business Unit – Defense Industry
	DC/SKEP-5079/25	Struktur Organisasi Unit Corporate Secretary & Legal Organizational Structure of Corporate Secretary & Legal Unit
	DC/SKEP-5080/25	Struktur Organisasi Unit General Affairs & HSE Organizational Structure of General Affairs & HSE Unit
	DC/SKEP-5081/25	Struktur Organisasi Unit Treasury Management Organizational Structure of Treasury Management Unit
	DC/SKEP-5082/25	Struktur Organisasi Unit Aircraft Support & Industrial Solutions Organizational Structure of Aircraft Support & Industrial Solutions Unit
	DC/SKEP-5083/25	Struktur Organisasi Unit Engineering Services Organizational Structure of Engineering Services Unit
	DC/SKEP-5138/25	Struktur Organisasi Unit Human Capital Management Organizational Structure of Human Capital Management Unit
	DC/SKEP-5209/25	Struktur Organisasi Unit Engineering Services Organizational Structure of Engineering Services Unit
	DC/SKEP-5221/25	Struktur Organisasi Unit Wide Body Base Maintenance Organizational Structure of Wide Body Base Maintenance Unit

Anggota Direksi Member of the Board of Directors	**No. Keputusan** Decree Number	**Perihal** Subject
	DC/SKEP-5222/25	Struktur Organisasi Unit Narrow Body Base Maintenance Organizational Structure of Narrow Body Base Maintenance Unit
	DC/SKEP-5253/25	Struktur Organisasi Unit Component Maintenance & Specialized Services Organizational Structure of Component Maintenance & Specialized Services Unit
	DC/SKEP-5254/25	Struktur Organisasi Unit Engine Services Organizational Structure of Engine Services Unit

PENILAIAN KINERJA KOMITE DAN ORGAN PENDUKUNG DI BAWAH DIREKSI

Direksi menjalankan tugasnya dengan dibantu oleh 4 (empat) organ pendukung yaitu Corporate Secretary & Legal, Audit Internal, Financial & Risk Analysis, serta Quality Assurance & Safety. Evaluasi pelaksanaan tugas masing-masing organ didasarkan pada *Key Performance Indikator* (KPI) berdasarkan hasil kerja individu sesuai program kerja. Direksi tidak memiliki komite lain selain organ pendukung tersebut di atas.

ASSESSMENT OF THE COMMITTEES AND SUPPORTING BODIES UNDER THE BOARD OF DIRECTORS

The Board of Directors carries out its duties with the assistance of 4 (four) supporting bodies, including the Corporate Secretary & Legal, Internal Audit, Financial & Risk Analysis, and Quality Assurance & Safety. According to the work program, the assessment of each supporting body is based on Key Performance Indicators (KPI) of individual work. The Board of Directors does not have any other committees other than those supporting bodies.

Fungsi Organ Pendukung Direksi
Function of the Board of Directors' Supporting Bodies

Corporate Secretary & Legal	**Corporate Secretary & Legal dibentuk dengan mengacu kepada Peraturan Menteri Badan Usaha Milik Negara Nomor PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara untuk menjaga alur komunikasi antar organ Perseroan dan dengan pemangku kepentingan.** The Corporate Secretary & Legal function was established based on the Regulation of the Minister of State-Owned Enterprises Number PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Actions of State-Owned Enterprises, in order to maintain the flow of communication between the Company's organs and with stakeholders.
Audit Internal Internal Audit	**Audit Internal dibentuk untuk membantu Direksi memaksimalkan efektivitas pengendalian intern atas kegiatan operasi. Audit Internal menjalankan fungsi sebagai assurance and consultant melalui pendekatan sistematik dan obyektif melalui aktivitas evaluasi dan penilaian terhadap keefektifan dan efisiensi sistem pengendalian internal, pengelolaan risiko, serta penerapan GCG atas kegiatan strategis dan operasional.** An internal Audit was formed to help the Board of Directors optimize the effectiveness of internal control over the operation. Internal Audit acts as an assurance and a consultant through a systematic and objective approach with an evaluation and assessment of the effectiveness and efficiency of the internal control system, risk management, and the implementation of GCG for strategic and operational activities.
Financial Management Accounting	**Bidang Risk Management yang merupakan bagian dari Financial & Management Accounting bertugas membantu Direksi dalam menerapkan manajemen risiko Perseroan secara tepat dan efisien sesuai referensi dari kerangka kerja ISO 31000.** Risk Management, part of Financial & Management Accounting works to assist the Board of Directors in implementing the Company's risk management appropriately and efficiently according to ISO 31000 framework.
Quality Assurance & Safety	**Quality Assurance & Safety bertugas membantu Direksi menjaga dan meningkatkan kepuasan pelanggan. Pelayanan perawatan pesawat yang diberikan GMF selalu disesuaikan dengan regulasi otoritas global seperti DKUPPU, EASA, FAA, dan lainnya dan Quality Assurance & Safety membantu Direksi untuk menjaga kepatuhan Perseroan terhadap berbagai standar tersebut.** Quality Assurance & Safety has an objective to help the Board of Directors maintain and improve customer satisfaction. The aircraft maintenance services from GMF are always adjusted to global authorities such as DKUPPU, EASA, FAA, and others, and Quality Assurance & Safety helps the Board of Directors maintain the Company's compliance with these various standards.

Hasil Kinerja Organ Pendukung Direksi Tahun 2025

Assessment of the Supporting Bodies of the Board of Directors in 2025

No.	*Key Performance Indicator* (KPI)	Target	Achievement
Corporate Secretary & Legal			
1.	Budget Realization	100%	85.86%
2.	Service Level Fulfillment	100%	100.00%
3.	Corporate Reputation Management	100%	100.00%
4.	Matrix Tindak Lanjut (MTL)	100%	100.00%
5.	Good Corporate Governance (GCG)	90%	100.00%
6.	Risk Composite Rating	3	90.00%
7.	Equity Improvement Implementation	1	100.00%
8.	Legal & Compliance	100%	100.00%
9.	Stakeholder Relations Management	100%	100.00%
10.	Continuous Improvement	3	100.00%
11.	Human Capital Readiness (HCR)	95%	100.00%
12.	Organization Capital Readiness (OCR)	95%	94.72%
Internal Audit			
1.	Budget Realization	100%	110.00%
2.	Stakeholder SLA Fullfilment	90%	101.11%
3.	Closure of Audit Action Items	75%	100.00%
4.	Percent Completed vs Planned Audit	100%	100.00%
5.	Good Corporate Governance (GCG)	90%	100.00%
6.	Risk Composite Rating	3	100.00%
7.	Continuous Improvement	3	100.00%
8.	Human Capital Readiness (HCR)	95%	100.00%
9.	Organization Capital Readiness (OCR)	95%	100.00%
10.	Information Capital Readiness (ICR)	95%	100.00%
Financial & Management Accounting			
1.	Budget Realization	100%	107.52%
2.	Financial Statement Reporting	100%	100.00%
3.	Customer Satisfaction Index	4	92.00%
4.	Approved Corporate Budget	100%	107.52%
5.	Matrix Tindak Lanjut (MTL)	100%	100.00%
6.	Good Corporate Governance (GCG)	90%	100.00%
7.	Risk Composite Rating	3	100.00%
8.	Equity Improvement Implementation	1	100.00%
9.	Asset Management	100%	100.00%
10.	Corporate Finance Service Level	100%	100.00%
11.	Tax Compliance	100%	100.00%
12.	COGS Rate & Profitability	100%	100.00%
13.	Price Effectiveness	100%	100.00%
14.	Invoice Process & Clearing Performance	95%	100.00%
15.	A/P A/R Transaction Readiness	100%	100.00%
16.	Continuous Improvement	3	100.00%
17.	Investment Planning & Control	100%	100.00%

Hasil Kinerja Organ Pendukung Direksi Tahun 2025

Assessment of the Supporting Bodies of the Board of Directors in 2025

No.	*Key Performance Indicator* (KPI)	Target	Achievement
18.	Business Data Quality	100%	100.00%
19.	Human Capital Readiness (HCR)	95%	100.00%
20.	Organization Capital Readiness (OCR)	95%	100.00%
21.	Information Capital Readiness (ICR)	95%	100.00%
Quality Assurance & Safety			
1.	Budget Realization	100%	110.00%
2.	Approval Rating	100%	100.05%
3.	Customer Satisfaction Index	4	102.25%
4.	Performance Fulfillment	95%	100.00%
5.	Effectiveness of Finding & Recommendation Follow Up	95%	100.00%
6.	Matrix Tindak Lanjut (MTL)	100%	100.00%
7.	Good Corporate Governance (GCG)	90%	100.00%
9.	Risk Composite Rating	3	100.00%
10.	Continuous Improvement	3	100.00%
11.	Human Capital Readiness (HCR)	95%	100.00%
12.	Organization Capital Readiness (OCR)	95%	100.00%
13.	Information Capital Readiness (ICR)	95%	100.00%

Informasi Lainnya Tentang Dewan Komisaris dan Direksi

Other Information About the Board of Commissioners and Board of Directors

PENCEGAHAN BENTURAN KEPENTINGAN [GRI 2-15] [ESG G-09]

Kegiatan usaha Perseroan tidak terlepas dari hubungan dan interaksi antara individu di dalam Perseroan maupun dengan pihak lain. Perseroan menyadari adanya potensi konflik kepentingan antara satu pihak dengan pihak lainnya, yang dapat memengaruhi proses pengambilan keputusan yang pada akhirnya dapat merugikan Perseroan.

Salah satu upaya dalam mencegah konflik kepentingan adalah dengan bersikap transparan terkait Dewan Komisaris dan Direksi dalam hal pedoman kerja, hubungan kerja, hubungan afiliasi dan rangkap jabatan. Transparansi terkait informasi lainnya perihal anggota Dewan Komisaris dan Direksi akan membantu Perseroan untuk mencegah adanya benturan kepentingan yang dapat mempengaruhi keberlangsungan usaha.

Secara garis besar, Perseroan memitigasi setiap peluang yang dapat menimbulkan konflik kepentingan dengan mewajibkan bahwa Direksi, Dewan Komisaris, Pejabat Eksekutif Perseroan, serta karyawan atau pihak-pihak terkait dengan Perseroan untuk menghindari pengambilan keputusan dalam kondisi yang terdapat konflik kepentingan.

PEDOMAN KERJA DEWAN KOMISARIS DAN DIREKSI

Dewan Komisaris dan Direksi Perseroan menjalankan tugas dan tanggung jawabnya dengan mengacu kepada Pedoman dan Tata Tertib Kerja Dewan Komisaris dan Direksi yang telah disetujui dalam RUPS. Penerapan Pedoman sebagai acuan tata laksana kerja Dewan Komisaris dan Direksi merupakan komitmen bersama seluruh anggota guna menjamin efektivitas dan efisiensi pelaksanaan fungsi pengawasan dan pengelolaan Perseroan.

Penyusunan Pedoman Kerja Dewan Komisaris dan Direksi telah dilakukan sesuai peraturan dan ketentuan yang berlaku. Perseroan senantiasa meninjau ulang isi dari Pedoman Kerja dan melakukan perubahan, jika diperlukan, sesuai dengan kebutuhan Perseroan dan perkembangan regulasi yang berlaku. Adapun Pedoman Kerja Dewan Komisaris yang terakhir kali telah disetujui dan ditandatangani tertanggal 17 November 2025, sedangkan Pedoman Direksi yang terakhir kali telah disetujui dan ditandatangani adalah tertanggal 20 Oktober 2020.

PREVENTION OF CONFLICT OF INTEREST [GRI 2-15] [ESG G-09]

The Company's business activities inherently involve relationships and interactions between individuals within the Company as well as with external parties. The Company acknowledges the potential for conflicts of interest between one party and another, which may influence the decision-making process and ultimately harm the Company.

One way to prevent conflicts of interest is by maintaining transparency regarding the Board of Commissioners and Board of Directors, particularly in terms of their working guidelines, working relationships, affiliations, and concurrent positions. Transparency on other relevant information regarding members of the Board of Commissioners and Board of Directors helps the Company prevent any conflict of interest that may affect business continuity.

In general, the Company mitigates any potential conflict of interest by requiring that the Board of Directors, Board of Commissioners, Executive Officers, employees, and other related parties of the Company refrain from making decisions under conditions where a conflict of interest exists.

BOARD MANUAL OF THE BOARD OF COMMISSIONERS AND DIRECTORS

The Board of Commissioners and the Board of Directors do their duties and responsibilities according to the approved Board Charter at the GMS. The Board Charter becomes a reference for the Board to work and also a joint commitment of all members to ensure the effectiveness and efficiency of the Company's supervisory and management functions.

The Board Charter follows the provision in the prevailing rules and regulations. The Company constantly reviews the contents of the Board Charter and makes changes, if necessary, according to the Company's needs and developments in applicable regulations. The Board of Commissioners Manual was last approved and signed on November 17, 2025, while the Board of Directors Manual was last approved and signed on October 20, 2020.

Pedoman Dewan Komisaris telah diunggah di website resmi GMF dan dapat diakses oleh publik
The Board Manual for the Board of Commissioners has been uploaded to the official website of GMF and accessible for the public

CLICK HERE

Isi Pedoman Dewan Komisaris
Contents of the Board Manual for the Board of Commissioners

1. Susunan Dewan Komisaris;
2. Waktu Kerja Dewan Komisaris;
3. Remunerasi;
4. Hak, Kewajiban dan Tanggung Jawab Dewan Komisaris, termasuk di dalamnya mengatur mengenai:
   a. Tugas dan wewenang Dewan Komisaris;
   b. Tugas dan wewenang Komisaris Utama;
   c. Tugas dan wewenang Anggota Dewan Komisaris;
5. Tugas dan Wewenang Dewan Komisaris, termasuk di dalamnya mengatur mengenai:
   a. Tugas dan wewenang Komisaris Utama;
   b. Tugas dan wewenang Komisaris Independen;
   c. Tugas dan wewenang Anggota Dewan Komisaris.
6. Mekanisme Pengangkatan, Pemberhentian, Pengunduran Diri dan Jabatan Rangkap Dewan Komisaris, termasuk di dalamnya mengatur mengenai:
   a. Pengangkatan dan Masa Jabatan Anggota Dewan Komisaris;
   b. Pemberhentian dan Pengunduran Diri Anggota Dewan Komisaris;
   c. Jabatan Rangkap dan Jabatan Lowong Anggota Dewan Komisaris;
7. Keberagaman Dewan Komisaris;
8. Mekanisme Rapat Dewan Komisaris, yang terdiri dari Ketentuan Rapat Dewan Komisaris, Pelaksanaan Rapat Dewan Komisaris, Tata Cara Pengambilan Keputusan di dalam dan di Luar Rapat Dewan Komisaris, termasuk di dalamnya mengatur Penilaian kinerja Dewan Komisaris dan Direksi;
9. Pengelolaan Hubungan Dewan Komisaris dengan Pemangku Kepentingan, yang di dalamnya mengatur mengenai:
   a. Hubungan Dewan Komisaris dengan Pemegang Saham;
   b. Hubungan Dewan Komisaris dengan Direksi meliputi Pertemuan Formal, Pertemuan Informal, Komunikasi Formal, dan Komunikasi Informal.
10. Program Pengenalan Perseroan dan Pelatihan Dewan Komisaris, beserta Organ Pendukung Dewan Komisaris meliputi:
    a. Program Pengenalan Perseroan;
    b. Pelatihan Dewan Komisaris.
11. Fasilitas Pinjaman Bagi Anggota Dewan Komisaris;
12. Organ Pendukung Dewan Komisaris, termasuk di dalamnya mengatur mengenai Sekretaris Dewan Komisaris dan Komite Dewan Komisaris yang meliputi Komite Audit, Komite Nominasi dan Remunerasi, dan Komite Pemantau Risiko dan Tata Kelola Terintegrasi.

1. Composition of the Board of Commissioners;
2. Working Hours of the Board of Commissioners;
3. Remuneration;
4. Rights, Obligations and Responsibilities of the Board of Commissioners, which include the following regulations:
   a. Duties and authorities of the Board of Commissioners;
   b. Duties and authorities of the President Commissioner;
   c. Duties and authorities of members of the Board of Commissioners;
5. Duties and Authorities of the Board of Commissioners, including provisions regarding:
   a. The duties and authorities of the President Commissioner;
   b. The duties and authorities of the Independent Commissioner;
   c. The duties and authorities of members of the Board of Commissioners.
6. Mechanism to Appoint, Dismiss, Resignation, and Concurrent Position of the Board of Commissioners, which include the following regulations:
   a. Appointment and Term of Office of Members of the Board of Commissioners;
   b. Dismissal and Resignation of Members of the Board of Commissioners;
   c. Concurrent Positions and Vacant Position of Members of the Board of Commissioners;
7. Diversity of the Board of Commissioners;
8. Mechanism for the Board of Commissioners Meeting in terms of Provisions, Implementation, Decision-Making Process inside and outside the Board of Commissioners Meetings, including the assessment of the Board of Commissioners and Directors performance;
9. Relationship Management between the Board of Commissioners and Stakeholders, including provisions regarding:
   a. The relationship between the Board of Commissioners and Shareholders;
   b. The relationship between the Board of Commissioners and the Board of Directors, including Formal Meetings, Informal Meetings, Formal Communication, and Informal Communication.
10. Company Induction Program and Training for the Board of Commissioners, including Supporting Organs of the Board of Commissioners, covering:
    a. Company Induction Program;
    b. Training for the Board of Commissioners.
11. Loan Facilities for Members of the Board of Commissioners;
12. Supporting Organs of the Board of Commissioners, including provisions regarding the Board of Commissioners' Secretary and Committees of the Board of Commissioners, comprising the Audit Committee, the Nomination and Remuneration Committee, and the Risk Monitoring and Integrated Governance Committee.

Isi Pedoman Direksi Contents of the Board Manual for the Board of Directors	
1. Susunan Direksi; 2. Kewenangan Direksi mewakili Perseroan; 3. Tugas, Wewenang, Kewajiban dan Tanggung Jawab Direksi: 4. Mekanisme Pengangkatan, Pemberhentian, Pengunduran Diri, Jabatan Rangkap, dan Jabatan Lowong Anggota Direksi; 5. Mekanisme Rapat Direksi, termasuk di dalamnya mengatur mengenai Ketentuan Rapat Direksi, Pelaksanaan Rapat Direksi, Tempat Rapat Direksi, Mekanisme Kehadiran dalam Rapat, Tata Cara Pelaksanaan Rapat, Monitoring dan Evaluasi Tindak Lanjut Pelaksanaan Rapat Sebelumnya, Etika dalam Rapat, mekanisme pengambilan keputusan dan penyusunan risalah rapat; 6. Pengelolaan Hubungan Direksi dengan Pemangku Kepentingan, termasuk di dalamnya mengatur mengenai Hubungan Direksi dengan Pemegang Saham, Hubungan Direksi dengan Komite di Bawah Dewan Komisaris Hubungan Direksi dengan Dewan Komisaris yang meliputi Pertemuan Formal, Pertemuan Informal, Komunikasi Formal, Komunikasi Informal; 7. Program Pengenalan Perseroan dan Pelatihan Direksi; 8. Waktu Kerja dan Cuti Direksi; 9. Fasilitas Pinjaman Bagi Anggota Direksi; 10. Organ Pendukung Direksi, termasuk di dalamnya mengatur mengenai: a. Sekretaris Perseroan yang meliputi Persyaratan Sekretaris Perseroan, Kekosongan Sekretaris Perseroan, Hubungan Direksi dan Sekretaris Perseroan; b. Audit Internal yang meliputi Unit Audit Internal, Persyaratan Auditor Internal, Hubungan Direksi dan Unit Audit Internal.	1. Composition of the Board of Directors; 2. Authorities of the Board of Directors in representing the Company; 3. Duties, Authorities, Obligations and Responsibilities of the Board of Directors: 4. Mechanism to Appoint, Dismiss, Resignation, and Concurrent Position as well as Vacant Position of Members of the Board of Directors; 5. Mechanism for Board of Directors Meetings, including provisions regarding the requirements for Board of Directors meetings, the conduct of such meetings, meeting venue, attendance mechanisms, procedures for conducting meetings, monitoring and evaluation of follow-up actions from previous meetings, meeting ethics, decision-making mechanisms, and the preparation of meeting minutes. 6. Management of the Board of Directors' Relationships with Stakeholders, including provisions regarding the Board of Directors' relationships with Shareholders, the Board of Directors' relationships with Committees under the Board of Commissioners, and the Board of Directors' relationships with the Board of Commissioners, which include Formal Meetings, Informal Meetings, Formal Communication, and Informal Communication; 7. Induction and Training for the Board of Directors; 8. Working Time and Leave of the Board of Directors; 9. Loan Facilities for Members of the Board of Directors; 10. Supporting Organs of the Board of Directors, including provisions regarding: a. The Corporate Secretary, covering the requirements for the Corporate Secretary, vacancy of the Corporate Secretary position, and the relationship between the Board of Directors and the Corporate Secretary; b. Internal Audit, covering the Internal Audit Unit, requirements for Internal Auditors, and the relationship between the Board of Directors and the Internal Audit Unit.

HUBUNGAN KERJA DEWAN KOMISARIS DAN DIREKSI

Pedoman Kerja Dewan Komisaris dan Direksi seperti yang telah disebutkan sebelumnya juga berlaku sebagai kebijakan yang mengatur hubungan kerja antara Dewan Komisaris dan Direksi. Hubungan kerja ini berdasar kepada prinsip pengawasan dan keseimbangan (check and balance) sebagai komitmen bersama dalam mengimplementasikan prinsip-prinsip GCG. Pedoman Dewan Komisaris dan Pedoman Direksi mengatur aspek-aspek terkait Hubungan Kerja Dewan Komisaris, Direksi, dan Pemangku Kepentingan serta Tindakan Tertentu Perseroan sebagai berikut:

1. Hubungan Kerja Dewan Komisaris, Direksi, dan Pemangku Kepentingan
   a. Hubungan Dewan Komisaris dengan Pemegang Saham;
   b. Hubungan Direksi dengan Pemegang Saham;
   c. Hubungan Dewan Komisaris dengan Direksi;
   d. Hubungan Direksi dengan Komite di bawah Dewan Komisaris.

WORK RELATIONSHIP BETWEEN THE BOARD OF COMMISSIONERS AND DIRECTORS

The Board of Commissioners and Board of Directors Manual, as previously mentioned, also governs the working relationship between the Board of Commissioners and the Board of Directors. This relationship is based on check and balance principles as a joint commitment in implementing GCG principles. The Board of Commissioners Manual and the Board of Directors Manual regulate the following aspects concerning the Working Relationship of the Board of Commissioners, Board of Directors, Stakeholders, and Certain Company Actions:

1. Working Relationship of the Board of Commissioners, Board of Directors, and Stakeholders
   a. Relationship between the Board of Commissioners and the Shareholders;
   b. Relationship between the Board of Directors and Shareholders;
   c. Relationship between the Board of Commissioners and the Board of Directors;
   d. Relationship between the Board of Directors and the Committees under the Board of Commissioners.

2. Tindakan Tertentu Perseroan
   a. Susunan, Tugas dan Wewenang, Hak, Kewajiban, dan Tanggung Jawab Dewan Komisaris dan Direksi;
   b. Pengangkatan, Pemberhentian, Pengunduran Diri, dan Jabatan Rangkap Dewan Komisaris dan Direksi;
   c. Rapat Direksi, Rapat Dewan Komisaris, dan Rapat Bersama Dewan Komisaris dan Direksi;
   d. Program Pengenalan dan Pelatihan Dewan Komisaris dan Direksi;
   e. Fasilitas Pinjaman bagi Dewan Komisaris dan Direksi;
   f. Organ Pendukung Dewan Komisaris dan Direksi.

Pelaksanaan hubungan kerja Dewan Komisaris dan Direksi dalam kegiatan sehari-hari dilakukan melalui rapat gabungan Dewan Komisaris dan Direksi serta penyelenggaraan RUPS. Media komunikasi formal antara Dewan Komisaris dan Direksi mencakup Laporan Berkala Triwulanan, Laporan Khusus, Laporan Tahunan. Media komunikasi lainnya yang tersedia secara informal mencakup e-mail, Group Chatting/Messenger, dan Knowledge Management System.

KEBERAGAMAN KOMPOSISI DEWAN KOMISARIS DAN DIREKSI [GRI 405-1]

GMF memiliki kebijakan keberagaman Dewan Komisaris dan Direksi sebagaimana tercantum dalam Pedoman Kerja Dewan Komisaris dan Direksi. Aspek keberagaman yang diatur mencakup latar belakang pendidikan, pengalaman kerja, usia, dan jenis kelamin, dengan senantiasa mempertimbangkan kebutuhan Perusahaan dan dinamika usaha. Kebijakan Keberagaman Dewan Komisaris dan Direksi bertujuan untuk memberikan perspektif beragam, sekaligus menciptakan komposisi organ yang kaya akan kreativitas dalam memecahkan masalah yang dihadapi Perseroan. Informasi keberagaman Dewan Komisaris dan Direksi tercantum dalam tabel sebagai berikut. Profil seluruh anggota Dewan Komisaris dan Direksi dapat dilihat pada bab Profil Perusahaan pada Laporan Terintegrasi ini.

2. Certain Actions of the Company
   a. Composition, Duties and Powers, Rights, Obligations, and the responsibilities of the Board of Commissioners and Board of Directors;
   b. Appointment, Termination, Resignation Self, and Concurrent Positions of the Board of Commissioners and Board of Directors;
   c. Board of Directors Meetings, Board of Commissioners Meetings, and Joint Meetings of the Board of Commissioners and Board of Directors;
   d. The Board of Commissioners and Board of Directors Induction and Training Programs;
   e. Loan Facilities for the Board of Commissioners and Board of Directors;
   f. Supporting Bodies for the Board of Commissioners and Board of Directors.

The work relationship between the Board of Commissioners and Board of Directors in daily activities is carried out through joint meetings of the Board and at the GMS. The official communication channel between the Board of Commissioners and Board of Directors includes Quarterly Reports, Special Reports, and Annual Reports. Other communication channel includes e-mail, Group Chat/Messenger, and Knowledge Management System.

DIVERSITY OF THE BOARD OF COMMISSIONERS AND DIRECTORS COMPOSITION [GRI 405-1]

GMF has a policy concerning the diversity of the Board of Commissioners and Board of Directors as stated in the Board Manual. The diversity includes educational background, work experience, age, and gender, considering the Company's current situation and business dynamics. The diversity policy aims to give a broad perspective and create a composition full of high creativity in solving various issues. Information on the diversity of the Board of Commissioners and Board of Directors are as follows. Profiles of all members of the Board of Commissioners and Directors are available in the Company Profile chapter of this Integrated Report.

Keberagaman Komposisi Anggota Dewan Komisaris
Diversity of the Board of Commissioners Composition

No.	Aspek Keberagaman Diversity Aspect	Realisasi Realization
1.	Keahlian Expertise	Anggota Dewan Komisaris memiliki keahlian yang beragam mencakup bidang teknik penerbangan, keuangan, komunikasi dan pendidikan, pertahanan (militer). The members of the Board of Commissioners possess diverse expertise in terms of aviation engineering, finance, communication and education, defense (military).
2.	Pendidikan Education	Anggota Dewan Komisaris memiliki jenjang pendidikan yang beragam mulai dari sarjana hingga magister di sejumlah bidang mencakup manajemen teknik penerbangan, ekonomi dan manajemen, komunikasi, dan akademi angkatan udara. The members of the Board of Commissioners possess varied educational backgrounds, ranging from bachelor's to master's degrees in fields such as aviation engineering, economy and management, communication, and air force academy.

Keberagaman Komposisi Anggota Dewan Komisaris
Diversity of the Board of Commissioners Composition

No.	Aspek Keberagaman Diversity Aspect	Realisasi Realization
3.	Pengalaman Kerja Professional Experiene	Anggota Dewan Komisaris merupakan para profesional yang menjabat berbagai posisi penting sebagai Komandan TNI AU, Komisaris Independen perusahaan manufaktur, wakil menteri, serta staf ahli. The members of the Board of Commissioners are professionals who are holding significant positions such as Commander of Indonesian Air Force, Independent Commissioner of manufacture companies, deputy minister, and expert staffs.
4.	Usia Age	Anggota Dewan Komisaris memiliki usia beragam mulai dari 42 tahun hingga 72 tahun yang memperlihatkan tingkat kematangan setiap anggota. The age range of the members of the Board of Commissioners spans from 42 years to 72 years, reflecting the maturity level of each member.
5.	Jenis Kelamin Gender	Anggota Dewan Komisaris saat ini seluruhnya berjenis kelamin laki-laki. Currently, all members of the Board of Commissioners are male.
6.	Independensi Independence	• Seluruh anggota Dewan Komisaris, independen terhadap pemegang saham pengendali GMF; • Dari 4 (empat) anggota Dewan Komisaris, GMF memiliki 1 (satu) orang Komisaris Independen. • All members of the Board of Commissioners are independent of GMF's controlling shareholders; • Out of 4 (four) members of the Board of Commissioners, GMF has 1 (one) Independent Commissioner.

Keberagaman Komposisi Anggota Direksi
Diversity of the Board of Directors Composition

No.	Aspek Keberagaman Diversity Aspect	Realisasi Realization
1.	Keahlian Expertise	Anggota Direksi memiliki keahlian yang beragam mencakup bidang teknik dan operasional perawatan pesawat, manajemen sumber daya manusia, keuangan, manajemen. The members of the Board of Directors possess diverse expertise in terms of aircraft maintenance engineering and operations, human resource management, finance, business management.
2.	Pendidikan Education	Anggota Direksi memiliki jenjang pendidikan yang beragam mulai dari sarjana hingga magister di sejumlah bidang mencakup keuangan dan ekonomi, teknik mesin dan penerbangan, hukum. The members of the Board of Directors possess varying educational backgrounds, ranging from bachelor's to master's degrees in fields such as finance and economics, mechanical and aviation engineering, law.
3.	Pengalaman Kerja Professional Experiene	Anggota Direksi merupakan para profesional yang pernah menjabat berbagai posisi penting sebagai karyawan GMF yang mendapatkan promosi jabatan, jabatan eksekutif di sejumlah bank, direktur maskapai penerbangan, serta eksekutif di Garuda. The members of the Board of Directors are professionals who have held significant positions such as GMF employees who received promotions, executive position in a number of banks, directors of airline, and executive position in Garuda.
4.	Usia Age	Anggota Direksi memiliki usia beragam mulai dari 37 tahun hingga 52 tahun yang memperlihatkan tingkat kematangan setiap anggota, namun berjiwa muda dan produktif untuk mengelola kegiatan usaha setiap harinya. The age range of the members of the Board of Directors spans from 37 years to 52 years, reflecting the maturity level of each member, but still has a youth energy and productive to manage the daily operation of the Company.
5.	Jenis Kelamin Gender	Anggota Direksi saat ini memiliki seorang perempuan. Currently, the members of the Board of Directors has one female member.
6.	Independensi Independence	Sejumlah anggota Direksi memiliki jabatan rangkap di Garuda sebagai perpanjangan tangan pemegang saham pengendali, namun tetap memiliki independensi yang sesuai dengan regulasi pasar modal dan prinsip tata kelola. Several members of the Board of Directors hold concurrent positions at Garuda as representatives of the controlling shareholder, but they remain independent in accordance with capital market regulations and good corporate governance principles.

Keberagaman Manajemen dan Independensi [ESGG-01]
Board Diversity and Independence [ESGG-01]

Tipe Manajemen Management Type	**Laki-laki** Male	**Perempuan** Female	**Jumlah Pihak Independen** Number of Independent Parties
Komisaris Commissioner	4	0	1
Direktur Director	5	1	3

PELATIHAN DAN PENINGKATAN KOMPETENSI DEWAN KOMISARIS DAN DIREKSI [GRI 2-17]

Perseroan memiliki kebijakan untuk mengikutsertakan Direksi dan Dewan Komisaris dalam program pelatihan, workshop, dan studi banding (benchmarking). Peningkatan kompetensi kedua organ utama tersebut menjadi penting untuk menjaga tingkat pemenuhan kebutuhan Perseroan di tengah dinamika bisnis, sekaligus sebagai sebuah upaya untuk menciptakan keberlangsungan usaha yang berkelanjutan. Kebijakan ini diatur dalam Pedoman Direksi dan Pedoman Dewan Komisaris. [ESG G-05]

Informasi mengenai daftar kegiatan pelatihan dan peningkatan kompetensi yang diikuti Direksi dan Dewan Komisaris sepanjang tahun 2025 dapat dilihat pada Laporan Keberlanjutan dalam Laporan Terintegrasi ini.

NOMINASI DEWAN KOMISARIS DAN DIREKSI [GRI 2-10]

Perseroan telah menetapkan kriteria umum dalam Anggaran Dasar Perseroan dan Board Manual sesuai regulasi yang berlaku dalam memilih anggota Dewan Komisaris dan Direksi. Perseroan juga memiliki kriteria khusus terkait anggota Dewan Komisaris dan Direksi yang mempertimbangkan kompetensi dan pengalaman kerja kandidat dalam industri penerbangan dan MRO, dan/atau kriteria khusus lainnya sesuai bidang tugas yang akan dijalankan. Kriteria-kriteria ini telah ditetapkan secara internal dan menjadi dasar bagi KNR dan Dewan Komisaris dalam menominasikan calon anggota. [ESG G-06]

Kriteria dan Prosedur Pengangkatan, Serta Pemberhentian Dewan Komisaris

Anggota Dewan Komisaris wajib memenuhi kriteria dan kualifikasi sebagaimana tertuang dalam Anggaran Dasar Perseroan sebagai berikut:

1. Mempunyai akhlak, moral, dan integritas yang baik;
2. Cakap melakukan perbuatan hukum;
3. Dalam 5 (lima) tahun sebelum pengangkatan dan selama menjabat tidak pernah dinyatakan

TRAINING AND COMPETENCY ENHANCEMENT OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS [GRI 2-17]

The Company has a policy to include members of the Board of Directors and Board of Commissioners in training programs, workshops, and benchmarking activities. Enhancing the competencies of these two key governing bodies is essential to ensure the Company's ability to meet its needs amid dynamic business conditions, as well as to support the creation of sustainable business continuity. This policy is regulated under the Manual for the Board of Directors and Board of Commissioners. [ESG G-05]

Information on the list of training and competency development activities attended by the Board of Directors and the Board of Commissioners throughout 2025 can be found in the Sustainability Report within this Integrated Report.

NOMINATION OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS [GRI 2-10]

The Company has set general criteria in its Articles of Association and Board Manual, in accordance with the prevailing regulations, for the selection of members of the Board of Commissioners and Board of Directors. The Company also applies specific criteria for members of the Board of Commissioners and Board of Directors, taking into account the candidates' competencies and work experience in the airline and MRO industry, and/or other requirements in line with the scope of duties to be carried out. These criteria have been internally determined and serve as the basis for the KNR and the Board of Commissioners in nominating andidates. [ESG G-06]

Criteria and Procedure for Appointment and Dismissal of the Board of Commissioners

Members of the Board of Commissioners must meet the criteria and qualifications as stated in the Company's Articles of Association as follows:

1. Have good morals, ethics, and integrity;
2. Be capable of carrying out legal actions;
3. Within 5 (five) years before appointment and during office, must have never been declared bankrupt,

pailit, tidak pernah menjadi anggota Direksi atau Dewan Komisaris yang dinyatakan bersalah dan menyebabkan suatu Perseroan pailit atau pernah dihukum karena melakukan tindak pidana yang merugikan keuangan, tidak pernah menjadi anggota Direksi dan/atau anggota Dewan Komisaris yang selama menjabat pernah tidak menyelenggarakan RUPS Tahunan, Pertanggungjawabannya sebagai anggota Direksi dan/atau anggota Dewan Komisaris pernah tidak diterima oleh RUPS atau pernah tidak memberikan pertanggungjawaban sebagai anggota Direksi dan/atau anggota Dewan Komisaris kepada RUPS, dan pernah menyebabkan perusahaan yang memperoleh izin persetujuan atau pendaftaran dari OJK tidak memenuhi kewajiban menyampaikan laporan tahunan dan/atau laporan keuangan kepada OJK;

4. Memiliki komitmen untuk mematuhi peraturan perundang-undangan;
5. Memiliki pengetahuan dan/atau keahlian di bidang yang dibutuhkan perseroan.

Proses seleksi calon anggota Dewan Komisaris dilaksanakan oleh Komite Nominasi dan Remunerasi dengan mekanisme sebagai berikut:

1. Pembentukan Tim Evaluasi
   Perseroan membentuk Tim Evaluasi dengan menunjuk tenaga ahli atau Lembaga Profesional untuk melakukan penilaian, jika diperlukan;
   a. Tim Evaluasi melakukan penjaringan dan penilaian terhadap Calon Direksi dan Calon Komisaris;
   b. Tim Evaluasi menetapkan hasil evaluasi akhir penilaian untuk disampaikan kepada Direksi PT Garuda Indonesia (Persero) Tbk guna menetapkan penetapan;
   c. Tim Evaluasi menetapkan hasil evaluasi akhir penilaian untuk disampaikan kepada Direksi PT Garuda Indonesia (Persero) Tbk guna menetapkan penetapan.
2. Proses Penjaringan
   a. Tim Evaluasi menerima usulan dan mencari informasi bakal calon Direksi dan bakal Calon Komisaris dari berbagai sumber;
   b. Tim Evaluasi melakukan seleksi berdasarkan kriteria dan persyaratan administrasi yang ditetapkan (CV, dokumen lain, dan informasi yang diterima) untuk menyusun Daftar Bakal Calon (long list) sebanyak minimal 5 (lima) orang calon untuk masing-masing jabatan anggota Direksi dan untuk jabatan Dewan Komisaris, minimal 3 (tiga) kali lipat jumlah jabatan Dewan Komisaris yang kosong;
   c. Tim Evaluasi menyerahkan Daftar Bakal Calon (long list) kepada Direksi PT Garuda Indonesia (Persero) Tbk untuk memperoleh persetujuan.
3. Proses Penilaian
   a. Tim Evaluasi melakukan penilaian terhadap CV dan wawancara bakal Calon Komisaris yang namanya tercantum dalam Daftar Bakal Calon (long list) yang telah disetujui oleh Direksi PT Garuda Indonesia (Persero) Tbk untuk

never been a member of the Board of Directors or Board of Commissioners who was found guilty and caused a company to go bankrupt, never been punished for committing a criminal act that caused financial losses, never been a member of the Board of Directors and/or the Board of Commissioners who, during their tenure, failed to hold an Annual GMS, had their accountability as a member of the Board of Directors and/or Board of Commissioners rejected by the GMS, or failed to provide their accountability to the GMS, causing companies with OJK approval or registration permits to not fulfill their obligations to submit annual reports and/or financial reports to OJK;

4. Have a commitment to comply with statutory regulations;
5. Have knowledge and/or expertise in the field required by the company.

The selection process for candidates for the Board of Commissioners is carried out by the Nomination and Remuneration Committee with the following mechanism.

1. Establishment of Evaluation Team
   The Company forms an Evaluation Team by appointing experts or professional institutions to conduct the assessment, if necessary;
   a. The Evaluation Team reviews and evaluates the Candidates for the Directors and Commissioners;
   b. The Evaluation Team determines the final evaluation results to be submitted to the Directors of PT Garuda Indonesia (Persero) Tbk in order to determine the determination;
   c. The Evaluation Team determines the final evaluation results to be submitted to the Directors of PT Garuda Indonesia (Persero) Tbk in order to determine the determination.
2. Selection Process
   a. The Evaluation Team accepts proposals and seeks information on prospective Directors and prospective Commissioners from various sources;
   b. The Evaluation Team selects based on established criteria and administrative requirements (CV, other documents, and information received) to compile a Candidate Candidate List (long list) of at least 5 (five) candidates for each of the directors' positions and for positions Board of Commissioners, a minimum of 3 (three) times the number of vacant Board of Commissioners positions;
   c. The Evaluation Team submits a Candidate List (long list) to the Directors of PT Garuda Indonesia (Persero) Tbk for approval.
3. Assessment Process
   a. The Evaluation Team conducts an assessment of CVs and interviews of the Candidates for Candidates whose names are listed in the long list of candidates who have been approved by the Directors of PT Garuda Indonesia (Persero) Tbk

memperoleh calon-calon terbaik yang akan diusulkan kepada Direksi PT Garuda Indonesia (Persero) Tbk sebagai Calon Komisaris;
b. Tim Evaluasi menyampaikan Daftar Calon (short list) kepada Direksi PT Garuda Indonesia (Persero) Tbk untuk menetapkan Calon Komisaris terpilih.

4. Proses Penetapan
   a. Direksi PT Garuda Indonesia (Persero) Tbk melakukan evaluasi akhir atas hasil Penilaian untuk menetapkan 1 (satu) calon Komisaris terpilih untuk jabatan Dewan Komisaris;

   b. Direksi PT Garuda Indonesia (Persero) Tbk mengajukan Calon Komisaris untuk ditetapkan dalam RUPS Anak Perusahaan menjadi anggota Dewan Komisaris GMF.

Mekanisme pemberhentian Dewan Komisaris dapat dilakukan sewaktu-waktu dengan persetujuan pemegang saham setelah terbukti melakukan beberapa hal sebagai berikut:
1. Terbukti lalai dan tidak melaksanakan tugas dengan baik;
2. Terbukti melakukan dan melanggar ketentuan peraturan perundang-undangan yang berlaku dan/atau Anggaran Dasar;
3. Terbukti terlibat dalam tindakan yang merugikan Perusahaan dan/atau negara;
4. Terbukti bersalah sebagaimana dinyatakan dalam pengadilan yang memiliki kekuatan hukum yang tetap;
5. Terbukti melakukan tindakan yang melanggar etika dan/atau kepatutan sebagai anggota Dewan Komisaris; dan
6. engundurkan diri.

Kebijakan Suksesi Direksi

Perseroan memiliki kriteria persyaratan calon anggota Direksi yang terdapat dalam Board Manual. Kriteria dan persyaratan calon Anggota Direksi Perseroan sebagaimana yang tercantum di bawah ini:
1. Mempunyai akhlak, moral, dan integritas yang baik;
2. Cakap melakukan perbuatan hukum;
3. Dalam 5 (lima) tahun sebelum pengangkatan dan selama menjabat:
   a. tidak pernah dinyatakan pailit;
   b. tidak pernah menjadi anggota Direksi dan/atau anggota Dewan Komisaris yang dinyatakan bersalah menyebabkan suatu perusahaan dinyatakan pailit;
   c. tidak pernah dihukum karena melakukan tindak pidana yang merugikan keuangan negara dan/atau yang berkaitan dengan sektor keuangan; dan
   d. tidak pernah menjadi anggota Direksi dan/atau anggota Dewan Komisaris yang selama menjabat:

      • pernah tidak menyelenggarakan RUPS Tahunan;

to obtain the best candidates to be proposed to the Directors of PT Garuda Indonesia (Persero) Tbk as Commissioner Candidate;
b. The Evaluation Team submits a Candidate List (short list) to the Directors of PT Garuda Indonesia (Persero) Tbk to determine the elected Candidates for Commissioners.

4. Determination Process
   a. The Board of Directors of PT Garuda Indonesia (Persero) Tbk conducted a final evaluation of the results of the Assessment to establish 1 (one) candidate for Commissioners elected to the Board of Commissioners position;
   b. The Directors of PT Garuda Indonesia (Persero) Tbk proposed the Candidates for Commissioners to be determined at the GMS of Subsidiaries to become members of the GMF Board of Commissioners.

The mechanism for dismissing the Board of Commissioners can be done at any time with the approval of the shareholders after it is proven that they have done the following:
1. Proved to be negligent and do not carry out their duties properly;
2. Proven to have committed and violated the provisions of the prevailing laws and regulations and/or Articles of Association;
3. Proven to have been involved in an act that was detrimental to the Company and/or the state;
4. Be proven guilty as stated in a court that has permanent legal force;
5. Is proven to have committed an act that violates ethics and/or appropriateness as a member of the Board of Commissioners; and
6. Resign.

Succession Policy of the Board of Directors

The Company has criteria for candidates of the Board of Directors contained in the Board Manual. Criteria and requirements for prospective Members of the Company's Board of Directors, as listed below:
1. Having good character, morals and integrity;
2. Capable of performing legal actions;
3. Within 5 (five) years before his appointment and during his tenure:
   a. never been declared bankrupt;
   b. never been a member of the Board of Directors and/or member of the Board of Commissioners who was found guilty of causing a company to be declared bankrupt;
   c. never been punished for committing a crime that is crucial to state finances and/or related to the financial sector; and
   d. has never been a member of the Board of Directors and/or a member of the Board of Commissioners who's during his tenure:
      • never held an Annual GMS;

- pertanggungjawabannya sebagai anggota Direksi dan/atau anggota Dewan Komisaris pernah tidak diterima oleh RUPS atau pernah tidak memberikan pertanggungjawaban sebagai anggota Direksi dan/atau anggota Dewan Komisaris kepada RUPS;

- pernah menyebabkan perusahaan yang memperoleh izin, persetujuan, atau pendaftaran dari OJK tidak memenuhi kewajiban menyampaikan laporan tahunan dan/atau laporan keuangan kepada OJK;

4. Memiliki komitmen untuk mematuhi peraturan perundang-undangan; dan
5. Memiliki pengetahuan dan/atau keahlian di bidang yang dibutuhkan Perseroan.

Perseroan memiliki kebijakan suksesi Direksi untuk memastikan adanya kaderisasi kepemimpinan yang berorientasi pada kinerja untuk mengembangkan usaha GMF. Direksi yang ditunjuk harus lulus Penilaian Kelayakan dan Kepatutan (Fit & Proper Test) sesuai dengan peraturan perundang-undangan yang berlaku. Pengangkatan calon Direksi Perseroan berpegangan kepada Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-3/MBU/03/2013 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara dan Anggaran Dasar Perseroan.

- his responsibilities as members of the Board of Directors and/or members of the Board of Commissioners has never been accepted by the GMS or failed to provide accountability as members of the Board of Directors and/or members of the Board of Commissioners to the GMS;
- has caused a company that has obtained a license, approval or registration from the OJK not fulfilled its obligation to submit annual reports and/or financial reports to OJK;

4. Have a commitment to comply with laws and regulations; And
5. Have knowledge and/or expertise in the fields required by the Company.

The Company has a succession policy for the Board of Directors to have a performance-oriented cadre with leadership quality to grow the business. The appointed Board of Directors must pass the Fit & Proper Test as stipulated in the prevailing laws and regulations. The appointment of candidates of the Company's Board of Directors refers to the Regulation of the Minister of State-Owned Enterprises No. PER-3/MBU/03/2013 concerning the Organization and Human Resources of State-Owned Enterprises, as well as the Company's Articles of Association.

Pembentukan Tim Evaluasi
Evaluation Team Formation

- **Tim evaluasi menunjuk tenaga ahli atau lembaga professional untuk melakukan penilaian, jika diperlukan**
- **Tim evaluasi melakukan penjaringan dan penilaian terhadap calon direksi**
- **Tim evaluasi menyiapkan hasil evaluasi akhir yang telah ditetapkan oleh Direksi PT Garuda Indonesia Tbk, guna disampaikan oleh Direksi PT Garuda Indonesia Tbk, Kepada Dewan Komisaris dan atau Menteri Negara BUMN, Jika diperlukan**
- Evaluation team designates experts or professional institution for assessment, if necessary.
- Evaluation team performs assessment and evaluation to candidate of directors
- Evaluation team prepares the final evaluation result set forth by the Board of directors of PT Garuda Indonesia (Persero) Tbk to the board of Commissioners and the state minister of Does, if necessary

Proses Penjaringan
Searching Process

- **Tim evaluasi menerima usulan dan mencari informasi bakal calon direksi dari berbagai sumber**
- **Tim evaluasi melakukan seleksi berdasarkan kriteria dan persyaratan administrasi yang ditetapkan (CV, Dokumen lain dan informasi yang diterima) untuk menyusun daftar bakal calon (long list) sebanyak minimal 5 (lima) orang calon untuk masingmasing jabatan anggota Direksi**
- **Tim Evaluasi menyerahkan daftar bakal calon (long list) kepada Direksi PT Garuda Indonesia Tbk. untuk memperoleh persetujuan**
- Evaluation team accepts the proposal and seeks the information on candidates various sources
- Evaluation team selects based on established criteria and administrative requirements (CV, other documents, and information received) to prepare a minimum of 5 (five) candidates (list/long list) for each member of the board of directors
- The evaluation team submits a candidate list (long list) to the board of directors of PT Garuda Indonesia (Persero) Tbk for Approval

Proses penilaian
Assessment process

- **Tim evaluasi melakukan penilaian terhadap CV dan wawancara bakal calon Direksi yang namanya tercantum dalam daftar bakal calon (long list) yang telah disetujui oleh Direksi PT Garuda Indonesia Tbk, sebagai calon direksi**
- **Tim evaluasi menyampaikan daftar calon (short list) yang terdiri dari 3 (tiga) orang untuk masing-masing jabatan anggota direksi dengan ranking nilai terbaik kepada direksi PT Garuda Indonesia Tbk, untuk menetapkan calon**
- The evaluation team reviews the CV and conduct interview on candidates under the Long List of the Board of Directors which has been approved by the Board of Directors of PT Garuda Indonesia Tbk
- The Evaluation Team submits a short list consisting 3 (three) person for each member position of the Board Directors of Garuda Indonesia Tbk, to establish the elected Candidates of the Board Directors

Proses penetapan
Determination process

- **Direksi PT Garuda Indonesia Tbk, melakukan evaluasi akhir atas hasil penilaian untuk menetapkan 1 (satu) calon Direksi terpilih untuk jabatan anggota Direksi**
- **Direksi PT Garuda Indonesia Tbk, mengajukan calon direksi untuk ditetapkan dalam RUPS anak perusahaan menjadi anggota direksi GMF**
- **Keputusan pemegang saham baik di dalam RUPS maupun di luar RUPS menetapkan calon Direksi terpilih sebagai anggota direksi GMF**
- The board of directors of PT Garuda Indonesia Tbk, shall conduct a final evaluation of the assessment result to determine 1 (one) selected prospective for the position of the board of directors
- The board of directors of PT Garuda Indonesia Tbk, shall propose the prospective directors to be stipulated in the GMS of subsidiary to become the member of GMF's board of directors
- The decision of the shareholders either on the GMS or outside the elected directors as member of the GMF's board of directors

Suksesi Direksi juga tidak terlepas dari adanya anggota Direksi yang diberhentikan ataupun mengundurkan diri karena berbagai alasan. Akan tetapi, Perseroan sendiri telah memiliki mekanisme pemberhentian Direksi apabila yang bersangkutan terbukti:

1. Terbukti tidak dapat memenuhi kewajibannya yang telah disepakati dalam Kontrak Manajemen;
2. Adanya perubahan strategi bisnis pada BUMN;
3. Terbukti tidak dapat menjalankan tugasnya dengan baik;
4. Terbukti terlibat dalam tindakan yang merugikan Perseroan dan/atau keuangan Negara;

The succession is also applicable if a Director was dismissed or resigned due to various reasons. However, the Company owns a mechanism to dismiss the Directors if the person in question proves the following:

1. Proven unable to fulfill obligations as agreed upon in the Management Contract;
2. Changes in the business strategy of the SOE;
3. Proven unable to carry out duties properly;

4. Proven to be involved in actions that cause losses to the Company and/or the State's finances;

5. Terbukti melanggar ketentuan peraturan perundang-undangan dan/atau ketentuan yang dimuat dalam Anggaran Dasar Perusahaan;
6. Telah ditetapkan sebagai tersangka atau terdakwa oleh pihak yang berwenang dalam tindakan yang merugikan Perseroan dan/atau keuangan Negara;
7. Terbukti melakukan tindakan yang melanggar etika dan/atau kepatutan;
8. Terbukti melakukan tindakan yang melanggar kode etik Perseroan;
9. Terbukti bersalah dengan keputusan pengadilan yang mempunyai kekuatan hukum yang tetap; atau
10. Berhalangan tetap, termasuk sakit keras/sakit berkepanjangan.

Mekanisme pengangkatan calon Direksi ataupun pemberhentian Direksi dilakukan melalui RUPS dengan persetujuan pemegang saham.

PENILAIAN KINERJA DEWAN KOMISARIS DAN DIREKSI [GRI 2-18]

Perseroan memiliki mekanisme untuk menilai Dewan Komisaris dan Direksi secara berkala terkait kinerja kolektif dan individual setiap anggota dalam menjalankan tugas dan tanggung jawab mereka. Penilaian dilakukan menggunakan kriteria KPI yang tercantum dalam Rencana Kerja Dewan Komisaris dan Kontrak Manajemen Direksi. Pemegang Saham mengetahui dan turut menilai kinerja pengawasan dan pengelolaan Perseroan dengan menelaah Laporan Tahunan, Laporan Pengawasan, dan Laporan Keuangan yang dipublikasikan dan dipertanggungjawabkan saat pelaksanaan RUPS. Hasil evaluasi kinerja masing-masing anggota Dewan Komisaris dan Direksi menjadi salah satu dasar pertimbangan bagi pemegang saham untuk melakukan penunjukan kembali. Hasil evaluasi ini menjadi bagian yang tidak terpisahkan dalam skema remunerasi untuk Dewan Komisaris dan Direksi. [ESG G-04]

Penilaian Kinerja Dewan Komisaris

Kinerja Dewan Komisaris dinilai secara kolegial setiap tahunnya dengan mengacu pada ketetapan yang telah ditentukan di tahun berjalan untuk selanjutnya dipertanggungjawabkan dan dievaluasi oleh RUPS.

Dewan Komisaris memiliki kriteria KPI sebagai dasar dalam melakukan penilaian kinerja. Penyusunan KPI ditentukan dan disepakati bersama Pemegang Saham, Dewan Komisaris, dan Direksi dalam RUPS. Penilaian terhadap kinerja Dewan Komisaris dilihat dari pelaksanaan tugas dan tanggung jawab masing-masing sebagaimana ditetapkan dalam Rencana Kerja Dewan Komisaris dalam Keputusan Dewan Komisaris tanggal 14 Januari 2025. Sepanjang tahun 2025, Dewan Komisaris telah melaksanakan fungsi serta tugas dan

5. Proven to have violated the provisions of laws and regulations and/or the provisions contained in the Company's Articles of Association;
6. Officially named as a suspect or defendant by the competent authority in actions that cause losses to the Company and/or the State's finances;
7. Proven to have committed unethical and/or improper actions;
8. Proven to have violated the Company's code of conduct;
9. Found guilty by a court decision with permanent legal force; or
10. Permanently incapacitated, including severe or prolonged illness.

The appointment of a candidate or dismissal of a Director is made through the GMS with the approval from the shareholders.

ASSESSMENT ON THE BOARD OF COMMISSIONERS AND DIRECTORS PERFORMANCE [GRI 2-18]

The Company has a mechanism to periodically assess the Board of Commissioners and Board of Directors with respect to the collective and individual performance of each member in carrying out their duties and responsibilities. The assessment is conducted using KPI criteria as stipulated in the Board of Commissioners' Work Plan and the Management Contract of the Board of Directors. Shareholders are informed of and participate in evaluating the Company's supervisory and management performance by reviewing the Annual Report, Supervisory Report, and Financial Statements that are published and accounted for at the GMS. The results of the performance evaluation of each member of the Board of Commissioners and Board of Directors serve as one of the considerations for shareholders in making reappointment decisions. These results also form an integral part of the remuneration scheme for the Board of Commissioners and Board of Directors. [ESG G-04]

Assessment on the Board of Commissioners

The annual assessment on the Board of Commissioners refers to the current year's provisions to be submitted and evaluated at the GMS.

The Board of Commissioners has KPI criteria as the basis for performance assessment. The KPIs are determined and agreed upon by the Shareholders, Board of Commissioners and Board of Directors in the GMS. Assessment of the performance of the Board of Commissioners is seen from the implementation of their respective duties and responsibilities as stipulated in the Board of Commissioners Work Plan in the Decree of the Board of Commissioners January 14,2025. Throughout 2025, the Board of Commissioners has carried out its

tanggung jawab masing-masing dengan mengacu kepada rencana kerja yang telah disusun.

Penilaian Kinerja Direksi

Direksi berkewajiban untuk menyampaikan laporan kinerja dan pencapaian Perseroan kepada pemegang saham dalam RUPS. Mekanisme penilaian kinerja Direksi menjadi tanggung jawab Dewan Komisaris dengan mengacu kepada kriteria, target, dan indikator kinerja *(Key Performance Indicator)* yang tertuang dalam Kontrak Manajemen Direksi terkait kriteria penilaian individual maupun kolegial.

Dewan Komisaris menyampaikan hasil penilaian terhadap kinerja Direksi kepada RUPS sebagai bagian dari laporan tugas pengawasan Dewan Komisaris. RUPS memiliki wewenang untuk menyetuji hasil penilaian kinerja Direksi dengan mempertimbangkan tanggapan Dewan Komisaris.

Secara umum, prosedur penilaian kinerja Direksi adalah sebagai berikut:

1. Kontrak Manajemen Direksi yang memuat kriteria penilaian kinerja Direksi baik individu dan kolegial ditandatangani setahun sekali bersamaan dengan penyusunan dan pengesahan RKAP oleh Pemegang Saham;
2. Direksi menyampaikan laporan kinerja kepada Dewan Komisaris dengan mengacu kepada Indikator Penilaian Kinerja *(Key Performance Indicator)* yang telah ditetapkan dalam Kontrak Manajemen Direksi;
3. Laporan pencapaian kinerja disampaikan bersamaan dengan Laporan Manajemen Triwulanan dan Tahunan kepada Dewan Komisaris dan Pemegang Saham;
4. Dewan Komisaris memberikan evaluasi terhadap laporan pencapaian target dari masing-masing KPI yang diterima Direksi setiap Triwulanan dan Tahunan;
5. Dewan Komisaris dan Pemegang Saham selanjutnya perhitungan tingkat pencapaian berdasarkan Laporan Triwulanan dan Tahunan dengan mempertimbangkan pencapaian target individual dan kolegial.

functions and duties and responsibilities with reference to the work plan that has been prepared.

Assessment on the Board of Directors

The Board of Directors is obligated to submit its report concerning the Company's performance and achievements to shareholders at the GMS. The assessment on the Board of Directors becomes the responsibility of the Board of Commissioners using the criteria, targets, and performance indicators (Key Performance Indicators) in the Management Contract of the Board of Directors as a reference to assess the individual and collegial parameters.

The Board of Commissioners submits the assessment to the GMS as part of the supervisory report. The GMS has the authority to approve the Board of Directors' performance appraisal results by taking into account the Board of Commissioners' responses.

In general, the procedures for evaluating the performance of the Board of Directors are as follows:

1. Directors' Management Contracts that contain criteria for evaluating the performance of Directors both individually and collegially are signed once a year together with the preparation and approval of the RKAP by the Shareholders;
2. The Board of Directors submits a performance report to the Board of Commissioners by referring to the Performance Performance Indicators (Key Performance Indicators) specified in the Directors' Management Contract;
3. Performance reports are submitted together with the Quarterly and Annual Management Reports to the Board of Commissioners and Shareholders;
4. The Board of Commissioners provides an evaluation of the report on the achievement of targets of each KPI received by the Board of Directors on a quarterly and annual basis;
5. The Board of Commissioners and Shareholders then calculate the level of achievement based on the Quarterly and Annual Reports taking into account the achievement of individual and collegial targets.

Pencapaian KPI Direksi Tahun 2025
KPI Achievement of the Board of Directors in 2025

KPI	Freq	Actual	Target	Ach (%)	Weight	Score
Nilai Ekonomi dan Sosial untuk Indonesia Economic and Social Values for Indonesia					62,50%	
Revenue*	M	USD491.88 mio	USD452.69 mio	108,66%	15,00%	16,30%
EBITDA*	M	USD79.90 mio	USD70.91 mio	110,00%	15,00%	16,50%
Cash Balance*	M	USD40.96 mio	USD12.92 mio	110,00%	12,50%	16,50%
Customer SLA Fulfillment	M	100,12%	100%	100,12%	7,50%	7,51%
Customer Satisfaction Index	S	4	4	100,00%	5,00%	5,00%
Compliance Index	Q	104,73%	100,00%	100,00%	7,50%	7,50%

Pencapaian KPI Direksi Tahun 2025
KPI Achievement of the Board of Directors in 2025

KPI	Freq	Actual	Target	Ach (%)	Weight	Score
Inovasi Model Bisnis Business Model Innovation					**15.00%**	
Continuous Improvement	M	106	63	100,00%	5,00%	104,06%
Risk Maturity Index	A	2,9	2,6	100,00%	5,00%	5,00%
Excess Inventory	M	1,98%	5,00%	100,00%	5,00%	5,00%
Kepemimpinan Teknologi Technology Leadership					**5,00%**	
Information Capital Readiness (ICR)	M	98,31%	95,00%	100,00%	5,00%	5,00%
Peningkatan Investasi Increased Investment					**5,00%**	
Equity Improvement Implementation	A	1	1	100,00%	5,00%	5,00%
Pengembangan Talenta Talent Development					**12,50%**	
Human Capital Readiness (HCR)	M	96,99%	95,00%	100,00%	7,50%	7,50%
Organization Capital Readiness (OCR)	M	95,09%	95,00%	100,00%	5,00%	5,00%
Jumlah Skor Total Score						**104,06%**

*Unaudited

REMUNERASI DEWAN KOMISARIS DAN DIREKSI [GRI 2-19, 2-20]

Dasar Hukum Penetapan Remunerasi Dewan Komisaris dan Direksi

Penetapan remunerasi Dewan Komisaris dan Direksi dilakukan dengan berlandaskan pada peraturan perundang-undangan yang berlaku:

1. Undang-Undang Republik Indonesia No. 40 Tahun 2007 Pasal 113 tentang Perseroan Terbatas.
2. Peraturan Menteri BUMN Nomor PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara.
3. Anggaran Dasar Perseroan.

Prosedur Penetapan Remunerasi Dewan Komisaris dan Direksi

Penyusunan kebijakan penetapan remunerasi Dewan Komisaris dan Direksi dilakukan berdasarkan rekomendasi oleh Komite Nominasi dan Remunerasi untuk dibahas dalam Rapat Dewan Komisaris. Hasil pembahasan dan penetapan remunerasi Dewan Komisaris dan Direksi selanjutnya disampaikan oleh Komite Nominasi dan Remunerasi kepada RUPS untuk disetujui dan ditetapkan oleh Pemegang Saham.

REMUNERATION FOR THE BOARD OF COMMISSIONERS AND DIRECTORS [GRI 2-19, 2-20]

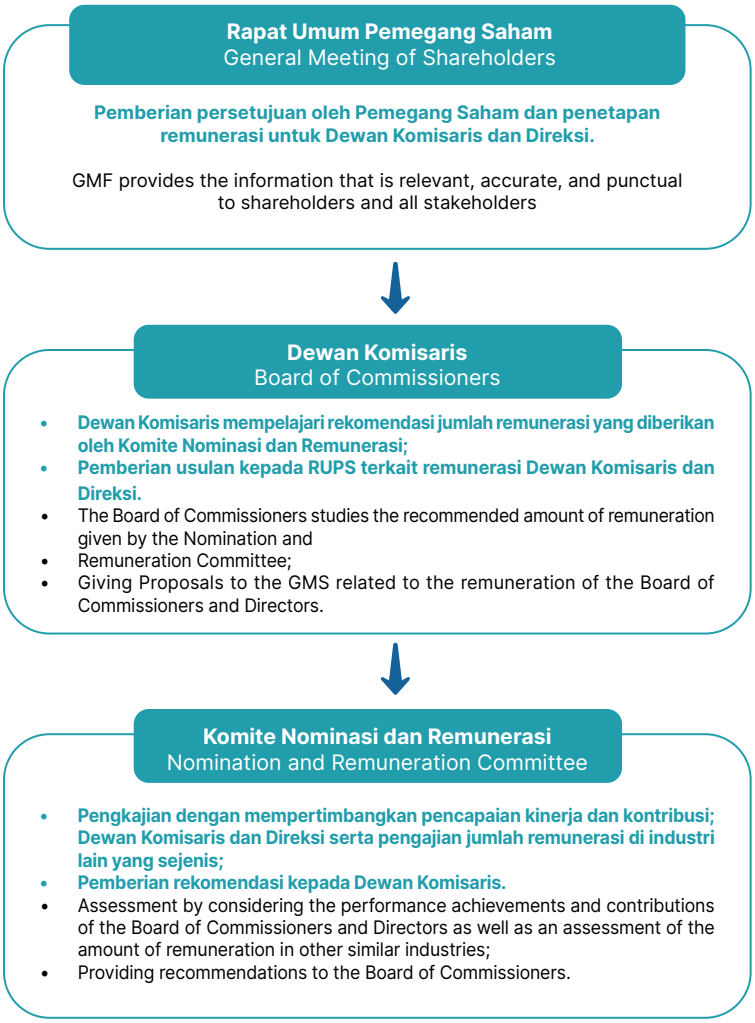
Legal Basis for Remuneration of the Board of Commissioners and Directors

The remuneration for the Board of Commissioners and Board of Directors is set according to the applicable laws and regulations:

1. Law of the Republic of Indonesia No. 40 of 2007 Article 113 concerning Limited Liability Companies.
2. SOE Minister Regulation Number PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises.
3. Company's Articles of Association.

Procedure to Determine the Remuneration for the Board of Commissioners and Directors

The remuneration for the Board of Commissioners and Board of Directors is based on the Nomination and Remuneration Committee's remuneration at the Board of Commissioners Meeting. The result of the discussion is submitted by the Nomination and Remuneration Committee to the GMS to receive approval from the Shareholders.



Indikator Penetapan Remunerasi Dewan Komisaris dan Direksi

Komite Nominasi dan Remunerasi menetapkan remunerasi Dewan Komisaris dan Direksi. Penyusunan struktur, kebijakan, dan besaran remunerasi Dewan Komisaris dan Direksi harus memperhatikan hal-hal sebagai berikut:

- Remunerasi yang berlaku pada industri sesuai dengan kegiatan usaha dan skala usaha dari emiten atau perusahaan publik sejenis.
- Tugas, tanggung jawab, dan wewenang anggota Direksi dan/atau anggota Dewan Komisaris dikaitkan dengan pencapaian tujuan dan kinerja Perseroan.
- Target kinerja atau kinerja masing-masing anggota Direksi dan/atau anggota Dewan Komisaris.
- Keseimbangan tunjangan antara yang bersifat tetap dan bersifat variabel.
- Kesesuaian peraturan dan perundang-undangan di bidang perpajakan dan ketenagakerjaan.

Indicator to Determine the Remuneration of the Board of Commissioners and Directors

The Nomination and Remuneration Committee determines the remuneration for the Board of Commissioners and Board of Directors. The composition, policies, and amount of remuneration for the Board of Commissioners and Board of Directors must pay attention to the following matters:

- Remuneration applicable to the industry in accordance with the business activities and business scale of the issuer or similar public company.
- The duties, responsibilities and authority of members of the Board of Directors and/or members of the Board of Commissioners are related to the achievement of the goals and performance of the Company.
- Performance targets or the performance of each member of the Board of Directors and/or members of the Board of Commissioners.
- Balance between fixed and variable benefits.
- Compliance with laws and regulations in the field of taxation and employment.

- Asas keterbukaan, keseimbangan internal serta kompetitif dengan perusahaan lain selain Perseroan.

Penetapan remunerasi Dewan Komisaris dan Direksi berdasarkan pada pencapaian kinerja Perseroan untuk tahun buku sebelumnya sebagaimana tertuang dalam Laporan Keuangan, serta penilaian KPI tahun buku sebelumnya yang merupakan bahan pertimbangan dalam menetapkan tantiem tahun buku sebelumnya dan remunerasi untuk Direksi dan Dewan Komisaris.

Struktur Remunerasi Dewan Komisaris dan Direksi

Struktur remunerasi Dewan Komisaris dan Direksi mengacu kepada Peraturan Menteri BUMN Nomor PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara. Berdasarkan peraturan tersebut, komponen penghasilan Dewan Komisaris terdiri dari:

- The principle of openness, internal balance and competitive with other companies outside the Company.

Determination of the remuneration of the Board of Commissioners and Directors based on the achievement of the Company's performance for the previous financial year as stipulated in the Audit Financial Report, as well as the KPI assessment of the previous book year which is a material consideration in determining the tantiem of the previous financial year and remuneration for the Directors and the Board of Commissioners.

Remuneration Structure of the Board of Commissioners and Directors

The remuneration structure of the Board of Commissioners and Board of Directors refers to the Regulation of the Minister of SOEs Number PER-3/MBU/03/2023 on Organs and Human Resources of State-Owned Enterprises. Based on the regulation, the income components of the Board of Commissioners consist of::

Remunerasi Dewan Komisaris Board of Commissioners' Remuneration Structure	
Honorarium Dewan Komisaris Penghasilan tetap berupa uang yang diterima setiap bulan karena kedudukannya sebagai anggota Dewan Komisaris, dengan ketentuan sebagai berikut: • Perhitungan gaji Komisaris Utama sebesar 45% dari gaji Direktur Utama. • Perhitungan gaji Komisaris sebesar 90% dari gaji Komisaris Utama.	**Board of Commissioners Salary** It is a fixed income in the form of money received every month because of his position as a member of the Board of Commissioners, with the following conditions: • The calculation of the salary of the President Commissioner is 45% of the salary of the President Director. • Calculation of Commissioner's salary of 90% of the salary of the President Commissioner.
Tunjangan Dewan Komisaris Penghasilan berupa uang atau yang dapat dinilai dengan uang yang diterima pada waktu tertentu oleh anggota Dewan Komisaris selain Honorarium, yang dapat berupa: • Tunjangan Hari Raya, diberikan paling banyak 1 (satu) kali penghasilan tetap per bulan di setiap tahunnya • Tunjangan Transportasi, diberikan sebesar 20% (dua puluh persen) dari Honorarium masing-masing anggota Dewan Komisaris. • Asuransi Purna Jabatan, diberikan dengan ketentuan premi yang ditanggung Perusahaan paling banyak 25% dari honorarium per tahun.	**Board of Commissioners Allowances** It's an income in the form of money or which can be valued with money received at a certain time by members of the Board of Commissioners in addition to the Honorarium, which can be in the form of: • Holiday allowance, is given at most 1 (one) fixed income per month in each year. • Transportation allowance, given in the amount of 20% (twenty percent) of the Honorarium of each member of the Board of Commissioners. • Full-Term Insurance, provided with the premium provisions that the Company bears at most 25% of the annual honorarium.
Fasilitas Dewan Komisaris Penghasilan berupa sarana dan/atau kemanfaatan dan/atau penjaminan yang digunakan/dimanfaatkan oleh anggota Dewan Komisaris dalam rangka pelaksanaan tugas, wewenang, kewajiban dan tanggung jawab berdasarkan peraturan perundang- undangan, yang dapat berupa: • Fasilitas Kesehatan, diberikan dalam bentuk asuransi kesehatan atau penggantian biaya pengobatan. • Fasilitas Bantuan Hukum, diberikan jika diperlukan, dalam hal terjadi tindakan/perbuatan untuk dan atas nama jabatannya yang berkaitan dengan Perseroan.	**Facilities for the Board of Commissioners** It's an income in the form of facilities and/or benefits and/or guarantees used/utilized by members of the Board of Commissioners in the context of carrying out duties, authorities, obligations and responsibilities based on laws and regulations, which can be in the form of: • Health facilities, provided in the form of health insurance or reimbursement of medical expenses. • Legal Assistance Facilities, provided if necessary, in the event of actions/actions occurring for and on behalf of his position relating to the Company.

Remunerasi Dewan Komisaris
Board of Commissioners' Remuneration Structure

Tantiem Dewan Komisaris dan Direksi
Tantiem adalah penghasilan yang merupakan penghargaan yang diberikan kepada anggota Dewan Komisaris apabila memperoleh laba dan tidak mengalami akumulasi kerugian. Perseroan dapat memberikan tantiem kepada anggota Dewan Komisaris berdasarkan penetapan RUPS dalam pengesahan Laporan Tahunan apabila opini yang diterbitkan oleh auditor adalah paling sedikit Wajar Dengan Pengecualian, realisasi tingkat kesehatan paling rendah dengan nilai 70 (tujuh puluh) dengan tidak memperhitungkan beban/keuntungan akibat tindakan Direksi sebelumnya, capaian *Key Performance Indicator* (KPI) paling rendah sebesar 80% (delapan puluh persen) dengan tidak memperhitungkan faktor di luar pengendalian Direksi, dan kondisi Perseroan tidak semakin merugi dari tahun sebelumnya atau Perseroan tidak menjadi rugi, dengan tidak memperhitungan faktor di luar pengendalian Direksi.

Tantiem for the Board of Commissioners and Directors
Tantiem is an income given to members of the Board of Commissioners if they receive profits and do not experience accumulated losses. Companies can provide bonuses to members of the Board of Commissioners based on the determination of the GMS in ratification of the Annual Report if the opinion issued by the auditor is at least Reasonable with Exceptions, realization of the lowest level of health with a value of 70 (seventy) by not calculating the burden/profit due to the actions of the Board of Directors before, the achievement of Key Performance Indicators (KPI) of at least 80% (eighty) percent) by not calculating factors outside the Board of Directors 'control, and the condition of the Company not getting worse than the previous year or the Company not being a loss, by not counting factors outside the Directors' control.

Tantiem Dewan Komisaris
- Insentif kinerja adalah penghasilan yang merupakan penghargaan yang diberikan kepada anggota Dewan Komisaris.
- Perhitungan tantiem/insentif Kinerja bagi Dewan Komisaris adalah sebagai berikut:
  a. Perhitungan tantiem/insentif Kinerja Komisaris Utama sebesar 45% dari tantiem/insentif kinerja Direktur Utama.
  b. Perhitungan Komisaris lainnya sebesar 90% dari tantiem/insentif kinerja Komisaris Utama.

Tantiem for the Board of Commissioners
- Performance incentives are income awards given to members of the Board of Commissioners.
- Calculation of bonus/performance incentives for the Board of Commissioners is as follows:
  a. Performance bonus/incentive for President Commissioner is 45% of tantiem/performance incentive for the President Director.
  b. Other Commissioners' calculations are 90% of the President Commissioner's performance/incentives.

Catatan | Notes:
- Tidak ada komponen lainnya (bonus non kinerja, opsi saham, asuransi, dll). | There are no other components (non-performance bonuses, stock options, insurance, etc.).
- Pajak atas honorarium, tunjangan dan fasilitas bagi Dewan Komisaris ditanggung dan menjadi beban Perseroan. Sedangkan pajak atas tantiem/insentif kinerja bagi Dewan Komisaris ditanggung dan menjadi beban masing-masing anggota. | Taxes on honorarium, allowances, and facilities for the Board of Commissioners and are borne by the Company. Each member of the Board of Commissioners paid the xaxes on bonuses/performance incentives.

Remunerasi Direksi
Board of Directors' Remuneration Structure

Gaji Direksi
Penghasilan tetap berupa uang yang diterima setiap bulan karena kedudukannya sebagai anggota Direksi, dengan ketentuan sebagai berikut:
- Gaji Direktur Utama ditetapkan dengan menggunakan pedoman internal dalam kelompok usaha Garuda Indonesia.
- Perhitungan gaji Direktur lainnya sebesar 85% dari gaji Direktur Utama.

Board of Directors Salary
It is a fixed income in the form of money received every month because of his position as a member of the Board of Directors, with the following conditions:
- Salary of the President Director is determined using internal guidelines in the Garuda Indonesia business group.
- Calculation of other Directors' salaries is 85% of the salary of the President Director.

Tunjangan Direksi
Penghasilan berupa uang atau yang dapat dinilai dengan uang yang diterima pada waktu tertentu oleh anggota Direksi selain Gaji, yang dapat berupa:
- Tunjangan Hari Raya, diberikan paling banyak 1 (satu) kali penghasilan tetap per bulan di setiap tahunnya.
- Tunjangan Perumahan, diberikan secara bulanan sebesar 40% (empat puluh persen) termasuk biaya utilitas.
- Asuransi Purna Jabatan, diberikan dengan ketentuan premi yang ditanggung Perusahaan paling banyak 25% dari gaji per tahun.

Board of Directors' Allowances
It's an income in the form of money or which can be valued with money received at a certain time by members of the Board of Directors other than Salary, which can be in the form of:
- Holiday allowance, is given at most 1 (one) fixed income per month in each year.
- Housing allowance, given monthly basis of 40% (forty percent) including utility costs.
- Full-Term Insurance, provided with the premium provisions that the Company bears at the maximum 25% of annual salary.

Fasilitas Direksi
Penghasilan berupa sarana dan/atau kemanfaatan dan/atau penjaminan yang digunakan/dimanfaatkan oleh anggota Direksi dalam rangka pelaksanaan tugas, wewenang, kewajiban dan tanggung jawab berdasarkan peraturan perundang-undangan, yang dapat berupa:
- Fasilitas Kendaraan, diberikan sebanyak 1 (satu) unit kendaraan dinas beserta biaya pemeliharaan dan operasional dengan spesifikasi dan standar ditetapkan oleh RUPS.
- Fasilitas Kesehatan, diberikan dalam bentuk asuransi kesehatan atau penggantian biaya pengobatan.
- Fasilitas Bantuan Hukum, diberikan jika diperlukan, dalam hal terjadi tindakan/perbuatan untuk dan atas nama jabatannya yang berkaitan dengan Perusahaan.

Facilities for the Board of Directors
It's an income in the form of facilities and/or benefits and/or guarantees used/utilized by members of the Board of Directors in the context of carrying out their duties, authorities, obligations and responsibilities based on laws and regulations, which can be in the form of:
- Vehicle Facilities, given as many as 1 (one) unit of official vehicle along with maintenance and operational costs with specifications and standards according to the GMS.
- Health facilities, provided in the form of health insurance or reimbursement of medical expenses.
- Legal Assistance Facilities, provided if necessary, in the event of actions/actions occurring for and on behalf of his position relating to the Company.

Remunerasi Direksi
Board of Directors' Remuneration Structure

Tantiem Dewan Komisaris dan Direksi
Tantiem adalah penghasilan yang merupakan penghargaan yang diberikan kepada anggota Dewan Komisaris apabila memperoleh laba dan tidak mengalami akumulasi kerugian. Perseroan dapat memberikan tantiem kepada anggota Dewan Komisaris berdasarkan penetapan RUPS dalam pengesahan Laporan Tahunan apabila opini yang diterbitkan oleh auditor adalah paling sedikit Wajar Dengan Pengecualian, realisasi tingkat kesehatan paling rendah dengan nilai 70 (tujuh puluh) dengan tidak memperhitungkan beban/keuntungan akibat tindakan Direksi sebelumnya, capaian *Key Performance Indicator* (KPI) paling rendah sebesar 80% (delapan puluh persen) dengan tidak memperhitungkan faktor di luar pengendalian Direksi, dan kondisi Perseroan tidak semakin merugi dari tahun sebelumnya atau Perseroan tidak menjadi rugi, dengan tidak memperhitungan faktor di luar pengendalian Direksi.

Tantiem for the Board of Commissioners and Directors
Tantiem is an income given to members of the Board of Commissioners if they receive profits and do not experience accumulated losses. Companies can provide bonuses to members of the Board of Commissioners based on the determination of the GMS in ratification of the Annual Report if the opinion issued by the auditor is at least Reasonable with Exceptions, realization of the lowest level of health with a value of 70 (seventy) by not calculating the burden/profit due to the actions of the Board of Directors before, the achievement of Key Performance Indicators (KPI) of at least 80% (eighty) percent) by not calculating factors outside the Board of Directors 'control, and the condition of the Company not getting worse than the previous year or the Company not being a loss, by not counting factors outside the Directors' control.

Tantiem Direksi
- Insentif Kinerja, yaitu penghasilan yang merupakan penghargaan yang diberikan kepada anggota Direksi apabila terjadi peningkatan kinerja walaupun masih mengalami kerugian atau akumulasi kerugian.
- Perhitungan tantiem/insentif Kinerja bagi Direksi adalah sebagai berikut:
  a. Perhitungan tantiem/insentif kinerja Direktur Utama ditetapkan dengan menggunakan pedoman internal dalam kelompok usaha Garuda Indonesia.
  b. Perhitungan tantiem/insentif kinerja Direktur lainnya sebesar 85% tantiem/insentif kinerja gaji Direktur Utama.

Tantiem for the Board of Directors
- Performance incentives, i.e. income which is an award given to members of the Board of Directors in the event of an increase in performance even though there are still losses or accumulated losses.
- Calculation of bonus/performance incentives for Directors is as follows:
  a. The performance tantiem/incentives of the President Director is determined by using internal guidelines in the Garuda Indonesia business group.
  b. Calculation of tantiem for other Directors is 85% tantiem/performance incentives of the salary of the President Director.

Remunerasi Dewan Komisaris dan Direksi Tahun 2025

Melalui Surat Nomor GARUDA/JKTDZ/20882/2024 tanggal 10 September 2024 tentang Penetapan Penghasilan Direksi dan Dewan Komisaris PT Garuda Maintenance Facility Aero Asia Tbk Tahun Buku 2024, serta sehubungan belum adanya keputusan terbaru, maka Dewan Komisaris menetapkan hal-hal sebagai berikut:

1. Gaji Direktur Utama untuk tahun 2025 ditetapkan dengan besaran tertentu yang akan digunakan sebagai acuan utama dalam perhitungan gaji/honorarium Dewan Komisaris dan Direksi lainnya.
2. Pemberian Fasilitas, Asuransi Purna Jabatan, dan lainnya mengacu kepada ketentuan yang telah berlaku di Internal Perseroan.
3. Insentif Kinerja Direksi dan Dewan Komisaris PT Garuda Maintenance Facility Aero Asia Tbk diberikan dengan besaran tertentu.
4. Perseroan harus menangguhkan pembayaran Insentif Kinerja kepada Direksi dan Dewan Komisaris sebesar 10% (sepuluh persen) dengan jangka waktu penangguhan 3 (tiga) tahun yang diberikan secara prorata.

Remuneration for the Board of Commissioners and Directors in 2025

Through Letter Number GARUDA/JKTDZ/20882/2024 dated September 10, 2024 regarding the Remuneration of the Board of Directors and Board of Commissioners of PT Garuda Maintenance Facility Aero Asia Tbk for the 2024 Financial Year, and in the absence of any new decrees, the Board of Commissioners has resolved the following matters:

1. The salary of the President Director for 2025 is set at a certain amount which will be used as the main reference in calculating the salary/honorarium of the Board of Commissioners and other Directors.
2. Provision of facilities, post-employment insurance, and others refers to the provisions that have been applied in the Company's internal.
3. Performance Incentives for the Board of Directors and Board of Commissioners of PT GMF Aero Asia Tbk are given with a certain amount.
4. The Company must suspend the payment of Performance Incentives to the Directors and Board of Commissioners by 10% (ten per cent) with a suspension period of 3 (three) years which is given pro rate.

Remunerasi Dewan Komisaris dan Direksi Tahun 2025
Board of Commissioners and Board of Directors Remuneration in 2025

Keterangan Description	Jumlah (Rp) Total (Rp)
Dewan Komisaris Board of Commissioners	4 orang | people
Total Imbalan Jangka Pendek Total Short-Term Benefits	8,874,250,068

Remunerasi Dewan Komisaris dan Direksi Tahun 2025
Board of Commissioners and Board of Directors Remuneration in 2025

Keterangan Description	Jumlah (Rp) Total (Rp)
Total Imbalan Jangka Panjang Total Long-Term Employee Benefits	1,242,849,528
Jumlah Total	10,117,099,596
Direksi Board of Directors	5 orang | people
Total Imbalan Jangka Pendek Total Short-Term Benefits	24,829,095,976
Total Imbalan Jangka Pendek Lainnya Total Other Long-Term Employee Benefits	2,020,932,110
Jumlah Total	**26,850,028,086**

Rasio Gaji/Honorarium [GRI 2-21]

Salary/Honorarium Ratio [GRI 2-21]

Keterangan Description	2025	2024
Direktur Utama terhadap Direktur President Director to Director	1:0.85	1:0.85
Komisaris Utama terhadap Komisaris President Commissioner to Commissioner	1:0.90	1:0.90
Direktur Utama terhadap Komisaris Utama President Director to the President Commissioner	1:0.45	1:0.45
Direktur Utama terhadap karyawan level tertinggi President Director to the highest-ranking employees	1:0.21	1:0.20
Direktur Utama terhadap karyawan level terendah President Director to the lowest employee level	1:0.02	1:0.02
Karyawan level tertinggi terhadap karyawan level terendah Highest to the lowest employee level	1:0.10	1:0.11
Karyawan terendah terhadap UMP The lowest employee level to the minimum regional wage	1:0,99	1:1

Catatan | Notes:
Karyawan level tertinggi adalah Vice President, sedangkan level terendah adalah Teknisi/Officer. | The highest employee level is Vice President, while the lowest level is Technician/Officer.

RAPAT DEWAN KOMISARIS DAN DIREKSI

Dewan Komisaris dan Direksi memiliki mekanisme rapat sebagai salah satu bentuk koordinasi pelaksanaan tugas setiap orang. Dewan Komisaris memiliki mekanisme rapat, baik rapat internal dengan anggota sendiri ataupun gabungan dengan Direksi. Sedangkan Direksi memiliki mekanisme rapat internal antar anggota yang dapat dilaksanakan dengan mengundang divisi-divisi lain yang terkait dengan agenda pembahasan.

Pelaksanaan rapat untuk Dewan Komisaris dan Direksi dapat diadakan kapan pun sesuai kebutuhan. Rapat juga dapat dilaksanakan apabila mendapat permintaan dari seorang atau lebih anggota Dewan Komisaris dan Direksi, dan/atau permintaan Pemegang Saham yang mewakili sekurang-kurangnya 1/10 (satu per sepuluh) jumlah dari jumlah saham yang beredar dengan disertai alasan diadakannya rapat.

MEETINGS OF THE BOARD OF COMMISSIONERS AND DIRECTORS

The Board of Commissioners and Board of Directors have a meeting mechanism as a form of coordination in the implementation of each person's duties. The Board of Commissioners has an internal meeting mechanism among members or jointly with the Board of Directors. Meanwhile, the Board of Directors has an internal meeting mechanism among members, inviting other divisions related to the discussion agenda.

The Board of Commissioners and Board of Directors can conduct the meeting at any time as needed. Meeting can also be held if there is a request from one or more members of the Board of Commissioners and Board of Directors, and/or a request from Shareholders who represent at least 1/10 (one tenth) of the total number of outstanding shares, along with the reasons for the meeting.

Setiap keputusan yang diambil pada saat rapat Dewan Komisaris dan Direksi dilakukan dengan berdasarkan prinsip musyawarah untuk mufakat. Apabila mufakat tidak tercapai, maka pengambilan keputusan dilakukan melalui mekanisme pengambilan suara. Dalam hal hasil pengambilan suara berimbang, maka ketua rapat berhak memutuskan hasil rapat. Pengambilan keputusan dianggap sah apabila dihadiri oleh seluruh anggota Direksi atau wakilnya yang sah.

Seluruh risalah dan hasil keputusan rapat Dewan Komisaris dan Direksi dicatat dan didokumentasikan dengan ditandatangani oleh seluruh anggota yang hadir, termasuk apabila terdapat perbedaan pendapat *(dissenting opinion)* dengan menyertakan alasan terjadinya perbedaan pendapat. Risalah rapat didistribusikan kepada seluruh anggota, baik yang hadir maupun tidak hadir dalam rapat tersebut. Khusus untuk risalah rapat Direksi akan didistribusikan kepada tingkatan organisasi di bawah Direksi selambat-lambatnya 7 (tujuh) hari sejak ditandatanganinya keputusan tersebut. Rapat Dewan Komisaris dan Direksi diadakan di lingkungan tempat operasi Perseroan. Keputusan-keputusan yang telah diambil selama rapat, termasuk yang diselenggarakan melalui media telekonferensi, video konferensi atau sarana media elektronik lainnya yang memungkinkan semua peserta rapat saling melihat dan/atau mendengar secara langsung serta berpartisipasi dalam rapat, tetap sah sepanjang memenuhi persyaratan yang telah ditetapkan.

Rapat Internal Dewan Komisaris

Pada tahun 2025, Dewan Komisaris mengadakan rapat internal antar anggota sebanyak 15 kali. Berikut disampaikan agenda dan risalah rapat, kehadiran, serta rekapitulasi tingkat kehadiran setiap Komisaris dalam rapat-rapat tersebut.

Every decision at the meeting of the Board of Commissioners and Board of Directors is made based on the principle of deliberation to reach a consensus. If there is no consensus, the decision is made through a vote. If the voting result is balanced, the chairman of the meeting has the right to decide the meeting's outcome. The decision is considered valid if attended by all members of the Board of Directors or their authorized representatives.

All minutes and resolutions of meetings of the Board of Commissioners and Board of Directors are recorded, documented, and signed by all attending members, including the dissenting opinions along with the reasons. The minutes are distributed to all members, whether present or not, at the meeting. Particularly, the Board of Directors' meeting minutes is distributed to all positions below the Board of Directors no later than 7 (seven) days from the signing of the decision. Meetings of the Board of Commissioners and Directors are held within the Company's operational area. Decisions made during meetings, including those held via teleconference, video conference, or other electronic media that allow all participants to see and/or hear each other directly and participate in the meeting, shall remain valid as long as they meet the requirements.

Board of Commissioners Internal Meeting

In 2025, the Board of Commissioners has held 15 internal meetings with all members. Here are the agenda and minutes of meetings, attendance, and attendance levels of each Commissioner during the meetings.

Rekapitulasi Kehadiran Komisaris pada Rapat Internal
Commissioners' Attendance during Internal Meeting

Nama dan Posisi Name and Position	**Jumlah Wajib Rapat** Number of Mandatory Meeting	**Jumlah Kehadiran** Number of Presence	**Kehadiran** Presence
Menjabat Hingga Akhir Tahun 2025 Serving Until the End of 2025			
Oki Yanuar Komisaris Utama/Independen President/Independent Commissioner	9	9	100%
Dean Arslan Komisaris Independen Independent Commissioner	9	9	100%
Giring Ganesha Djumaryo Komisaris Commissioner	9	9	100%
Sugiharto Prapto Komisaris Commissioner	4	4	100%

Rekapitulasi Kehadiran Komisaris pada Rapat Internal
Commissioners' Attendance during Internal Meeting

Nama dan Posisi Name and Position	Jumlah Wajib Rapat Number of Mandatory Meeting	Jumlah Kehadiran Number of Presence	Kehadiran Presence
Menjabat hingga RUPS Tahunan tanggal 5 Juni 2025 Serving until Annual GMS dated June 5, 2025			
Dharmadi Komisaris Utama/independen President Commissioner/Independent	6	6	100%
Rahmat Hanafi Komisaris Commissioner	6	6	100%
Ali Gunawan Komisaris Independen Independent Commissioner	6	6	100%
Abhan Komisaris Independen Independent Commissioner	6	6	100%
Agit Atriantio Komisaris Independen Independent Commissioner	6	6	100%
Rata-rata Average			**100%**

Risalah Rapat Internal Dewan Komisaris
Minutes of Internal Meeting

Tanggal Date	Agenda Rapat Meeting Agenda	Kehadiran Presence	Alasan Ketidakhadiran Reasons for Absence
14 Januari 2025 January 14, 2025	Rencana Kerja dan Anggaran Dekom 2025, dan Persetujuan Pelaksanaan Penambahan Modal Melalui HMETD 2025 Board of Commissioners Work Plan and Budget, and Approval of Capital Increase Through Preemptive Rights	100%	-
28 Februari 2025 February 28, 2025	Briefing Dewan Komisaris dan Kinerja Korporat Januari 2025 Board of Commissioners Briefing and Corporate Performance, January 2025	100%	-
14 Maret 2025 March 14, 2025	Evaluasi Efektivitas Pengawasan Dewan Komisaris Evaluation of the Effectiveness of the Board of Commissioners' Oversight	100%	-
25 April 2025 April 25, 2025	Update Internal Audit dan Hasil Audit Internal Audit Update and Audit Results	100%	-
23 Mei 2025 May 23, 2025	Update Persiapan Rapat Umum Pemegang Saham Tahunan 2024 2024 Annual General Meeting of Shareholders Preparation Update	100%	-
4 Juni 2025 June 4, 2205	Evaluasi atas Pencapaian Kinerja Direksi GMF 2024, Penunjukan Akuntan Publik dan Kantor Akuntan Publik untuk Audit atas Laporan Keuangan Tahun Buku 2025, dan Usulan Insentif Kinerja 2024 dan Remunerasi Direksi dan Dewan Komisaris 2025 Evaluation of the GMF Board of Directors' Performance Achievements in 2024, Appointment of a Public Accountant and Public Accounting Firm to Audit the 2025 Financial Statements, and Proposed 2024 Performance Incentives and 2025 Board of Directors and Board of Commissioners Remuneration	100%	-
18 Juni 2025 June 18, 2025	Pengenalan Dewan Komisaris 2025 Introduction to the 2025 Board of Commissioners	100%	-
11 Juli 2025 July 11, 2025	Penyesuaian Rencana Kerja dan Anggaran Dewan Komisaris 2025 Adjustments to the 2025 Board of Commissioners Work Plan and Budget	100%	-

Risalah Rapat Internal Dewan Komisaris
Minutes of Internal Meeting

Tanggal Date	**Agenda Rapat** Meeting Agenda	**Kehadiran** Presence	**Alasan Ketidakhadiran** Reasons for Absence
22 Agustus 2025 August 22, 2025	Update Open Item Dewan Komisaris Board of Commissioners Open Item Update	100%	-
4 September 2025 September 4, 2025	Human Capital Update Human Capital Update	100%	-
24 September 2025 September 24, 2025	Open Item Dewan Komisaris GMF	100%	-
6 Oktober 2025 October 6, 2025	Briefing Dewan Komisaris Board of Commissioners Open Item Update	100%	-
21 Oktober 2025 October 21, 2025	Briefing Dewan Komisaris dan Reviu Kinerja Korporat Board of Commissioners Briefing and Corporate Performance Review	100%	-
17 November 2025 November 17, 2025	Rencana Kerja Dewan Komisaris 2026, Finalisasi Pedoman Dewan Komisaris dan Direksi, dan Progress Tata Kelola Dewan Komisaris; Kinerja Perseroan Oktober 2025 + ROFO 2025; Update Inventory; Update Inisiatives Strategy 2026 Board of Commissioners Work Plan, Finalization of Board Guidelines Commissioners and Directors, and Progress of Board of Commissioners Governance; Company Performance October 2025 + ROFO 2025; Inventory Update; Strategy Initiatives Update	100%	-
12 Desember 2025 December 12, 2025	Revisi RKAP 2025, RKAP 2026 dan RJPP 2026-2030 Revised 2025 RKAP, 2026 RKAP, and 2026-2030 RJPP	100%	-

Rapat Gabungan Dewan Komisaris dan Direksi

Selain rapat internal, Dewan Komisaris juga dapat melakukan rapat gabungan dengan mengundang Direksi. Rapat gabungan ini berfungsi sebagai bentuk koordinasi membahas laporan-laporan periodik Direksi dan kondisi serta prospek usaha serta kebijakan yang berdampak pada kinerja Perseroan. Melalui rapat ini, Dewan Komisaris dapat memberikan tanggapan, catatan, dan nasihat yang nantinya akan dituangkan dalam Risalah Rapat. Rapat gabungan dapat juga dilakukan atas usulan Direksi.

Pada tahun 2025, rapat gabungan antara Dewan Komisaris dan Direksi dilaksanakan sebanyak 11 kali. Berikut disampaikan agenda dan risalah rapat, kehadiran, serta rekapitulasi tingkat kehadiran setiap Komisaris dan Direktur dalam rapat-rapat tersebut.

Joint Meeting with Directors

Apart from internal meetings, the Board of Commissioners can also hold joint meetings by inviting the Board of Directors. This joint meeting serves as a form of coordination to discuss the Board of Directors' periodic reports, business conditions, prospects and policies that affected the Company's performance. The Board of Commissioners can respond, give notes and advice, which will be outlined in the Minutes of Meeting. Joint meetings may also be held at the recommendation of the Board of Directors.

In 2025, there were 11 joint meetings between the Board of Commissioners and Board of Directors. The following is the agenda, minutes of meetings, and attendance levels of the each Commissioner and Director during meetings.

Rekapitulasi Kehadiran Komisaris dan Direktur pada Rapat Gabungan
Recapitulation of the presence of Commissioners and Directors at the Joint Meeting

Nama dan Posisi Name and Position	**Jumlah Wajib Rapat** Number of Mandatory Meeting	**Jumlah Kehadiran** Number of Presence	**Kehadiran** Presence
Dewan Komisaris Board of Commissioners			
Menjabat Hingga Akhir Tahun 2025 Serving Until the End of 2025			
Oki Yanuar Komisaris Utama/Independen President/Independent Commissioner	6	6	100%

Rekapitulasi Kehadiran Komisaris dan Direktur pada Rapat Gabungan
Recapitulation of the presence of Commissioners and Directors at the Joint Meeting

Nama dan Posisi Name and Position	**Jumlah Wajib Rapat** Number of Mandatory Meeting	**Jumlah Kehadiran** Number of Presence	**Kehadiran** Presence
Dean Arslan Komisaris Independen Independent Commissioner	6	6	100%
Giring Ganesha Djumaryo Komisaris Commissioner	6	5	83,33%
Sugiharto Prapto Komisaris Commissioner	3	3	100%
Menjabat hingga RUPS Tahunan tanggal 5 Juni 2025 Serving until Annual GMS on June 5, 2025			
Dharmadi Komisaris Utama President Commissioner	5	5	100%
Rahmat Hanafi Komisaris Commissioner	5	5	100%
Ali Gunawan Komisaris Independen Independent Commissioner	5	5	100%
Abhan Komisaris Independen Independent Commissioner	5	5	100%
Agit Atriantio Komisaris Independen Independent Commissioner	5	5	100%
Rata-rata Average			**98,15%**
Direksi Board of Directors			
Menjabat Hingga Akhir Tahun 2025 Serving Until the End of 2025			
Andi Fahrurrozi Direktur Utama CEO	11	11	100%
Bobi Gumelar Raspati Direktur Base Management Director of Base Management	6	6	100%
Mitra Piranti Direktur Sumber Daya Manusia Director of Human Capital	6	6	100%
Tri Hartono Direktur Keuangan Director of Finance	6	6	100%
Endang Tardiana Direktur Line Operation Director of Line Operation	6	6	100%
Menjabat hingga RUPS Tahunan tanggal 5 Juni 2025 Serving until Annual GMS on June 5, 2025			
Irvan Pribadi Direktur Base Operation Director of Base Operations	5	5	100%
Pudjo Sarwoko Direktur Human Capital & Corporate Affairs Director of Human Capital & Corporate Affairs	5	5	100%

Rekapitulasi Kehadiran Komisaris dan Direktur pada Rapat Gabungan
Recapitulation of the presence of Commissioners and Directors at the Joint Meeting

Nama dan Posisi Name and Position	**Jumlah Wajib Rapat** Number of Mandatory Meeting	**Jumlah Kehadiran** Number of Presence	**Kehadiran** Presence
Salusra Satria Direktur Keuangan Director of Finance	5	5	100%
Mukhtaris Direktur Line Operation Director of Line Operation	5	5	100%
Rata-rata Average			**100%**

Risalah Rapat Gabungan Dewan Komisaris dan Direksi
Minutes of Joint Meeting of the Board of Commissioners and Directors

Tanggal Date	**Agenda Rapat** Meeting Agenda	**Kehadiran** Presence	**Alasan Ketidakhadiran** Reasons for Absence
23 Januari 2025 January 23, 2025	Kinerja GMF Year-to-date Desember 2024 Kinerja GMF Year-to-date December 2024	100%	-
28 Februari 2025 February 28, 2025	Kinerja GMF Year-to-date Januari 2025 Kinerja GMF Year-to-date January 2025	100%	-
21 Maret 2025 March 21, 2025	Kinerja GMF Year-to-date Februari 2025 & Update Inisiatif Strategis GMF Year-to-date Performance February 2025 & Strategic Initiative Update	100%	-
25 April 2025 April 25, 2025	Kinerja GMF Year-to-date Maret 2025 Kinerja GMF Year-to-date March 2025	100%	-
23 Mei 2025 May 23, 2025	Update Proyek Strategis, Kinerja GMF Year-to-date April 2025, Permohonan Persetujuan Penyesuaian Kebijakan Bisnis terkait Pengadaan Strategic Project Update, GMF Performance Year-to-date April 2025, Request for Approval of Business Policy Adjustments related to Procurement	100%	-
11 Juli 2025 July 11, 2025	Kinerja GMF Mei & Year-to-date Juni 2025 Kinerja GMF Mei & Year-to-date June 2025	100%	-
22 Agustus 2025 August 22, 2025	Kinerja GMF Year-to-date Juli 2025 Kinerja GMF Year-to-date July 2025	100%	-
24 September 2025 September 24, 2025	Monthly Report YTD Agustus 2025, Update PMTHMETD Lahan API, dan Persiapan RUPSLB 26 September 2025 Monthly Report YTD August 2025, Update on PMTHMETD for API Land, and Preparation for the EGMS on September 26, 2025	100%	-
21 Oktober 2025 October 21, 2025	Briefing Dewan Komisaris dan tindak lanjut rapat sebelumnya; Pembahasan evaluasi kinerja triwulan III 2025; Reviu terhadap Profil Risiko, TI, SDM, dan Inisiatif Strategis untuk periode Triwulan III 2025; dan Pembahasan Rencana Kerja dan Anggaran Perusahaan (RKAP) tahun 2026 Board of Commissioners Briefing and follow-up to the previous meeting; Discussion of the performance evaluation for Q3 2025; Review of the Risk Profile, IT, HR, and Strategic Initiatives for Q3 2025; and Discussion of the 2026 Corporate Work Plan and Budget (RKAP)	100%	-

Risalah Rapat Gabungan Dewan Komisaris dan Direksi
Minutes of Joint Meeting of the Board of Commissioners and Directors

Tanggal Date	**Agenda Rapat** Meeting Agenda	**Kehadiran** Presence	**Alasan Ketidakhadiran** Reasons for Absence
24 November 2025 November 24, 2025	Briefing Dewan Komisaris dan tindak lanjut rapat sebelumnya; Pembahasan evaluasi kinerja YTD Oktober 2025; dan Reviu tindakan perbaikan atas penilaian penerapan tata kelola serta tindak lanjut temuan Audit Intern, Audit Ekstern, audit BPK, audit BPKP, dan/atau hasil lembaga pengawasan otoritas lain sesuai dengan ketentuan peraturan perundang-undangan Board of Commissioners Briefing and follow-up to the previous meeting; Discussion of the performance evaluation YTD October 2025; and Review of corrective actions for the assessment of governance implementation and follow-up to findings from Internal Audit, External Audit, BPK audit, BPKP audit, and/or other supervisory authority findings in accordance with statutory regulations	75%	Giring Ganesha Djumaryo terdapat agenda lain Giring Ganesha Djumaryo had other agenda
22 Desember 2025 December 22, 2025	Briefing Dewan Komisaris dan tindak lanjut rapat sebelumnya; Pembahasan Evaluasi Kinerja YTD November 2025; dan Pembahasan Update Rancangan Revisi RKAP tahun 2025, RKAP tahun 2026 dan RJPP 2026-2030 Board of Commissioners Briefing and follow-up to the previous meeting; Discussion of the Performance Evaluation YTD November 2025; and Discussion of the Updated Draft of the 2025 RKAP, 2026 RKAP and 2026-2030 RJPP	100%	-

Rapat Direksi

Pada tahun 2025, Direksi mengadakan rapat sebanyak 53 kali. Berikut disampaikan agenda dan risalah rapat, kehadiran, serta rekapitulasi tingkat kehadiran setiap Direktur dalam rapat-rapat tersebut.

Board of Directors Meeting

In 2025, the Board of Directors has held 53 meetings. Here are the agenda and minutes of meetings, and attendance level of each Director during meetings.

Rekapitulasi Kehadiran Direktur pada Rapat Internal
Directors' Attendance during Internal Meeting

Nama dan Posisi Name and Position	**Jumlah Wajib Rapat** Number of Mandatory Meeting	**Jumlah Kehadiran** Number of Presence	**Kehadiran** Presence
Menjabat Hingga Akhir Tahun 2025 Serving Until the End of 2025			
Andi Fahrurrozi Direktur Utama CEO	53	53	100%
Bobi Gumelar Raspati Direktur Base Management Director of Base Management	32	31	97%
Mitra Piranti Direktur Sumber Daya Manusia Director of Human Capital	32	31	97%
Tri Hartono Direktur Keuangan Director of Finance	32	32	100%
Endang Tardiana Direktur Line Operation Director of Line Operation	14	14	100%
Menjabat hingga RUPS Luar Biasa tanggal 26 September 2025 Serving until Extraordinary GMS dated September 26, 2025			
Mukhtaris Direktur Line Operation Director of Line Operation	25	23	92%

Rekapitulasi Kehadiran Direktur pada Rapat Internal
Directors' Attendance during Internal Meeting

Nama dan Posisi Name and Position	Jumlah Wajib Rapat Number of Mandatory Meeting	Jumlah Kehadiran Number of Presence	Kehadiran Presence
Menjabat hingga RUPS Tahunan tanggal 5 Juni 2025 Serving until Annual GMS dated June 5, 2025			
Irvan Pribadi Direktur Base Operation Director of Base Operations	21	21	100%
Pudjo Sarwoko Direktur Human Capital & Corporate Affairs Director of Human Capital & Corporate Affairs	21	21	100%
Salusra Satria Direktur Keuangan Director of Finance	21	20	95%
Rata-rata Average			**98%**

Risalah Rapat Internal Direksi
Minutes of Internal Meeting

Tanggal Date	Agenda Rapat	Meeting Agenda	Kehadiran Presence	Alasan Ketidakhadiran Reasons for Absence
6 Januari 2025 January 6, 2025	• Briefing, Roundtable Discussion and Open Items • Update Rencana Kerja dan Anggaran Perusahaan (RKAP) 2025	• Briefing, Roundtable Discussion and Open Items • Update on Company Work Plan and Budget (RKAP) 2025	100%	-
13 Januari 2025 January 13, 2025	• Briefing, Roundtable Discussion and Open Items • Update Pemberlakuan Eskalasi Tarif Power by The Hour (PBTH) GA	• Briefing, Roundtable Discussion and Open Items • Update on the Implementation of Power by the Hour (PBTH) Tariff Escalation for GA	100%	-
21 Januari 2025 January 21, 2025	• Briefing, Roundtable Discussion and Open Items • Update Manfaat Pensiun dan Kajian BPJS Jaminan Hari Tua – Jaminan Pensiun dan Perhitungan Manpower Planning 2025 • Update Kebutuhan Anggaran Perawatan Fasilitas Perseroan • Update Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2025 dan Organisasi Cabin Line Services	• Briefing, Roundtable Discussion and Open Items • Update on Pension Benefits and BPJS Old Age Security (JHT) and Pension Security (JP) Assessment, as well as 2025 Manpower Planning Calculation • Update on the Company's Facility Maintenance • Budget Requirements Update on the 2025 Company Work Plan and Budget (RKAP) and Cabin Line Services Organization	100%	-
3 Februari 2025 February 3, 2025	• Briefing, Roundtable Discussion and Open Items	• Briefing, Roundtable Discussion and Open Items	100%	-
10 Februari 2025 February 10, 2025	• Briefing, Roundtable Discussion and Open Items	• Briefing, Roundtable Discussion and Open Items	100%	-
18 Februari 2025 February 10, 2025	• Briefing, Roundtable Discussion and Open Items • Update Kondisi Kelistrikan Perseroan • Update Reorganisasi	• Briefing, Roundtable Discussion and Open Items • Update on the Company's Electricity Condition • Update on Reorganization	80%	Perjalanan Dinas ke Aceh sebagai pembicara Relawan Bakti BUMN Official Trip to Aceh as speaker of SOE Volunteer

Risalah Rapat Internal Direksi
Minutes of Internal Meeting

Tanggal Date	**Agenda Rapat**	**Meeting Agenda**	**Kehadiran** Presence	**Alasan Ketidakhadiran** Reasons for Absence
24 Februari 2025 February 24, 2025	• Briefing, Roundtable Discussion and Open Items • Update Arus Kas • Update dan Persetujuan Penambahan Resources pada Rencana Perpindahan Citilink ke Terminal 1B • Agenda SDM • Update Rencana Kerjasama Pengelolaan Hangar Oman	• Briefing, Roundtable Discussion and Open Items • Update Cashflow • Update and Approval for Additional Resources in the Plan for Citilink's Relocation to Terminal 1B • Human Capital Agenda • Update on Cooperation Plan for Oman Hangar Management	80%	Perjalanan Dinas ke Vietnam terkait DG CAAV Official trip to Vietnam in regards to DG CAAV
3 Maret 2025 March 3, 2025	• Briefing, Roundtable Discussion and Open Items • Update dan Persetujuan Pengadaan Integrated Security Management (ISM)	• Briefing, Roundtable Discussion and Open Items • Update and Approval for Integrated Security Management (ISM) Procurement	100%	-
10 Maret 2025 March 10, 2025	• Briefing, Roundtable Discussion and Open Items • Update dan Persetujuan Apresiasi Hari Raya, Kajian DA/TA Perjalanan Luar Negeri • Update Mapping Kewajiban Pembayaran Vendor • Update Arus Kas	• Briefing, Roundtable Discussion and Open Items • Update and Approval for Holiday Allowance, Review of DA/TA for Overseas Travel • Update on Vendor Payment Obligations Mapping • Cash Flow Update	100%	-
17 Maret 2025 March 17, 2025	• Briefing, Roundtable Discussion and Open Items • Update Arus Kas	• Briefing, Roundtable Discussion and Open Items • Cash Flow Update	100%	-
25 Maret 2025 March 25, 2025	• Briefing, Roundtable Discussion and Open Items • Update dan Persetujuan Penunjukan Vendor dalam Proses Pengadaan Integrated Security Management (ISM)	• Briefing, Roundtable Discussion and Open Items • Update and Approval of Vendor Appointment in the Integrated Security Management (ISM) Procurement Process	100%	-
8 April 2025 April 8, 2025	• Briefing, Roundtable Discussion and Open Items • Update Kerjasama Hangar Oman	• Briefing, Roundtable Discussion and Open Items • Update on Oman Hangar Cooperation	100%	-
14 April 2025 April 14, 2025	• Briefing, Roundtable Discussion and Open Items • Update Arus Kas	• Briefing, Roundtable Discussion and Open Items • Cash Flow Update	100%	-
22 April 2025 April 22, 2025	• Briefing, Roundtable Discussion and Open Items • Update Inventory • Update Perpanjangan Sewa Aircraft Towing ("ATW")	• Briefing, Roundtable Discussion and Open Items • Inventory Update • Update on Extension of Aircraft Towing (ATW) Lease	100%	-
26 April 2025 April 26, 2025	• Briefing, Roundtable Discussion and Open Items • Update Relokasi Anggaran Konsultan	• Briefing, Roundtable Discussion and Open Items • Update on Consultant Budget Reallocation	100%	-
30 April 2025 April 30, 2025	• Briefing, Roundtable Discussion dan Open Items • Update Pengadaan IT dan Update Case Penggunaan Software Illegal • Update Arus Kas	• Briefing, Roundtable Discussion and Open Items • Update on IT Procurement and Illegal Software Usage Case • Cash Flow Update	100%	-
9 Mei 2025 May 9, 2025	• Briefing, Roundtable Discussion dan Open Items • Update Inventory • Update Kriteria Pengadaan Barang dan Jasa Jangka Panjang • Update Arus Kas	• Briefing, Roundtable Discussion and Open Items • Inventory Update • Update on Criteria for Long-Term Procurement of Goods and Services • Cash Flow Update	100%	-

Risalah Rapat Internal Direksi
Minutes of Internal Meeting

Tanggal Date	Agenda Rapat	Meeting Agenda	Kehadiran Presence	Alasan Ketidakhadiran Reasons for Absence
14 Mei 2025 May 14, 2025	• Briefing, Roundtable Discussion and Open Items • Update Pengelolaan Tools • Update Arus Kas • Update Konsultan Percepatan TAT dan Konsultan Kertajati	• Briefing, Roundtable Discussion and Open Items • Update on Tools Management • Cash Flow Update • Update on TAT Acceleration Consultant and Kertajati Consultant	80%	Agenda Rapat Lain dengan Pihak Eksternal Other Meeting Agenda with External Parties
19 Mei 2025 May 19, 2025	• Briefing, Roundtable Discussion and Open Items • Update Arus Kas • Update Pengadaan Konsultan Reinstatement EASA Airframe Base Maintenance	• Briefing, Roundtable Discussion and Open Items • Cash Flow Update • Update on Procurement of Consultant for EASA Airframe Base Maintenance Reinstatement	100%	-
26 Mei 2025 May 26, 2025	• Briefing, Roundtable Discussion and Open Items • Update Realokasi Anggaran Konsultan	• Briefing, Roundtable Discussion and Open Items • Briefing, Roundtable Discussion, and Open Items	100%	-
3 Juni 2025 June 3, 2025	• Briefing, Roundtable Discussion dan Open Items • Pelaksanaan Rencana Kerjasama Pengembangan Kertajati • Update Materi dan Pelaksanaan RUPST • Update Arus Kas	• Briefing, Roundtable Discussion and Open Items • Implementation of Cooperation Plan for Kertajati Development • Update on Materials and Implementation of the AGMS • Cash Flow Update	100%	-
10 Juni 2025 June 10, 2025	• Briefing, Roundtable Discussion and Open Items • Update Materi Rapat Dewan Komisaris GA (RoFo dan Optimalisasi Proses Maintenance GA dan QG) • Update Arus Kas	• Briefing, Roundtable Discussion and Open Items • Update on Materials for GA Board of Commissioners Meeting (RoFo and Optimization of GA and QG Maintenance Processes) • Cash Flow Update	100%	-
16 Juni 2025 June 16, 2025	• Briefing, Roundtable Discussion and Open Items • Update Arus Kas	• Briefing, Roundtable Discussion and Open Items • Cash Flow Update	100%	-
23 Juni 2025 June 23, 2025	• Briefing, Roundtable Discussion and Open Items • Update Arus Kas	• Briefing, Roundtable Discussion and Open Items • Cash Flow Update	100%	-
30 Juni 2025 June 30, 2025	• Briefing, Roundtable Discussion and Open Items • Update Kajian Risiko atas Geopolitik • Update Kerjasama Pengelolaan Hangar Oman • Update Arus Kas	• Briefing, Roundtable Discussion and Open Items • Update on Geopolitical Risk Assessment Update on Oman Hangar • Management Cooperation • Cash Flow Update	100%	-
7 Juli 2025 July 7, 2025	• Briefing, Roundtable Discussion and Open Items • Update Progress Pengadaan Konsultan TAT • Update Tools Obselete • Update Manpower Planning Proyek Reaktivasi • Update Arus Kas	• Briefing, Roundtable Discussion and Open Items • Update on Progress of TAT Consultant Procurement • Update on Obsolete Tools • Update on Manpower Planning for Reactivation Project • Cash Flow Update	100%	-

Risalah Rapat Internal Direksi
Minutes of Internal Meeting

Tanggal Date	**Agenda Rapat**	**Meeting Agenda**	**Kehadiran** Presence	**Alasan Ketidakhadiran** Reasons for Absence
14 Juli 2025 July 14, 2025	• Briefing, Roundtable Discussion and Open Items • Update Pengadaan Sewa Kendaraan Direksi • Update Kebijakan Sumber Daya Manusia terkait Insentif • Persetujuan Konsorsium Pengerjaan PLN Batam	• Briefing, Roundtable Discussion and Open Items • Update on Procurement of Vehicle Lease for the Board of Directors • Update on Human Resources Policy Related to Incentives • Approval of Consortium for PLN Batam Project	100%	-
22 Juli 2025 July 22, 2025	• Briefing, Roundtable dan Open Items • Update Rencana Pelaksanaan Random Test • Update Kebijakan Bisnis Pengadaan • Update Kebutuhan Anggaran PPI EASA, Tools Obsolete dan Proyek Reaktivasi • Update Arus Kas	• Briefing, Roundtable Discussion and Open Items • Update on Plan for Random Test Implementation • Update on Business Procurement Policy • Update on Budget Requirements for EASA PPI, Obsolete Tools, and Reactivation Project • Cash Flow Update	100%	-
28 Juli 2025 July 28, 2025	• Briefing, Roundtable Discussion and Open Items • Update Perubahan Pola Kerja TL Support Project Reaktivasi • Update Kebutuhan Anggaran PPI EASA, Tools Obselete dan Project Reaktivasi • Reorganisasi TB TJ • Update Kerjasama Pengelolaan Hangar Oman dan Aerospace Park Kertajati (TD) • Update Arus Kas	• Briefing, Roundtable Discussion and Open Items • Update on Changes in Work Pattern for TL Support Reactivation Project • Update on Budget Requirements for EASA PPI, Obsolete Tools, and Reactivation Project • TB TJ Reorganization • Update on Oman Hangar Management Cooperation and Kertajati Aerospace Park (TD) • Cash Flow Update	100%	-
4 Agustus 2025 August 4, 2025	• Briefing, Roundtable Discussion and Open Items • Update Lanjutan Kebutuhan Anggaran PPI EASA, Tools Obselete dan Project Reaktivasi • Kebijakan Penempatan Pegawai di PT ANI • Update Arus Kas	• Briefing, Roundtable Discussion, and Open Items • Update on Continued Budget Requirements for EASA PPI, Obsolete Tools, and Reactivation Project • Employee Placement Policy at PT ANI • Cash Flow Update	100%	-
11 Agustus 2025 August 11, 2025	• Briefing, Roundtable Discussion and Open Items • Update Proses Pengadaan Sewa Fuel Truck • Update Kebutuhan Anggaran EASA Reinstatement • Update Kebijakan Ikatan Dinas • Update Audit Laporan Keuangan Juni 2025 • Update Arus Kas	• Briefing, Roundtable Discussion, and Open Items • Update on Fuel Truck Lease Procurement Process • Update on Budget Requirements for EASA Reinstatement • Update on Bond Agreement Policy • Update on June 2025 Financial Statements Audit • Cash Flow Update	100%	-
19 Agustus 2025 August 19, 2025	• Briefing, Roundtable Discussion and Open Items • Update Persetujuan Penambahan Manpower Material Handling dan Structure Hangar • Update Kebijakan Uang Transpor Team Reaktivasi di PTDI • Update Improvement RWS dan Holding Area	• Briefing, Roundtable Discussion, and Open Items • Update and Approval for Additional Manpower in Material Handling and Hangar Structure • Update on Transportation Allowance Policy for Reactivation Team at PTDI • Update on RWS and Holding Area Improvements	100%	-

Risalah Rapat Internal Direksi
Minutes of Internal Meeting

Tanggal Date	**Agenda Rapat**	**Meeting Agenda**	**Kehadiran** Presence	**Alasan Ketidakhadiran** Reasons for Absence
25 Agustus 2025 August 25, 2025	• Update Materi One on One Meeting DZGA • Update Skema Inbreng Lahan API	• Update on One-on-One Meeting Materials with DZGA • Update on API Land Inbreng Scheme	100%	-
29 Agustus 2025 August 29, 2025	• Briefing, Roundtable Discussion and Open Items • Persetujuan Penunjukan Konsultan Perbaikan TAT dan Profit Margin • Update Kertajati • Update Arus Kas	• Briefing, Roundtable Discussion, and Open Items • Approval for Appointment of Consultant for TAT Improvement and Profit Margin • Update on Kertajati • Cash Flow Update	75%	Perjalanan Dinas ke Batam untuk Agenda Signing MOU GMF – PLN Batam Official Trip to Batam for the MoU Signing between GMF and PLN Batam
2 September 2025 September 2, 2025	• Briefing, Roundtables Discussion • Persetujuan Penambahan Manpower DHO • Update Hangar FLT • Update Arus Kas	• Briefing, Roundtable Discussion • Approval for Additional Manpower DHO • Update on Hangar FLT • Cash Flow Update	100%	-
8 September 2025 September 8, 2025	• Briefing, Roundtable Discussion and Open Items • Update TQH Narrow Body Improvement Plan • Update Arus Kas	• Briefing, Roundtable Discussion, and Open Items • Update on TQH Narrow Body Improvement Plan • Cash Flow Update	100%	-
15 September 2025 September 15, 2025	• Briefing, Roundtable Discussion & Open Item • Persetujuan Aksi Korporasi Penambahan Modal Non Tunai (Inbreng) Lahan API • Update Ketentuan Ikatan Dinas dan Leadership Training (L1- Group Head dan Talent Group Head) • Update Arus Kas	• Briefing, Roundtable Discussion & Open Items • Approval of Corporate Action for Non-Cash Capital Increase (Inbreng) of API Land • Update on Bond Policy and Leadership Training (L1 – Group Head and Talent Group Head) • Cash Flow Update	100%	-
22 September 2025 September 22, 2025	• Briefing, Roundtable Discussion & Open Item • Update Renoir Project Week 1	• Briefing, Roundtable Discussion & Open Items • Update on Renoir Project Week 1	100%	-
23 September 2025 September 23, 2025	• Update Receiving Area • Update Arus Kas	• Update on Receiving Area • Cash Flow Update	100%	-
30 September 2025 September 30, 2025	• Briefing, Roundtable Discussion & Open Item • Update Organisasi TQH • Update Usulan Pengajuan Fasilitas Perpajakan PPN • Update Arus Kas	• Briefing, Roundtable Discussion & Open Items • Update on TQH Organization • Update on VAT Facility Proposal • Cash Flow Update	100%	-
6 Oktober 2025 October 6, 2025	• Briefing, Roundtable Discussion & Open Item • Update Progress Finding Airbus untuk EASA Reinstatement • Update Progress Kondisi Receiving Area • Update Rencana Analyst Meeting PMHMETD • Update Arus Kas	• Briefing, Roundtable Discussion & Open Items • Update on Airbus Findings for EASA Reinstatement • Update on Receiving Area Condition Progress • Update on Analyst Meeting Plan for PMHMETD • Cash Flow Update	100%	-

Risalah Rapat Internal Direksi
Minutes of Internal Meeting

Tanggal Date	**Agenda Rapat**	**Meeting Agenda**	**Kehadiran** Presence	**Alasan Ketidakhadiran** Reasons for Absence
15 Oktober 2025 October 15, 2025	• Briefing, Roundtable Discussion & Open Item • Update RKAP 2026 • Update Evaluasi Pola Kerja TLN • Pembahasan Penyesuaian Layanan Citilink • Update Arus Kas	• Briefing, Roundtable Discussion & Open Items • Update on 2026 RKAP • Update on Evaluation of TLN Work Pattern • Discussion on Citilink Service Adjustment • Cash Flow Update	100%	-
20 Oktober 2025 October 20, 2025	• Briefing, Roundtable Discussion & Open Item • Update Regulatory Compliance Performance dan Disciplinary Points • Update Rencana Kerjasama Konsorsium Rainbow • Update Arus Kas	• Briefing, Roundtable Discussion & Open Items • Update on Regulatory Compliance Performance and Disciplinary Points • Update on Rainbow Consortium Cooperation Plan • Cash Flow Update	100%	-
27 Oktober 2025 October 27, 2025	• Briefing, Roundtable Discussion & Open Item • Persetujuan Harga Pelaksanaan HMETD • Update Arus Kas	• Briefing, Roundtable Discussion & Open Items • Approval of HMETD Exercise Price • Cash Flow Update	100%	-
3 November 2025 November 3, 2025	• Briefing, Roundtable Discussion & Open Item • Update GSE Readiness • Update Ketentuan Pola Kerja Shift 12 Jam dan Rencana Pembangunan Sport Center • Update Proses Scrap Gudang ANI • Update Arus Kas	• Briefing, Roundtable Discussion & Open Items • Update on GSE Readiness • Update on 12-Hour Shift Work Pattern Policy and Sports Center Development Plan • Update on ANI Warehouse Scrap Process • Cash Flow Update	100%	-
10 November 2025 November 10, 2025	• Briefing, Roundtable Discussion & Open Item • Persetujuan KSO GMF BIJB untuk Pengembangan Kertajati • Update Arus Kas	• Briefing, Roundtable Discussion & Open Items • Approval of GMF BIJB Joint Operation (KSO) for Kertajati Development • Cash Flow Update	100%	-
17 November 2025 November 17, 2025	• Briefing, Roundtable Discussion & Open Item • Update Rencana RFP Subcont Module Engine • Update Materi Rapat Dewan Komisaris GA • Update Arus Kas	• Briefing, Roundtable Discussion & Open Items • Update on RFP Plan for Engine Subcontract Module • Update on Materials for GA Board of Commissioners Meeting • Cash Flow Update	100%	-
24 November 2025 November 24, 2025	• Briefing, Roundtable Discussion & Open Item • Update Arus Kas • Pembahasan Materi Rapat Dewan Komisaris GA untuk Reaktivasi • Pembahasan Materi Rapat Dewan Komisaris GA untuk Capital Injection Airframe dan Engine • Pembahasan Recruitment Strategy & Progress dan Ketentuan & Panduan Pakaian Kerja	• Briefing, Roundtable Discussion & Open Items • Cash Flow Update • Discussion on GA Board of Commissioners Meeting Materials for Reactivation • Discussion on GA Board of Commissioners Meeting Materials for Airframe and Engine Capital Injection • Discussion on Recruitment Strategy & Progress and Work Attire Policy & Guidelines	100%	-

Risalah Rapat Internal Direksi
Minutes of Internal Meeting

Tanggal Date	Agenda Rapat	Meeting Agenda	Kehadiran Presence	Alasan Ketidakhadiran Reasons for Absence
1 Desember 2025 December 1, 2025	• Briefing, Roundtable Discussion & Open Item • Persetujuan Direksi untuk Penunjukan Accountable Manager JV Oman • Review Kelanjutan Kontrak IPP Asaku • Review dan Evaluasi Tenaga Alih Daya • Update Mock Up GGD • Update Arus Kas	• Briefing, Roundtable Discussion & Open Items • Approval for Appointment of Accountable Manager for JV Oman • Review of Continuation of IPP Asaku • Contract Review and Evaluation of Outsourced Personnel • Update on GGD Mock-Up • Cash Flow Update	100%	-
9 Desember 2025 December 9, 2025	• Briefing, Roundtable Discussion & Open Item • Update Rencana Kuasi Reorganisasi • Update MSA Agreement GE/CFM - GMF • Update Arus Kas	• Briefing, Roundtable Discussion & Open Items • Update on Quasi-Reorganization Plan • Update on MSA Agreement GE/CFM – GMF • Cash Flow Update	80%	Perjalanan Dinas ke Malang Official Trip to Malang
15 Desember 2025 December 15, 2025	• Briefing, Roundtable Discussion & Open Item • Update Innovation • Update KPI Corporate 2026 • Update Organisasi TD, TM, TP dan TR • Update Arus Kas	• Briefing, Roundtable Discussion & Open Items • Update on Innovation • Update on Corporate KPI 2026 • Update on Organization TD, TM, TP, and TR • Cash Flow Update	100%	-
22 Desember 2025 December 22, 2025	• Briefing, Roundtable Discussion & Open Item • Update Hasil Audit EASA • Update PSAK 118 • Update Kebijakan SDM • Update Arus Kas	• Briefing, Roundtable Discussion & Open Items • Update on EASA Audit Results • Update on PSAK 118 Update on HR Policy • Cash Flow Update	100%	-
29 Desember 2025 December 29, 2025	• Briefing, Roundtable Discussion & Open Item • Update Action Plan to GA • Update Persetujuan Project Oman • Update Arus Kas	• Briefing, Roundtable Discussion & Open Items • Update on Action Plan to GA • Update on Approval of Oman Project • Cash Flow Update	100%	-

Total Kehadiran Direksi dan Dewan Komisaris Dalam Rapat

Secara total, terdapat 64 kali rapat yang wajib dihadiri oleh Direksi sepanjang tahun 2025 mencakup rapat internal antara Direktur dan rapat gabungan dengan Dewan Komisaris. Rata-rata persentase kehadiran Direksi dalam seluruh rapat tersebut sepanjang tahun 2025 adalah 99%.

Selain itu, Dewan Komisaris mengadakan 26 kali rapat yang wajib dihadiri oleh masing-masing anggota sepanjang tahun 2025 mencakup rapat internal antar Komisaris dan rapat gabungan dengan Direksi. Rata-rata persentase kehadiran Dewan Komisaris dalam seluruh rapat tersebut sepanjang tahun 2025 adalah 99,07%.

Attendance of the Board of Directors and Board of Commissioners in All Meeting

In total, there were 64 meetings that the Board of Directors was required to attend throughout 2025, including internal meetings among Directors and joint meetings with the Board of Commissioners. The average attendance of the Board of Directors at all these meetings throughout 2025 was 99%.

Additionally, the Board of Commissioners held 26 meetings that each member was required to attend throughout 2025, including internal meetings among Commissioners and joint meetings with the Board of Directors. The average attendance of the Board of Commissioners at all these meetings throughout 2025 was 99,07%.

Kehadiran Direksi dan Dewan Komisaris dalam Rapat [ESG G-02]
Attendance of the Board of Directors and Board of Commissioners in Meetings [ESG G-02]

Uraian Description	**Jumlah Rapat** Number of Meetings	**Rata-rata Persentase Kehadiran Direksi/Komisaris dalam Rapat** Average Attendance Rate of the Board of Directors/Board of Commissioners in Meeting
Jumlah Kehadiran Direksi ke Rapat Attendance of the Board of Directors in Meeting	64	99%
Jumlah Kehadiran Dewan Komisaris ke Rapat Attendance of the Board of Commissioners in Meeting	26	99,07%

PENGUNGKAPAN HUBUNGAN AFILIASI DEWAN KOMISARIS DAN DIREKSI

Pengungkapan hubungan afiliasi mencakup hubungan keluarga dan hubungan keuangan. Bentuk hubungan keuangan termasuk di antaranya utang-piutang, kerja sama bisnis, karyawan dan perusahaan, dan sebagainya. Sedangkan bentuk hubungan keluarga mencakup hubungan istimewa terutama yang disebabkan hubungan pertalian darah seperti suami/istri/anak/orang tua/saudara kandung/ipar, dan sebagainya.

DISCLOSURE OF AFFILIATION AMONG BOARD OF COMMISSIONERS AND DIRECTORS

Affiliated relations include family and financial relationships. The financial relationships are accounts receivable, business cooperation, employees and companies, and so on. The family relationship includes special relationships of blood ties such as husband/wife/children/parents/siblings/in-laws, and so on.

Nama dan Posisi Name and Position	**Hubungan Afiliasi** Affiliation			**Kepengurusan pada Perusahaan/ Institusi Lain** Position in Other Companies		
	Dewan Komisaris Board of Commissioners	**Direksi** Board of Directors	**Pemegang Saham Utama dan Pengendali** Major and Controlling Shareholders	**Sebagai Anggota Direksi** As member of Board of Directors	**Sebagai Anggota Dewan Komisaris** As Member of Board of Commissioners	**Jabatan Lainnya** Other Position
Dewan Komisaris Board of Commissioners						
Menjabat Hingga Akhir Tahun 2025 Serving Until the End of 2025						
Oki Yanuar Komisaris Utama/Independen President/Independent Commissioner	Tidak None	Tidak None	Tidak None	Tidak None	Tidak None	Tidak None
Dean Arslan Komisaris Independen Independent Commissioner	Tidak None	Tidak None	Tidak None	Tidak None	Ya Yes	Tidak None
Giring Ganesha Djumaryo Komisaris Commissioner	Tidak None	Tidak None	Tidak None	Tidak None	Tidak None	Ya Yes
Sugiharto Prapto Komisaris Commissioner	Tidak None	Tidak None	Tidak None	Tidak None	Tidak None	Tidak None
Menjabat hingga 5 Juni 2025 Serving until June 5, 2025						
Dharmadi Komisaris Utama President Commissioner	Tidak None	Tidak None	Tidak None	Tidak None	Tidak None	Ya Yes

Nama dan Posisi Name and Position	Hubungan Afiliasi Affiliation			Kepengurusan pada Perusahaan/ Institusi Lain Position in Other Companies		
	Dewan Komisaris Board of Commissioners	Direksi Board of Directors	Pemegang Saham Utama dan Pengendali Major and Controlling Shareholders	Sebagai Anggota Direksi As member of Board of Directors	Sebagai Anggota Dewan Komisaris As Member of Board of Commissioners	Jabatan Lainnya Other Position
Rahmat Hanafi Komisaris Commissioner	Tidak None	Tidak None	Ya Yes	Ya Yes	Tidak None	Tidak None
Ali Gunawan Komisaris Independen Independent Commissioner	Tidak None	Tidak None	Tidak None	Ya Yes	Ya Yes	Tidak None
Abhan Komisaris Independen Independent Commissioner	Tidak None	Tidak None	Tidak None	Tidak None	Tidak None	Tidak None
Agit Atriantio Komisaris Independen Independent Commissioner	Tidak None	Tidak None	Tidak None	Tidak None	Tidak None	Ya Yes
Direksi Board of Directors						
Menjabat Hingga Akhir Tahun 2025 Serving Until the End of 2025						
Andi Fahrurrozi Direktur Utama CEO	Tidak None	Tidak None	Tidak None	Tidak None	Tidak None	Tidak None
Bobi Gumelar Raspati Direktur Base Management Director of Base Management	Tidak None	Tidak None	Tidak None	Tidak None	Tidak None	Tidak None
Mitra Piranti Direktur Sumber Daya Manusia Director of Human Capital	Tidak None	Tidak None	Tidak None	Tidak None	Tidak None	Tidak None
Tri Hartono Direktur Keuangan Director of Finance	Tidak None	Tidak None	Tidak None	Tidak None	Tidak None	Tidak None
Endang Tardiana Direktur Line Operation Director of Line Operation	Tidak None	Tidak None	Tidak None	Tidak None	Tidak None	Tidak None
Menjabat hingga 5 Juni 2025 Serving until June 5, 2025						
Irvan Pribadi Direktur Base Operation Director of Base Operations	Tidak None	Tidak None	Tidak None	Tidak None	Tidak None	Tidak None
Pudjo Sarwoko Direktur Human Capital & Corporate Affairs Director of Human Capital & Corporate Affairs	Tidak None	Tidak None	Tidak None	Tidak None	Ya Yes	Tidak None
Salusra Satria Direktur Keuangan Director of Finance	Tidak None	Tidak None	Tidak None	Tidak None	Tidak None	Tidak None
Mukhtaris Direktur Line Operation Director of Line Operation	Tidak None	Tidak None	Tidak None	Tidak None	Tidak None	Tidak None

Rangkap Jabatan Dewan Komisaris

Kebijakan rangkap jabatan Dewan Komisaris telah diatur dalam Anggaran Dasar dan Pedoman Dewan Komisaris. Seluruh Dewan Komisaris Perseroan pada waktu bersamaan tidak diperbolehkan merangkap jabatan dengan ketentuan sebagai berikut:

1. Mempunyai jabatan sebagai anggota Direksi BUMN, Badan Usaha Milik Daerah (BUMD), Badan Usaha Milik Swasta, kecuali rangkap jabatan sebagai Direksi pada BUMN yang merupakan pemegang saham pengendali Perseroan atau apabila diatur lain oleh peraturan perundang-undangan;
2. Mempunyai jabatan sebagai pengurus partai politik dan/atau anggota legislative dan/atau calon kepala daerah/wakil kepala daerah;
3. Mempunyai jabatan lainnya sesuai dengan ketentuan peraturan perundang-undangan; dan/atau
4. Mempunyai jabatan lain yang dapat menimbulkan benturan kepentingan.
5. Anggota Dewan Komisaris dapat merangkap jabatan sebagai:
6. Anggota Direksi paling banyak pada 2 (dua) Emiten atau Perusahaan Publik lain; dan
7. Anggota Dewan Komisaris paling banyak pada 2 (dua) Emiten atau Perusahaan Publik lain.

Pada akhir tahun 2025, terdapat 2 (dua) orang anggota Dewan Komisaris Perseroan yang mempunyai jabatan rangkap di luar GMF. Informasinya telah disampaikan di "Profil Perusahaan", sub-bab "Profil Dewan Komisaris" dari setiap Komisaris yang menjabat per akhir 2025.

Rangkap Jabatan Direksi

Sebagaimana diatur dalam Anggaran Dasar dan Pedoman Direksi, anggota Direksi GMF dilarang merangkap jabatan sebagai:

1. Anggota Direksi pada BUMN, Badan Usaha Milik Daerah (BUMD), dan badan usaha milik swasta;
2. Anggota Dewan Komisaris/Dewan Pengawas pada Badan Usaha Milik Swasta;
3. Jabatan struktural dan fungsional lainnya pada instansi/lembaga pemerintah pusat/dan/atau daerah;
4. Jabatan Jabatan lainnya sesuai dengan ketentuan dalam peraturan perundang-undangan, pengurus partai politik dan/atau calon/anggota legislative dan/atau calon kepala daerah, wakil kepala daerah; dan/atau;
5. Jabatan lain yang berpotensi menimbulkan benturan kepentingan dengan perusahaan yang bersangkutan;
6. Anggota Dewan Komisaris pada perusahaan swasta, kecuali:
7. Anggota Dewan Komisaris pada Anak Perusahaan atau perusahaan patungan antara Perseroan dengan pihak lainnya, dengan ketentuan hanya berhak atas akumulasi penghasilan sebagai anggota Dewan Komisaris pada satu atau lebih Anak Perusahaan/Perusahaan patungan

Concurrent Position of the Board of Commissioners

The concurrent policy for the Board of Commissioners refers to the Articles of Association and the Board of Commissioners Manual. The Company's Board of Commissioners is not allowed to hold concurrent positions as follow:

1. Having a position as a member of the Directors of SOEs, Regionally Owned Enterprises (BUMD), Business Entities Private owned, except for concurrent positions as Directors of BUMN that are the holders Company's controlling shares or if regulated other by statutory regulations;
2. Has a position as a manager of a political party and/or legislative members and/or candidates for head region/deputy head of region;
3. Having other positions in accordance with the provisions of the legislation; and/or
4. Having another position that can give rise to conflict of interest.
5. Members of the Board of Commissioners can concurrently position as:
6. Members of the Board of Directors are no more than 2 (two) Issuers or other public companies; and
7. Members of the Board of Commissioners are at most 2 (two) Issuers or other Public Companies.

As of the end of 2025, there were 2 (two) members of the Company's Board of Commissioners who held a concurrent position outside GMF. The information has been disclosed in the chapter "Company Profile," sub-chapters "Profile of the Board of Commissioners" of each Commissioner in position as of the end of 2025.

Concurrent Position of the Board of Directors

As stipulated in the Articles of Association and Guidelines for Directors, members of the GMF Directors are prohibited concurrently serving as:

1. Member of the Board of Directors of SOEs, Owned Enterprises Regions ("BUMD"), and private-owned business entities;
2. Members of the Board of Commissioners/Supervisory Board in Private Enterprises;
3. Other structural and functional positions in central government agencies/institutions/and/or area;
4. Other positions in accordance with the provisions in statutory regulations, management political parties and/or candidates/legislative members and/or regional head, deputy regional head candidates; and/or;
5. Other positions that have the potential to cause conflicts of interest with that company concerned;
6. Members of the Board of Commissioners of a private company, except:
7. Member of the Board of Commissioners of a Subsidiary or a joint venture between the Company with other parties, with provisions only is entitled to the accumulation of income as a member of the Board of Commissioners at one or more Subsidiaries/

maksimal sebesar 30% (tiga puluh persen dari gaji anggota Direksi yang bersangkutan di Perseroan, sedangkan penghasilan lain atau selebihnya diserahkan menjadi penghasilan Perseroan;

8. Anggota Dewan Komisaris untuk mewakili atau memperjuangkan kepentingan Perseroan (seperti pada PT Bursa Efek Indonesia) atau anggota Dewan Komisaris karena kewajiban yang ditentukan oleh peraturan perundang-undangan.

Pada akhir tahun 2025, terdapat 2 (dua) anggota Direksi Perseroan yang mempunyai jabatan rangkap di luar GMF. Informasinya telah disampaikan di "Profil Perusahaan", sub-bab "Profil Direksi" dari setiap Direktur yang menjabat per akhir 2025.

PENGUNGKAPAN KEPEMILIKAN SAHAM DEWAN KOMISARIS DAN DIREKSI

Kepemilikan saham anggota Dewan Komisaris dan Direksi, baik di GMF ataupun perusahaan lainnya senantiasa diungkapkan secara berkala melalui daftar kepemilikan saham anggota Dewan Komisaris dan Direksi. Seluruh anggota Dewan Komisaris dan Direksi wajib menyampaikan transaksi pembelian dan penjualan surat berharga kepada Sekretaris Perusahaan Otoritas Jasa Keuangan (OJK) paling lambat 3 (tiga) hari sejak terjadinya transaksi.

Demi menjaga independensi, Komisaris Independen tidak diperkenankan, baik langsung maupun tidak langsung, memilikI saham GMF. Walaupun demikian, di sepanjang tahun 2025, setiap anggota Dewan Komisaris Perusahaan tercatat tidak memiliki saham GMF.

Pada akhir tahun 2025, terdapat seorang Direktur yang memiliki saham GMF secara langsung melalui program Employee Stock Allocation ("ESA") pada saat IPO GMF dan yang bersangkutan masih aktif sebagai pegawai GMF dan juga terdapat dua Direktur lainnya yang memiliki saham GMF. Selain itu, tidak terdapat perubahan kepemilikan saham GMF oleh anggota Dewan Komisaris dan Direksi lainnya di sepanjang tahun 2025. Perihal ini, telah disampaikan oleh Sekretaris Perusahaan melalui laporan daftar kepemilikan saham secara berkala ke Otoritas Jasa Keuangan.

Joint ventures a maximum of 30% (thirty percent of salary the relevant Directors in the Company, while other income or the rest turned over to the Company's income;

8. Members of the Board of Commissioners to represent or fight for the interests of the Company (such as on PT Indonesia Stock Exchange) or members The Board of Commissioners because of its obligations determined by statutory regulations.

As of the end of 2025, there were 2 (two) members of the Company's Board of Directors who held a concurrent position outside GMF. The information has been disclosed in the chapter "Company Profile," sub-chapters "Profile of the Board of Directors" of each Director in position as of the end of 2025.

DISCLOSURE OF SHARE OWNERSHIP AMONG THE BOARD OF COMMISSIONERS AND DIRECTORS

Share ownership of members of the Board of Commissioners and Board of Directors, whether at GMF or other companies, is always disclosed periodically through the share ownership list of members of the Board of Commissioners and Board of Directors. All members of the Board of Commissioners and Board of Directors must submit the securities transactions to the Corporate Secretary of the Financial Services Authority (OJK) not more than 3 (three) days after the transaction date.

To maintain its independence, the Independent Commissioners are not allowed, either directly or indirectly, to own GMF shares. However, throughout 2025, each member of the Company's Board of Commissioners did not own any share at GMF.

At the end of 2025, there was one Director who directly owned GMF shares through the Employee Stock Allocation ("ESA") program during GMF's IPO, and who remained an active employee of GMF. In addition, there were two other Directors who also held GMF shares. Meanwhile, there were no changes in GMF share ownership by other members of the Board of Commissioners and Board of Directors throughout 2025. This information has been reported by the Corporate Secretary through periodic share ownership reports to the Financial Services Authority (Otoritas Jasa Keuangan).

Nama dan Posisi Name and Position	**Kepemilikan Saham** Share Ownership		
	GMF	**PT Garuda Indonesia (Persero) Tbk**	**Perusahaan Lain (di atas 5%)** Other Company (above 5%)
Dewan Komisaris Board of Commissioners			
Menjabat Hingga Akhir Tahun 2025 Serving Until the End of 2025			
Oki Yanuar Komisaris Utama/Independen President/Independent Commissioner	Nihil None	...	...
Dean Arslan Komisaris Independen Independent Commissioner	Nihil None	...	...
Giring Ganesha Djumaryo Komisaris Commissioner	Nihil None	...	...
Sugiharto Prapto Komisaris Commissioner	Nihil None	...	...
Menjabat hingga 5 Juni 2025 Serving until June 5, 2025			
Dharmadi Komisaris Utama President Commissioner	Nihil None	Nihil None	Nihil None
Rahmat Hanafi Komisaris Commissioner	Nihil None	3,846,004 lembar saham | shares	Nihil None
Ali Gunawan Komisaris Independen Independent Commissioner	Nihil None	Nihil None	Nihil None
Abhan Komisaris Independen Independent Commissioner	Nihil None	Nihil None	Nihil None
Agit Atriantio Komisaris Independen Independent Commissioner	Nihil None	Nihil None	Nihil None
Direksi Board of Directors			
Menjabat Hingga Akhir Tahun 2025 Serving Until the End of 2025			
Andi Fahrurrozi Direktur Utama CEO	2,300,500 lembar saham | shares	Nihil None	Nihil None
Bobi Gumelar Raspati Direktur Base Management Director of Base Management	Nihil None	...	...
Mitra Piranti Direktur Sumber Daya Manusia Director of Human Capital	Nihil None	...	...
Tri Hartono Direktur Keuangan Director of Finance	Nihil None	...	...
Endang Tardiana Direktur Line Operation Director of Line Operation	Nihil None	...	...
Menjabat hingga 5 Juni 2025 Serving until June 5, 2025			
Irvan Pribadi Direktur Base Operation Director of Base Operations	62,800 lembar saham | shares	Nihil None	Nihil None

Nama dan Posisi Name and Position	Kepemilikan Saham Share Ownership		
	GMF	PT Garuda Indonesia (Persero) Tbk	Perusahaan Lain (di atas 5%) Other Company (above 5%)
Pudjo Sarwoko Direktur Human Capital & Corporate Affairs Director of Human Capital & Corporate Affairs	89,200 lembar saham | shares	Nihil None	Nihil None
Salusra Satria Direktur Keuangan Director of Finance	Nihil None	Nihil None	Nihil None
Mukhtaris* Direktur Line Operation Director of Line Operation	Nihil None	25,460 lembar saham | shares	275,000 lembar saham | shares

*) Mengundurkan diri pada 30 Juni 2025, pengukuhan pengunduran diri pada RUPSLB 26 September 2025. | Resigned from his position on June 30, 2025, with the approval given during the EGMS on September 27, 2025.

KEBIJAKAN PEMBERIAN PINJAMAN BAGI DEWAN KOMISARIS DAN DIREKSI

Sebagaimana diatur dalam Piagam Dewan Komisaris dan Piagam Direksi, Perseroan tidak memberikan fasilitas pinjaman kepada anggota Dewan Komisaris dan Direksi dalam menjaga implementasi GCG.

KEBIJAKAN PENGUNDURAN DIRI DEWAN KOMISARIS DAN DIREKSI APABILA TERLIBAT DALAM KEJAHATAN KEUANGAN

Sebagaimana diatur dalam Piagam Dewan Komisaris dan Piagam Direksi, anggota Dewan Komisaris dan Direksi yang telah terbukti terlibat dalam kejahatan keuangan melalui penetapan status terpidana dari pihak yang berwenang, wajib mengundurkan diri dari jabatannya. Adapun kejahatan keuangan yang dimaksud seperti manipulasi dan berbagai bentuk penggelapan dalam kegiatan jasa keuangan serta Tindakan Pidana Pencucian Uang sebagaimana dimaksud dalam Undang-Undang Nomor 8 Tahun 2010 tentang Pencegahan dan Pemberantasan Tindak Pidana Pencucian Uang.

LOAN POLICY FOR THE BOARD OF COMMISSIONERS AND DIRECTORS

As stipulated in both Manual of the Board of Commissioners and Directors, the Company does not provide loan facilities to either of them ensuring the maintenance of GCG implementation.

POLICIES ON RESIGNATION OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS IF INVOLVED IN FINANCIAL CRIMES

As stipulated in both Manual of the Board of Commissioners and Directors, members who are proven to be involved in financial crimes and are convicted by the legal authority, are required to resign from their positions. The financial crimes referred to include manipulation and various forms of embezzlement in financial services activities, as well as criminal acts of money laundering as outlined in Law Number 8 of 2010 concerning Prevention and Eradication of the Crime of Money Laundering.

Sekretaris Dewan Komisaris
Secretary to the Board of Commissioners

Sekretaris Dewan Komisaris merupakan organ pendukung Dewan Komisaris yang bertugas memastikan Dewan Komisaris menerapkan prinsip-prinsip GCG sesuai dengan *best practices* dan peraturan perundang-udangan yang berlaku. Selain itu, Sekretaris Dewan Komisaris juga mempunyai tugas dan fungsi untuk melakukan kegiatan administrasi dan kesekretariatan sesuai fungsi Dewan Komisaris sebagai pengawas pengelolaan Perseroan.

The Secretary to the Board of Commissioners is the Board's supporting organ to ensure that the Board applies the best practice of GCG principles according to the prevailing laws and regulations. The Secretary to the Board of Commissioners has to carry out administrative and secretarial activities of the Board as the supervisor of the Company's management.

MASA JABATAN

Sekretaris Dewan Komisaris memiliki masa jabatan 3 (tiga) tahun terhitung sejak Surat Keputusan yang mengangkatnya, dan dapat diperpanjang 2 (dua) tahun. Dewan Komisaris memiliki hak untuk memberhentikan sekretarisnya sewaktu-waktu sesuai dengan ketentuan yang berlaku.

TERM OF OFFICE

The Secretary to the Board of Commissioners has a 3 (three) year period since his appointment Decree and can be extended for 2 (two) more term. The Board of Commissioners has the right to dismiss its secretary at any time as regulated.

PROFIL SEKRETARIS DEWAN KOMISARIS

Sekretaris Dewan Komisaris dijabat oleh Yogi Aditama, yang ditunjuk kembali berdasarkan Surat Keputusan Dewan Komisaris No. DEKOM-GMF/SKEP/5001/25.

PROFILE OF THE SECRETARY TO THE BOARD OF COMMISSIONERS

The Secretary of the Board of Commissioners is Yogi Aditama, who was appointed based on the Decree of the Board of Commissioners No. DEKOM-GMF/SKEP/5001/25.

Yogi Aditama
Sekretaris Dewan Komisaris
Secretary to the Board of Commissioners

Periode Jabatan Period	Periode jabatan pertama yang berlaku 2020-2023, dan diperpanjang untuk periode kedua yaitu 2023-2025. Serving his first term from 2020 to 2023, and extended from 2023 until 2025.	
Data Pribadi Personal Data	Warga Negara Indonesia Usia 34 tahun Kelahiran Kediri, 14 November 1990	Indonesian Citizen 34 years old Born in Kediri, November 14, 1990
Domisili Domicile	Tangerang, Banten, Indonesia	
Pendidikan Education	Magister (S2) Ilmu Hukum, Universitas Indonesia Master's Degree in Law from the University of Indonesia	
Pengalaman Kerja Work Experience	• SM *Subsidiaries & Affiliations*—PT Garuda Indonesia (Persero) Tbk (2022-sekarang) • GCG *Analyst*—PT Garuda Indonesia (Persero) Tbk (2019-2022) • *Corporate Governance Analyst*—PT GMF Aero Asia Tbk (2019-2020) • GCG *Compliance Officer*—PT GMF Aero Asia Tbk (2017-2018) • GCG Analyst—PT GMF Aero Asia Tbk (2018) • *Legal Officer*—PT GMF Aero Asia (2014-2017)	• SM Subsidiaries & Affiliations—PT Garuda Indonesia (Persero) Tbk (2022-present) • GCG Analyst—PT Garuda Indonesia (Persero) Tbk (2019-2022) • Corporate Governance Analyst—PT GMF Aero Asia Tbk (2019-2020) • GCG Compliance Officer—PT GMF Aero Asia Tbk (2017-2018) • GCG Analyst—PT GMF Aero Asia Tbk (2018) • Legal Officer—PT GMF Aero Asia (2014-2017)

Latar Belakang Pendidikan dan/atau Sertifikasi Profesi yang Berlaku Educational Background and/or Valid Professional Certificates	Pelatihan dan Workshop: • Professional Commissioners Program (15-16 Februari 2025), PT Garuda Indonesia (Persero) Tbk • Workshop Subsidiary Governance (19-20 September 2024), PT Dinamika Pasifik Solusindo ("DPS Consulting") • Training Finnon: Understanding Financial Statement (2-4 Oktober 2024), PPM Manajemen Sertifikasi: • Pendidikan Profesi Konsultan Hukum Pasal Modal Dasar 1 • Certified Governance Professional • Certified Risk Management Officer	Training and Workshop: • Professional Commissioners Program (15-16 Februari 2025), PT Garuda Indonesia (Persero) Tbk • Workshop Subsidiary Governance (19-20 September 2024), PT Dinamika Pasifik Solusindo ("DPS Consulting") • Training Finnon: Understanding Financial Statement (2-4 Oktober 2024), PPM Manajemen Certification: • Legal Consultant Professional Education Article Basic Capital 1 • Certified Governance Professional • Certified Risk Management Officer

TUGAS DAN TANGGUNG JAWAB SEKRETARIS DEWAN KOMISARIS

Dalam melaksanakan tugasnya, Sekretaris Dewan Komisaris mengacu pada Pedoman Kerja yang tercantum dalam Pedoman Direksi dan Dewan Komisaris, dengan tugas dan tanggung jawab sebagai berikut:

1. Mengkoordinasikan pengurusan komunikasi dan penyelenggaraan administrasi Dewan Komisaris dan kesekretariatan Dewan Komisaris sesuai hukum dan prinsip GCG;
2. Mempersiapkan keputusan terhadap usulan perbuatan hukum Direksi yang memerlukan persetujuan tertulis Dewan Komisaris;
3. Mempersiapkan materi awal dalam hal nasihat yang akan disampaikan oleh Dewan Komisaris kepada Direksi;
4. Mempersiapkan pendapat dan saran (tanggapan) Dewan Komisaris yang akan disampaikan kepada Rapat Umum Pemegang Saham mengenai RJPP, RKAP dan Laporan Tahunan;
5. Mempersiapkan tugas Dewan Komisaris dalam menyusun program kerja tahunan dan dimasukkan ke dalam RKAP;
6. Mempersiapkan usulan Dewan Komisaris kepada RUPS mengenai Akuntan Publik yang akan digunakan oleh Perseroan;
7. Membuat risalah rapat Dewan Komisaris dan menyampaikan aslinya kepada Perseroan serta menyimpan salinannya;
8. Mempersiapkan materi laporan tentang tugas pengawasan yang telah dilakukan oleh Dewan Komisaris selama tahun buku terkait pada RUPS;
9. Mempersiapkan Panggilan Rapat Dewan Komisaris secara tertulis yang ditandatangani oleh Komisaris Utama atau oleh anggota Dewan Komisaris yang ditunjuk oleh Komisaris Utama dan disampaikan kepada Anggota Dewan Komisaris dalam jangka waktu paling lambat 3 (tiga) hari sebelum rapat diadakan atau dalam waktu yang lebih singkat jika dalam keadaan mendesak, dengan tidak memperhitungkan tanggal panggilan dan tanggal rapat;
10. Membuat risalah rapat yang memuat dinamika rapat yang mencerminkan akuntabilitas setiap peserta rapat, serta evaluasi terhadap pelaksanaan keputusan rapat sebelumnya; dan

DUTIES AND RESPONSIBILITIES OF THE SECRETARY TO THE BOARD OF COMMISSIONERS

In carrying out its duties, the Secretary to the Board of Commissioners refers to the Guidelines listed in the Guidelines in the Board Manual as follows:

1. Coordinating the management of communication and administration of the Board of Commissioners and the Secretariat of the Board of Commissioners in accordance with the law and GCG principles;
2. Prepare a decision on the proposed legal actions of the Board of Directors that require written approval from the Board of Commissioners;
3. Prepare preliminary material in terms of advice to be submitted by the Board of Commissioners to the Board of Directors;
4. Prepare the opinions and suggestions (responses) of the Board of Commissioners which will be submitted to the General Meeting of Shareholders regarding RJPP, RKAP and Annual Report;
5. Prepare the duties of the Board of Commissioners in preparing the annual work program and incorporated into the RKAP;
6. Prepare the Board of Commissioners' proposal to the GMS regarding Public Accountants to be used by the Company;
7. Make minutes of Board of Commissioners' meetings and submit the originals to the Company and keep a copy of them;
8. Preparing report material about the supervisory tasks that have been carried out by the Board of Commissioners during the relevant fiscal year at GMS;
9. Prepare a Notice for the Meeting of the Board of Commissioners in writing signed by the President Commissioner or by a member of the Board of Commissioners appointed by the President Commissioner and submitted to the Members of the Board of Commissioners no later than 3 (three) days before the meeting is held or in a shorter period if in an emergency, not counting the date of the summons and the date of the meeting;
10. Make minutes of meeting containing the dynamics of the meeting that reflects the accountability of each meeting participant, as well as an evaluation of the implementation of the decisions of the previous meeting; and

11. Melaksanakan kewajiban lainnya yang ditugaskan oleh Dewan Komisaris.

PENGEMBANGAN KOMPETENSI SEKRETARIS DEWAN KOMISARIS

Pada tahun 2025, Sekretaris Dewan Komisaris mengikuti sejumlah program pendidikan yang dapat dilihat pada Laporan Keberlanjutan dalam Laporan Terintegrasi ini.

KEBIJAKAN REMUNERASI

Remunerasi Sekretaris Dewan Komisaris ditetapkan oleh Dewan Komisaris dengan memperhatikan kemampuan Perseroan. Besaran dan jenis penghasilan Sekretaris Dewan Komisaris selama setahun tidak lebih besar dari penghasilan organ pendukung Dewan Komisaris lainnya. Besaran dan jenis penghasilan Sekretaris Dewan Komisaris terdiri dari:

1. Honorarium maksimal sebesar 10% (sepuluh persen) dari gaji Direktur Utama Perusahaan;
2. Tunjangan; dan/atau
3. Tantiem atau insentif kerja.

LAPORAN PELAKSANAAN TUGAS

Sekretaris Dewan Komisaris telah melakukan berbagai kegiatan dalam mendukung pelaksanaan tugas pengawasan Dewan Komisaris dan menyampaikan laporan pelaksanaan tugasnya sepanjang tahun 2025, antara lain meliputi:

1. Menyusun Rencana Kerja dan Anggaran (RKA) Dewan Komisaris;
2. Menyusun program pelatihan Dewan Komisaris;
3. Mempersiapkan dan menghadiri kegiatan RUPS dalam RUPS RKAP dan RUPS Laporan Pertanggungjawaban Keuangan Tahunan;
4. Menyelenggarakan Rapat Internal Dewan Komisaris;
5. Menyelenggarakan Rapat Dewan Komisaris dengan Direksi;
6. Menyelenggarakan Rapat Dewan Komisaris dengan Komite Dewan Komisaris;
7. Mengkoordinasikan anggota komite, jika diperlukan, dalam rangka memperlancar tugas Dewan Komisaris;
8. Membuat Risalah Rapat Dewan Komisaris dan menyampaikan aslinya kepada Perusahaan serta menyimpan salinannya;
9. Mempersiapkan materi laporan rutin kepada Pemegang Saham tentang tugas pengawasan yang telah dilakukan oleh Dewan Komisaris;
10. Menyusun, mempersiapkan dan melengkapi kelengkapan GCG assessment aspek Dewan Komisaris;

11. Carry out other obligations assigned by the Board of Commissioners.

COMPETENCY DEVELOPMENT FOR THE SECRETARY TO THE BOARD OF COMMISSIONERS

In 2025, the Secretary to the Board of Commissioners has participated in several educational programs that are available in the Sustainability Report of this Integrated Report.

REMUNERATION POLICY

The Board of Commissioners determines the remuneration of its secretary by paying attention to the Company's capabilities. The amount and type of annual remuneration for the secretary are not greater than the income of other supporting bodies of the Board of Commissioners. The amount and type of remuneration of the Secretary to the Board of Commissioners consist of:

1. An honorarium not more than 10% (ten percent) of the President Director's salary;
2. Allowances; and/or
3. Rewards or work incentives.

REPORT OF DUTIES

The Secretary to the Board of Commissioners has done various activities in supporting the Board of Commissioners in terms of supervision and submitted its work reports throughout 2025 as follows:

1. Prepared the Board of Commissioners' Work Plan and Budget (RKA);
2. Developed training programs for the Board of Commissioners;
3. Prepared for and attend GMS activities, including the RKAP GMS and the Annual Financial Accountability Report GMS;
4. Organized internal meetings of the Board of Commissioners;
5. Organized meetings between the Board of Commissioners and the Board of Directors;
6. Organized meetings between the Board of Commissioners and the Committees under the Board of Commissioners;
7. Coordinated committee members, if necessary, to facilitate the duties of the Board of Commissioners;
8. Prepared minutes of the Board of Commissioners' meetings and submit the originals to the Company while retaining copies;
9. Prepared materials for routine reports to Shareholders regarding the supervisory duties carried out by the Board of Commissioners;
10. Compiled, prepared, and completed documentation for GCG assessment aspects related to the Board of Commissioners;

11. Mempersiapkan materi dan review dalam hal nasihat dan tanggapan yang akan disampaikan oleh Dewan Komisaris kepada Direksi;
12. Mempersiapkan keputusan terhadap usulan perbuatan hukum Direksi yang memerlukan persetujuan tertulis Dewan Komisaris;
13. Memastikan bahwa Dewan Komisari mematuhi peraturan perundang-undangan serta menerapkan prinsip tata kelola perusahaan yang baik;
14. Memberikan informasi yang dibutuhkan oleh Dewan Komisaris secara berkala dan/atau sewaktu-waktu apabila diminta;
15. Sebagai penghubung *(liaison officer)* Dewan Komisaris/Dewan Pengawas BUMN dengan pihak lain.

11. Prepared materials and conduct reviews for advice and responses to be delivered by the Board of Commissioners to the Board of Directors; and
12. Prepared decrees on proposed legal actions of the Board of Directors that require written approval from the Board of Commissioners;
13. Ensured that the Board of Commissioners complies with laws and regulations and implements good corporate governance principles;
14. Provided information required by the Board of Commissioners on a regular and/or ad hoc basis when requested;
15. Acted as a liaison officer for the Board of Commissioners/Supervisory Board of SOEs with other parties.

GMF memiliki sejumlah Komite yang berperan penting untuk memastikan keberlanjutan usaha, terutama dalam hal implementasi GCG terhadap manajemen risiko. Komite-komite tersebut memiliki Pedoman Kerja yang telah diunggah di situs web resmi GMF dan dapat diakses oleh publik.

GMF owns several committees with important roles to support business sustainability, particularly in implementing GCG principles on risk management. Those Committees work according to the Charter as guideline that has been been uploaded to the official website of GMF and accessible for the public.

CLICK HERE

Komite Audit
Audit Committee

Komite Audit merupakan organ pendukung Dewan Komisaris yang bertugas untuk memberikan pendapat secara independen dan profesional mengenai pengendalian internal, keterbukaan, dan pelaporan keuangan. Komite Audit melakukan kajian terhadap akuntan publik dan meningkatkan praktik GCG sehubungan dengan tugas dan fungsi pengawasan Dewan Komisaris.

Seluruh anggota Komite Audit diangkat dan diberhentikan oleh Dewan Komisaris. Komite Audit dibentuk dengan mengacu pada Peraturan OJK No. 55/POJK.04/2015 tentang Pembentukan dan Pelaksanaan Kerja Komite Audit.

MASA JABATAN

Komite Audit memiliki masa jabatan 3 (tiga) tahun terhitung sejak Surat Keputusan yang mengangkatnya dan dapat diperpanjang satu kali selama 2 (dua) tahun masa jabatan. Dewan Komisaris memiliki hak untuk memberhentikan anggota komite sewaktu-waktu sesuai dengan ketentuan yang berlaku.

KUALIFIKASI ANGGOTA

Pembentukan dan Susunan Keanggotaan:
1. Komite Audit dibentuk dengan Keputusan Dewan Komisaris dan bertanggung jawab kepada Dewan Komisaris.
2. Komite Audit paling sedikit terdiri dari 3 (tiga) orang anggota yang berasal dari Komisaris Independen dan Pihak dari luar.
3. Komite Audit merangkap Anggota yang merupakan Komisaris Independen.
4. Anggota Audit lainnya merupakan Pihak yang berasal dari luar Perusahaan.

Persyaratan Keanggotaan
1. Komisaris Independen:
   a. Komisaris Independen wajib memenuhi persyaratan sebagaimana diatur dalam Peraturan Otoritas Jasa Keuangan Nomor 33/POJK. 04/2014 tentang Direksi Dan Dewan Komisaris Emiten atau Perusahaan Publik;
2. Anggota Audit:
   a. Wajib memiliki integritas yang tinggi, kemampuan, pengetahuan, pengalaman sesuai dengan bidang pekerjaannya, serta mampu berkomunikasi dengan baik;

Audit Committee is the Board of Commissioners' supporting body to provide independent and professional opinions concerning internal control, transparency, and financial report. Audit Committee evaluates the public accountants and improves GCG practices concerning the Board of Commissioners' supervisory duties and function.

Audit Committee members are appointed and dismissed by the Board of Commissioners. Audit Committee was formed by referring to OJK Regulation No. 55/ POJK.04/2015 concerning the Establishment and Implementation of the Audit Committee's Work.

TERM OF OFFICE

The office period for Audit Committee is set for 3 (three) years, starting from the issuance of his appointment Decree with an extension of another 2 (two) years. The Board of Commissioners has the right to dismiss the committee's members at any time as the regulation allows.

QUALIFICATIONS

Formation and Composition:
1. The Audit Committee is formed by Decision Board of Commissioners and is responsible to Board of Commissioners.
2. The Audit Committee consists of at least 3 (three) members who come from Commissioners Independent and outside parties.
3. The Audit Committee is concurrently a Member is an Independent Commissioner.
4. Other Audit members are parties from outside the Company.

Requirements:
1. Independent Commissioner:
   a. Independent Commissioners must fulfill requirements as regulated Financial Services Authority Number 33/POJK. 04/2014 concerning the Board of Directors and the Board of Commissioners of an Issuer or a public company;
2. Audit Members:
   a. Must have high integrity, ability, knowledge, experience according to the field his job, and able to communicate well;

b. Wajib memahami laporan keuangan, bisnis perusahaan khususnya yang terkait dengan layanan jasa atau kegiatan usaha Emiten atau Perusahaan Publik, proses audit, manajemen risiko, dan peraturan perundang-undangan di bidang Pasar Modal serta peraturan perundang-undangan terkait lainnya;
c. Wajib mematuhi kode etik Komite Audit yang ditetapkan oleh Perseroan;
d. Bersedia meningkatkan kompetensi secara terus menerus melalui pendidikan dan pelatihan;
e. Wajib memiliki paling sedikit 1 (satu) anggota yang berlatar belakang pendidikan dan keahlian di bidang akuntansi dan keuangan;

f. Wajib memiliki paling sedikit 1 (satu) anggota yang memahami industri/bisnis Perseroan;
g. Dapat menyediakan waktu yang cukup untuk menyelesaikan tugasnya;
h. Bukan merupakan orang dalam Kantor Akuntan Publik, Kantor Konsultan Hukum, Kantor Jasa Penilai Publik atau pihak lain yang memberi jasa asurans, jasa non-asurans, jasa penilai dan/atau jasa konsultasi lain kepada Perseroan yang bersangkutan dalam waktu 6 (enam) bulan terakhir;
i. Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan Perseroan tersebut dalam waktu 6 (enam) bulan terakhir, kecuali Komisaris Independen;
j. Tidak mempunyai saham langsung maupun tidak langsung pada Perseroan;
k. Dalam hal anggota Komite Audit memperoleh saham Perseroan baik langsung maupun tidak langsung akibat suatu peristiwa hukum, saham tersebut wajib dialihkan kepada pihak lain dalam jangka waktu paling lama 6 (enam) bulan setelah diperolehnya saham tersebut;
l. Tidak mempunyai hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi, atau Pemegang Saham Utama Perseroan; dan
m. Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Emiten atau Perusahaan Publik.

b. Must understand financial statements, business companies specifically related to Issuer services or business activities Public Company, audit process, management risk, and statutory regulations at Capital Market sector and legislation other related;

c. Must comply with the Audit Committee's code of ethics determined by the Issuer or Public Company;
d. Willing to increase competence continuously continuously through education and training;
e. Required to have at least 1 (one) member with educational background and expertise in the field of education background and expertise in the field of accounting and finance;
f. Required to have at least 1 (one) member who understand the Company's industry/business;
g. Can provide sufficient time to complete his/her duties;
h. Not an insider of the Public Accounting Firm, Legal Consultant Office, Public Appraisal Service Office or other parties that provide assurance services, nonassurance services, appraisal services and/or other consulting services to Company concerned within the last 6 (six) the last 6 (six) months;
i. Not a person who works or has authority and responsibility for planning, leading, controlling, or supervising the activities of activities of the Company within the last 6 (six) months last 6 (six months), except for Independent Commissioner;

j. Has no direct or indirect shares directly or indirectly in the Company;
k. In the event that a member of the Audit Committee acquires shares Company either directly or indirectly as a result of a legal event, the shares must be transferred to other parties within a maximum period of 6 (six) months after the acquisition of the shares;
l. Has no affiliation with any member of the members of the Board of Commissioners, members of the Board of Directors, or Major of the Company; and
m. Has no business relationship, either directly or indirectly related to the business activities of the Issuer or Public Company.

KOMPOSISI ANGGOTA KOMITE AUDIT

COMPOSITION OF AUDIT COMMITTEE MEMBERS

Komposisi Anggota Komite Audit per 31 Desember 2025
Composition of Audit Committee Members as of December 31, 2025

Nama Name	**Jabatan** Position	**Dasar Pengangkatan** Basis of Appointment	**Masa Jabatan** Term of Office	**Periode Jabatan** Office Period
Ali Gunawan*	Ketua/Komisaris Independen Chair/Independent Commissioner	SK DEKOM-GMF/SKEP/5002/21 tanggal 23 September 2021 SK DEKOM-GMF/SKEP/5002/21 dated September 23rd, 2021	Mengikuti masa jabatan sebagai Komisaris Independen Followed his term as Independent Commissioner	

Komposisi Anggota Komite Audit per 31 Desember 2025
Composition of Audit Committee Members as of December 31, 2025

Nama Name	**Jabatan** Position	**Dasar Pengangkatan** Basis of Appointment	**Masa Jabatan** Term of Office	**Periode Jabatan** Office Period
Dean Arslan**	Ketua/Komisaris Indepen Chair/Independent Commissioner	SK DEKOM-GMF/SKEP/5002/25 tanggal 18 Juni 2025 SK DEKOM-GMF/SKEP/5002/21 dated June 18th, 2025	Mengikuti masa jabatan sebagai Komisaris Independen Followed his term as Independent Commissioner	
Oki Yanuar**	Anggota/Komisaris Utama/ Komisaris Independen Member/President Commissioner/ Independent Commissioner	SK DEKOM-GMF/SKEP/5002/25 tanggal 18 Juni 2025 SK DEKOM-GMF/SKEP/5002/21 dated June 18th, 2025	Mengikuti masa jabatan sebagai Komisaris Utama/Komisaris Independen	
Dodi Yasendri	Anggota Member	SK DEKOM-GMF/SKEP/5002/24 tanggal 4 Oktober 2024 SK DEKOM-GMF/SKEP/5002/24 dated October 4, 2024	24 September 2024 s.d 24 September 2026 September 24, 2024 to September 23, 2026	Kedua Second
Edward Okky Avianto	Anggota Member	SK DEKOM-GMF/SKEP/5002/23 tanggal 05 Juli 2023 Decree DEKOM-GMF/ SKEP/5002/23 dated July 5, 2023	5 Juli 2023 s.d 5 Juli 2026 July 5, 2023 until July 5, 2026	Pertama First

*) Diberhentikan sebagai Ketua Komite Audit & Kebijakan Tata Kelola Perusahaan (Corporate Governance) melalui Surat Keputusan Dewan Komisaris Perseroan No. DEKOM-GMF/SKEP/5002/25 tanggal 18 Juni 2025 tentang Penetapan Komite Audit sebagai Organ Pendukung Dewan Komisaris PT Garuda Maintenance Facility Aero Asia Tbk. | Dismissed as Chairman of the Audit & Corporate Governance Policy Committee through the Board of Commissioners Decree No. DEKOM-GMF/SKEP/5002/25 dated June 18, 2025 concerning the Establishment of the Audit Committee as a Supporting Organ of the Board of Commissioners of PT Garuda Maintenance Facility Aero Asia Tbk.

**) Diangkat sebagai Ketua dan Anggota Komite Audit Perseroan melalui Surat Keputusan Dewan Komisaris Perseroan No. DEKOM-GMF/SKEP/5002/25 tanggal 18 Juni 2025 tentang Penetapan Komite Audit sebagai Organ Pendukung Dewan Komisaris PT Garuda Maintenance Facility Aero Asia Tbk. | Appointed as Chairman and Member of the Company's Audit Committee through the Board of Commissioners Decree No. DEKOM-GMF/SKEP/5002/25 dated June 18, 2025 concerning the Establishment of the Audit Committee as a Supporting Organ of the Board of Commissioners of PT Garuda Maintenance Facility Aero Asia Tbk.

PROFIL ANGGOTA KOMITE AUDIT

Profil Ketua Komite Audit, Dean Arslan, dapat dilihat di profil Dewan Komisaris pada bab Profil Perusahaan dalam Laporan Terintegrasi ini.

PROFILE OF AUDIT COMMITTEE MEMBERS

The Audit Committee Chair profile, Dean Arslan, is available in the Board of Commissioners's Profile in the Company Profile chapter of this Integrated Report.

Dodi Yasendri
Anggota
Member

Data Pribadi Personal Data	Warga Negara Indonesia Usia 64 tahun Kelahiran Jember, 21 April 1960 Berdomisili di Jakarta	Indonesian Citizens 64 years old Born in Jember, April 21, 1960 Domiciled in Jakarta
Pendidikan Education	Sarjana Teknik, Jurusan Mechanical Engineering dari Institut Teknologi Sepuluh Nopember (1985) Bachelor of Engineering, Majoring in Mechanical Engineering from the Sepuluh Nopember Institute of Technology (1985)	
Pengalaman Kerja Work Experience	• Executive Program Manager (2016-2019) • Vice President Component Services (2015-2016) • Vice President Engineering Services (2013-2015)	
Rangkap Jabatan Concurrent Position	Tidak memiliki rangkap jabatan di dalam dan luar GMF. No concurrent position within and outside of GMF.	

Edward Okky Avianto **Anggota** Member		
Data Pribadi Personal Data	Warga Negara Indonesia Usia 58 tahun Kelahiran Bandung, 23 Oktober 1966 Berdomisili di Tangerang Selatan	Indonesian Citizens 58 years old Born in Bandung, October 23, 1966 Domiciled in Tangerang Selatan
Pendidikan Education	Sarjana, Jurusan Administrasi Niaga dari Universitas Katolik Parahyangan (1993) Bachelor of Commerce Administration from Parahyangan Catholic University (1993)	
Pengalaman Kerja Work Experience	• Komisaris PT Garuda Daya Pratama Sejahtera (2021-2023) • Commissioner of PT Garuda Daya Pratama Sejahtera (2021-2023) • Direktur Keuangan PT Garuda Maintenance Facility Aero Asia Tbk (2018-2022) • Finance Director of PT Garuda Maintenance Facility Aero Asia Tbk (2018-2022) • Direktur Keuangan & Investasi DPGA (2018) • DPGA Finance & Investment Director (2018)	
Rangkap Jabatan Concurrent Position	Tidak memiliki rangkap jabatan di dalam dan luar GMF. No concurrent position within and outside of GMF.	

INDEPENDENSI DAN RANGKAP JABATAN KOMITE AUDIT

Anggota Komite Audit harus berasal dari pihak yang independen dan salah seorang anggotanya memiliki keahlian dalam bidang akuntansi dan/atau keuangan serta salah seorang anggotanya juga memahami industri/bisnis Perseroan. Persyaratan ini penting untuk menghindari adanya benturan kepentingan dalam proses pengambilan keputusan.

INDEPENDENCY AND CONCURRENT POSITION OF AUDIT COMMITTEE

Audit Committee members must be independent, with a member being an expert in accounting and/or finance. This requirement is important to avoid conflicts of interest in the decision-making process.

Independensi Anggota Komite Audit
Indepedency of Audit Committee Members

Kriteria Independensi Independence Criteria	**Ali Gunawan**	**Dean Arsla**	**Oki Yanuar**	**Dodi Yasendri**	**Edward Okky Avianto**
Bukan Anggota Manajemen Not a Management Member	Terpenuhi Fulfilled	Terpenuhi Fulfilled	Terpenuhi Fulfilled	Terpenuhi Fulfilled	Terpenuhi Fulfilled
Bebas dari hubungan usaha dan hubungan lainnya yang dapat mempengaruhi keputusan Free from business relationships and others that can influence decisions	Terpenuhi Fulfilled	Terpenuhi Fulfilled	Terpenuhi Fulfilled	Terpenuhi Fulfilled	Terpenuhi Fulfilled
Bukan pemegang saham mayoritas perusahaan atau pegawai yang berhubungan langsung dengan pemegang saham mayoritas Perseroan Not the majority shareholder of the company or employees who deal directly with the majority shareholder of the Company	Terpenuhi Fulfilled	Terpenuhi Fulfilled	Terpenuhi Fulfilled	Terpenuhi Fulfilled	Terpenuhi Fulfilled
Bukan pegawai atau pernah bekerja sebagai eksekutif pada Perseroan atau anggota perusahaan afiliasi, setidaknya 3 (tiga) tahun sebelum menjadi anggota Komite Not an employee or has worked as an executive in a company or a member of an affiliated company, at least 3 (three) years before becoming a member of the Committee	Terpenuhi Fulfilled	Terpenuhi Fulfilled	Terpenuhi Fulfilled	Terpenuhi Fulfilled	Terpenuhi Fulfilled
Bukan penasihat atau konsultan utama profesional yang material bagi Perseroan atau perusahaan afiliasi, atau pegawai yang berhubungan langsung dengan penyedia jasa, setidaknya 3 (tiga) tahun sebelum menjadi anggota Komite Not a professional advisor or principal consultant for the Company or affiliated company, or employees who deal directly with the service provider, at least 3 (three) years before becoming a member of the Committee	Terpenuhi Fulfilled	Terpenuhi Fulfilled	Terpenuhi Fulfilled	Terpenuhi Fulfilled	Terpenuhi Fulfilled

Independensi Anggota Komite Audit
Indepedency of Audit Committee Members

Kriteria Independensi Independence Criteria	**Ali Gunawan**	**Dean Arsla**	**Oki Yanuar**	**Dodi Yasendri**	**Edward Okky Avianto**
Bukan pemasok atau pelanggan utama dari Perseroan atau afiliasi atau pegawai dari/atau yang berhubungan langsung atau tidak langsung dengan pemasok atau pelanggan utama Not a supplier or main customer of the Company or its affiliation or employee of/or who has direct or indirect contact with the main supplier or customer	Terpenuhi Fulfilled	Terpenuhi Fulfilled	Terpenuhi Fulfilled	Terpenuhi Fulfilled	Terpenuhi Fulfilled
Tidak memiliki hubungan perjanjian dengan Perseroan atau perusahaan afiliasi lainnya sebagai Direksi Has no agreement relationship with the Company or other affiliated companies as Directors	Terpenuhi Fulfilled	Terpenuhi Fulfilled	Terpenuhi Fulfilled	Terpenuhi Fulfilled	Terpenuhi Fulfilled

PEDOMAN KERJA: PIAGAM KOMITE AUDIT

Dalam menjalankan tugasnya, Komite Audit telah dilengkapi dengan pedoman kerja yang ditetapkan melalui Piagam Komite Audit. Sehubungan dengan perubahan nomenklatur komite serta penyesuaian terhadap ketentuan yang berlaku dan kebutuhan Perseroan, Dewan Komisaris telah melakukan penetapan dan pemutakhiran Piagam Komite Audit pada tahun 2025 berdasarkan Surat Keputusan Dewan Komisaris Nomor DEKOM-GMF/SKEP/5007/25 tanggal 17 November 2025 tentang Penetapan Piagam Komite Dewan Komisaris serta Pedoman Nominasi Direksi dan Dewan Komisaris Tahun 2025.

Piagam Komite Audit tersebut menjadi pedoman bagi Komite Audit dalam melaksanakan tugas dan tanggung jawabnya untuk membantu Dewan Komisaris dalam menjalankan fungsi pengawasan. Piagam dimaksud antara lain mengatur mengenai latar belakang; visi dan misi; maksud dan tujuan; keanggotaan; struktur organisasi, tugas, tanggung jawab dan wewenang; prosedur dan tata cara kerja; kebijakan rapat; pelaporan; penanganan pengaduan; program pengembangan; kerahasiaan; serta ketentuan penutup.

TUGAS DAN TANGGUNG JAWAB

Tugas dan tanggung jawab Komite Audit sesuai Piagam Komite Audit yaitu:

1. Melakukan telaah atas efektivitas sistem pengendalian intern dan efektivitas pelaksanaan tugas eksternal auditor dan internal auditor;
2. Melakukan telaah dan memantau proses audit dan proses pelaporan keuangan Perseroan;
3. Memberikan rekomendasi kepada Dewan Komisaris mengenai penunjukan auditor eksternal,
4. Melakukan penelaahan atas informasi keuangan yang akan dikeluarkan antara lain laporan keuangan, proyeksi dan informasi keuangan lainnya;
5. Memantau kepatuhan perusahaan pada peraturan dan regulasi terkait dengan usaha Perseroan;

WORK GUIDELINES: AUDIT COMMITTEE CHARTER

Audit Committee works according to the working guidelines in the Audit Committee Charter. Following the change in the committee nomenclature as well as adjustments to the prevailing regulations and the Company's needs, the Board of Commissioners updated and enacted the Audit Committee Charter in 2025 pursuant to the Board of Commissioners' Decree No. DEKOM-GMF/SKEP/5007/25 dated 17 November 2025 regarding the Stipulation of the Board Committees Charter and the Nomination Guidelines for the Board of Directors and the Board of Commissioners for 2025.

The Audit Committee Charter serves as a guideline for the Audit Committee in performing its duties and responsibilities to assist the Board of Commissioners in carrying out its supervisory function. The Charter sets out, among others, the background; vision and mission; purpose and objectives; membership; organizational structure, duties, responsibilities and authorities; work procedures; meetings; reporting and complaint handling; development program; confidentiality; and closing provisions.

DUTIES AND RESPONSIBILITIES

Duties and Responsibilities of Audit Committee according to Audit Committee Charter are as follows:

1. Reviewing the effectiveness of the internal control system and the effectiveness of the performance of external auditors and internal auditors;
2. Reviewing and monitoring the audit process and the Company's financial reporting process;
3. Provide recommendations to the Board of Commissioners regarding the appointment of an external auditor;
4. Reviewing financial information that will be issued, including financial statements, projections and other financial information;
5. Monitor company compliance with rules and regulations related to the Company's business;

6. Menelaah dan memberikan rekomendasi kepada Dewan Komisaris terkait dengan adanya potensi benturan kepentingan;
7. Menyusun dan memutakhirkan Piagam Komite Audit sesuai dengan perkembangan bisnis dan kebutuhan Perseroan;
8. Mengadakan rapat secara berkala dengan auditor internal dan eksternal untuk membahas hasil evaluasi dan hasil audit atas pengendalian internal serta kualitas laporan keuangan,
9. Melaksanakan tugas-tugas lain yang diberikan oleh Dewan Komisaris, khususnya dalam bidang yang terkait dengan akuntansi dan keuangan, penerapan tata kelola, serta kewajiban lain sesuai regulasi terkait.

6. Reviewing and providing recommendations to the Board of Commissioners related to potential conflicts of interest;
7. Develop and update the Audit Committee Charter in accordance with business development and the needs of the Company;
8. Holding regular meetings with internal and external auditors to discuss the evaluation results and audit results on internal control and the quality of financial statements;
9. Carry out other tasks assigned by the Board of Commissioners, particularly in the fields related to accounting and finance, governance implementation, and other obligations in accordance with relevant regulations.

RAPAT KOMITE AUDIT

Kebijakan rapat Komite Audit mengacu pada Piagam Komite Audit yang mengatur rapat dilakukan sekali setiap triwulan. Keputusan rapat diambil berdasarkan musyawarah mufakat. Jalannya rapat, perbedaan pendapat *(dissenting opinion)* dan keputusan yang diambil dalam rapat Komite wajib dicatat dan didokumentasikan dengan baik dalam risalah rapat. Risalah rapat tersebut ditandatangani oleh Ketua dan Anggota Komite serta didistribusikan kepada Ketua Komite, Sekretaris Dewan Komisaris dan peserta rapat.

Pada tahun 2025, Komite Audit melakukan rapat sebanyak 8 kali rapat. Berikut informasi mengenai risalah dan rekapitulasi kehadiran rapat-rapat Komite Audit.

AUDIT COMMITTEE MEETING

The meeting policy of the Audit Committee refers to the Audit Committee Charter, which stipulates that meetings are to be held once every quarter. Meeting resolutions are made based on deliberation and consensus. The proceedings of the meetings, any differences of opinion (dissenting opinions), and the resolutions adopted must be properly recorded and documented in the meeting minutes. The minutes of the meetings are signed by the Chairman and Members of the Committee and distributed to the Chairman of the Committee, the Secretary of the Board of Commissioners, and meeting participants.

In 2025, the Audit Committee held a total of 9 meetings. The following is information regarding the minutes and attendance of the Audit Committee meetings.

Rekapitulasi Kehadiran Komite Audit pada Rapat
Recapitulation of the Presence of Audit Committee at the Meeting

Anggota Komite Audit Audit Committee Members	**Jumlah Wajib Rapat** Number of Mandatory Meeting	**Jumlah Kehadiran** Number of Presence	**Kehadiran** Presence
Ali Gunawan Ketua Chairman	2	2	100%
Dean Arslan Ketua Chairman	6	6	100%
Dodi Yasendri Anggota Member	8	8	100%
Edward Okky Avianto Anggota Member	6	6	100%
Oki Yanuar Anggota Member	6	6	100%
Rata-rata Average			**100%**

Risalah Rapat Komite Audit
Minutes of Audit Committee Meeting

Tanggal Date	**Agenda Rapat** Meeting Agenda	**Kehadiran** Presence	**Alasan Ketidakhadiran** Reasons for Absence
20 Maret 2025 March 20, 2025	*Closing Meeting* LK Audited 2024 Closing Meeting Audited FS for 2024	100%	-
16 April 25 April 16, 2025	*Update* Internal Audit Internal Audit Update	100%	-
17 Juli 2025 July 17, 2025	Rapat Pemantauan Progres Audit SPI Q2 Q2 SPI Audit Progress Monitoring Meeting	100%	-
30 Juli 2025 July 30, 2025	Pembahasan Evaluasi Kebijakan Pengadaan dan Kebijakan Manajemen Risiko Discussion on Procurement Policy Evaluation and Risk Management Policy	100%	-
25 September 25 September 25, 2025	Pembahasan Kajian KSO dengan BIJB Discussion on KSO Review with BIJB	100%	-
6 Oktober 2025 October 6, 2025	Pembahasan Kajian KSO dengan BIJB Discussion on KSO Review with BIJB	100%	-
4 November 25 November 4, 2205	Rapat Pemantauan Progres Audit SPI Q3 Q3 SPI Audit Progress Monitoring Meeting	100%	-
5 Desember 2025 December 5, 2025	Audit Plan 2026 2026 Audit Plan	100%	-

KEBIJAKAN REMUNERASI

Remunerasi anggota Komite Audit ditetapkan oleh Dewan Komisaris. Ketentuan pemberian honorarium untuk Anggota Komite Dewan Komisaris diatur berdasarkan ketentuan berikut:

1. Honorarium setiap bulannya;
2. Fasilitas kesehatan berupa rawat inap, rawat jalan, dan obat-obatan bagi yang bersangkutan, tidak termasuk keluarga;
3. Tunjangan hari raya yang dibayarkan sekali dalam 1 tahun sebesar 1 kali honorarium;
4. Anggota Dewan Komisaris yang menjadi ketua atau anggota Komite tidak diberikan penghasilan tambahan dari jabatan tersebut selain Penghasilan sebagai anggota Dewan Komisaris Perseroan; dan
5. Fasilitas kesehatan tidak diberikan jika Anggota Komite Dewan Komisaris berstatus sebagai pegawai Garuda Indonesia Group.

PENGEMBANGAN KOMPETENSI KOMITE AUDIT

Komite Audit memiliki ketentuan yang termuat di Piagam Komite Komite Audit terkait peningkatan kompetensi secara berkesinambungan untuk anggota, khususnya untuk menyeleraskan dengan perkembangan usaha dan kondisi Perseroan.

Informasi mengenai daftar kegiatan pelatihan dan peningkatan kompetensi yang diikuti Komite Audit sepanjang tahun 2025 dapat dilihat pada Laporan Keberlanjutan dalam Laporan Terintegrasi ini.

REMUNERATION POLICY

The remuneration of Audit Committee members was determined by the Board of Commissioners. The honorarium for members of the Board of Commissioners' Committee are regulated based on the following:

1. Monthly honorarium;
2. Health facilities including inpatient care, outpatient care, and medication for the individual, excluding family members;
3. Holiday allowance paid once a year, equivalent to one month of honorarium;
4. Members of the Board of Commissioners who serve as Chair or members of a Committee do not receive additional income from that position other than their remuneration as members of the Company's Board of Commissioners; and
5. Health facilities are not provided if the Committee Member of the Board of Commissioners holds employee status within the Garuda Indonesia Group.

COMPETENCY DEVELOPMENT FOR AUDIT COMMITTEE

The Audit Committee has provisions set out in the Audit Committee Committee Charter regarding the continuous enhancement of members' competencies, particularly to ensure alignment with business developments and the Company's conditions.

Information on the list of training and competency development programs of Audit Committee in 2025 is available in the Sustainability Report within this Integrated Report.

PENCAPAIAN KOMITE AUDIT

Pencapaian Rencana Kerja Komite Audit tahun 2025 disampaikan sebagai berikut:

ACHIEVEMENT OF AUDIT COMMITTEE

The achievement of Audit Committee 2025 Work Plan is as follows:

No.	Rencana Kerja Komite Audit 2025 Audit Committee 2025 Work Plan	Realisasi Realization
A.	**Komite Audit** Audit Committee	
1.	Membuat Program Kerja Tahunan Komite Audit Making the Annual Work Program of Audit Committee	100%
2.	Menyusun Piagam Komite Audit serta memutakhirkannya dari waktu ke waktu sesuai dengan perkembangan bisnis dan kebutuhan Perseroan Prepare the Audit Committee Charter and update it from time to time in accordance with business development and the Company needs	100%
3.	Membuat laporan berkala Triwulanan dan Tahunan kepada Dewan Komisaris, yangminimal memuat perbandingan realisasi kegiatan dengan program kerja tahunan serta substansi hasil kegiatan dan rekomendasinya yang diungkapkan dalam Laporan Tahunan Perseroan Make quarterly and annual reports to the Board of Commissioners, which at least contains a comparison of the realization of activities with the annual work program as well as the substance of the results of its activities and recommendations disclosed in the Company's Annual Report	100%
4.	Membuat laporan khusus kepada Dewan Komisaris yang berisi laporan setiap temuan yang diperkirakan dapat mengganggu efektivitas Perseroan Make a special report to the Board of Commissioners that contains reports of any findings that are expected to interfere with the Company's effectiveness	100%
B.	**Audit** Audit	
1.	Melakukan penelaahan atas informasi keuangan yang akan dikeluarkan Perseroan kepada publik dan/atau pihak otoritas antara lain laporan keuangan, proyeksi, dan laporan lainnya terkait dengan informasi keuangan Perseroan Reviewing the financial information to be released by the Company to the public and/or authorities, including financial statements, projections and other reports related to the Company's financial information	100%
2.	Melakukan penelaahan atas ketaatan terhadap peraturan perundang-undangan yang berhubungan dengan kegiatan Perusahaan, Anggaran Dasar, dan perjanjian dengan pihak ketiga Reviewing compliance with laws and regulations relating to Company activities, Articles of Association, and agreements with third parties	100%
3.	Memberikan pendapat independen dalam hal terjadi perbedaan pendapat antara manajemen dan akuntan atas jasa yang diberikannya Reviewing compliance with laws and regulations relating to Company activities, Articles of Association, and agreements with third parties	N/A
4.	Memberikan rekomendasi kepada Dewan Komisaris mengenai penunjukan Akuntan yangdidasarkanpada independensi, ruang lingkup penugasan, dan imbalan jasa Provide recommendations to the Board of Commissioners regarding the appointment of an accountant based on independence, the scope of the assignment, and compensation for services	100%
5.	Melakukan pemeriksaan oleh auditor internal dan auditor eksternal serta mengawasi pelaksanaan tindak lanjut oleh penelaahan atas pelaksanaan Direksi atas temuan auditor internal dan auditor eksternal Conduct audits by internal auditors and external auditors and oversee the implementation of follow-up by a review of the implementation of the Board of Directors on the findings of internal auditors and external auditors	100%
6.	Melakukan penelaahan atas efektivitas sistem pengendalian intern dan efektivitas pelaksanaan tugas auditor internal dan auditor eksternal. Reviewing the effectiveness of the internal control system and the effectiveness of the implementation of internal auditor and external auditor tasks	100%
7.	Menelaah pengaduan yang berkaitan dengan proses akuntansi dan pelaporan keuangan Perseroan Examining complaints relating to the Company's accounting and financial reporting processes	N/A
8.	Menelaah dan memberikan saran kepada Dewan Komisaris terkait dengan adanya potensi benturan kepentingan Emiten atau Perusahaan Publik Analyzing and giving advice to the Board of Commissioners related to the potential conflict of interests of Issuers or Public Companies	N/A

No.	Rencana Kerja Komite Audit 2025 Audit Committee 2025 Work Plan	Realisasi Realization
C.	**Tata Kelola Perusahaan yang Baik** Good Corporate Governance	
1.	Meninjau dan melakukan telaah atas penerapan prinsip-prinsip dan persyaratan-persyaratan Tata Kelola yang berlaku di Perseroan serta memastikan bahwa prinsip-prinsip dan persyaratan-persyaratan tersebut masih relevan serta telah dilaksanakan sepenuhnya di Perseroan Review and evaluate the application of the principles and requirements of Governance that apply in the Company and ensure that the principles and requirements are still relevant and have been fully implemented in the Company	100%
2.	Memantau dan melakukan telaah atas penerapan prinsip-prinsip tata kelola perusahaan yang baik dalam pengelolaan dan pengurusan Perseroan, memastikan dilakukannya penilaian/ assessment dan evaluasi/self-assessment atas implementasi tata kelola perusahaan yang baik dan memastikannyatindak lanjut atas rekomendasi perbaikan hasil assessment atau self- assessment tahun sebelumnya Monitor and review the application of the principles of good corporate governance in the management and management of the Company, ensure the assessment/evaluation and self-assessment of the implementation of good corporate governance and ensure follow-up on recommendations for improving the results of the assessment or self- assessment of the previous year	100%
D.	**Lainnya** Others	
1.	Melaksanakan tugas lain yang diberikan oleh Dewan Komisaris sepanjang masih dalam lingkup tugas dan kewajiban Dewan Komisaris berdasarkan Anggaran Dasar dan Keputusan Rapat Umum Pemegang Saham (RUPS) serta ketentuan perundang-undangan yang berlaku Carry out other tasks given by the Board of Commissioners as long as they are within the scope of the duties and obligations of the Board of Commissioners based on the Articles of Association and the Resolution of the General Meeting of Shareholders (GMS) as well as the provisions of the applicable legislation	100%
2.	Melakukan *self-assessment* terhadap kinerja masing-masing anggota Komite Audit Conduct Self-Assessment on the performance of each Audit Committee member	100%

LAPORAN PELAKSANAAN TUGAS

Selama tahun 2025, Komite Audit telah melaksanakan berbagai kegiatan dalam rangka melaksanakan tugas dan tanggung jawab, di antaranya meliputi:

1. Memberikan usulan penunjukan perusahaan pemeringkat untuk penilaian tingkat kesehatan Perseroan tahun buku 2024.
2. Menelaah proses penunjukan Kantor Akuntan Publik untuk audit laporan keuangan tahun buku 2025.
3. Memberikan rekomendasi atas penunjukan Akuntan Publik dan/atau Kantor Akuntan Publik untuk tahun buku 2025.
4. Melakukan evaluasi atas pelaksanaan jasa audit atas informasi keuangan historis tahun buku 2024.
5. Menelaah draft Laporan Terintegrasi GMF Tahun 2024 dan memberikan masukan atas akurasi serta konsistensi pengungkapannya.
6. Melaksanakan pemantauan progres audit Satuan Pengawasan Intern (SPI).
7. Melakukan telaah atas kinerja Perseroan tahun 2025.
8. Melakukan telaah atas rencana Kerja Sama Operasi (KSO) Perseroan dengan PT BIJB dalam pengembangan Aerospace Park Kertajati.
9. Melakukan kajian atas RKAP 2026 dan RJPP, khususnya terkait asumsi pendapatan, efisiensi biaya, dan biaya pendanaan.
10. Membahas Audit Plan Tahun 2026 bersama Internal Audit, termasuk fokus audit prioritas dan penguatan pengawasan berbasis risiko.

REPORT OF DUTIES

In 2025, Audit Committee had done various works according to its duties and responsibilities, which among others as follows:

1. Proposed the appointment of a rating agency to assess the Company's health level for the 2024 financial year.
2. Reviewed the process for appointing a Public Accounting Firm to audit the 2025 financial statements.
3. Provided recommendations on the appointment of a Public Accountant and/or Public Accounting Firm for the 2025 financial year.
4. Evaluated the implementation of audit services on the historical financial information for the 2024 financial year.
5. Reviewed the draft of GMF's 2024 Integrated Report and provided input on the accuracy and consistency of its disclosures.
6. Monitored the progress of audits conducted by the Internal Audit Unit (SPI).
7. Reviewed the Company's performance in 2025.
8. Reviewed the Company's proposed Operational Cooperation (KSO) with PT BIJB in the development of the Kertajati Aerospace Park.
9. Reviewed the 2026 RKAP and RJPP, particularly with respect to revenue assumptions, cost efficiency, and financing costs.
10. Discussed the 2026 Audit Plan with Internal Audit, including priority audit areas and the strengthening of risk-based oversight.

HASIL EVALUASI YANG DILAKUKAN KOMITE AUDIT

Komite Audit telah melakukan evaluasi terhadap beberapa aktivitas audit yang telah dilaksanakan Perseroan sepanjang tahun 2025. Evaluasi tersebut mencakup aktivitas audit eksternal dan audit internal. Komite Audit juga telah mengevaluasi terhadap penerapan GCG di GMF sepanjang tahun 2025.

Evaluasi atas Kinerja Auditor Eksternal
Komite Audit telah mengevaluasi kinerja auditor eksternal Kantor Akuntan Publik melalui Laporan Hasil Evaluasi Terhadap Pelaksanaan Pemberian Jasa Audit Atas Informasi Keuangan Historis Tahunan Tahun Buku 2025. Berdasarkan hasil evaluasi, dapat disampaikan hal-hal sebagai berikut:

- Audit telah dilaksanakan sesuai dengan Standar Profesional Akuntan Publik Indonesia.
- Laporan Keuangan Konsolidasian Perseroan disajikan berdasarkan Standar Akuntansi Keuangan di Indonesia.
- Audit dilakukan dalam rentang waktu November 2025 hingga Maret 2026.
- Komite Audit menilai waktu ini cukup untuk menyelesaikan audit sesuai ruang lingkup yang telah disepakati dengan manajemen.
- Audit mencakup Laporan Keuangan Konsolidasian dan Atestasi atas Laporan Kegiatan Penerapan Prinsip Kehati-hatian (KPPK).
- Uji petik yang dilakukan dinilai telah memadai.

- KAP memberikan rekomendasi untuk meningkatkan kualitas penyajian laporan keuangan dan efektivitas pengendalian internal.
- Komite Audit menilai KAP bekerja secara profesional, independen, obyektif, serta terbuka dalam diskusi terkait audit.

Evaluasi atas Pelaksanaan Audit Internal
Penilaian atas efektivitas pelaksanaan audit internal telah dilakukan Komite Audit melalui penelaahan Laporan Hasil Audit yang tertera pada Risalah Rapat Komite Audit. Audit internal telah dilakukan sesuai dengan rencana audit tahunan.

Komite Audit juga telah melakukan telaah atas temuan Auditor Internal terhadap Laporan Hasil Audit (LHA). Komite Audit juga telah menindaklanjuti temuan auditor dan mengarahkan untuk melaksanakan setiap kegiatan audit secara lebih efisien dan sesuai dengan prinsip-prinsip akuntansi yang berlaku.

Evaluasi atas Penerapan GCG
Komite Audit telah melakukan penilaian atas efektivitas penerapan GCG dan menilai bahwa implementasinya menunjukkan kemajuan yang signifikan dibandingkan tahun sebelumnya. Pemenuhan *Area of Improvement* (AoI) yang direkomendasikan dalam GCG *Assessment* 2024 telah dilaksanakan secara bertahap, dengan fokus

EVALUATION RESULTS BY AUDIT COMMITEE

Audit Commitee has evaluated the audit activities throughout 2025. The evaluation covers the internal and external audit activities. Audit Commitee has also evaluated the implementation of GCG at GMF throughout 2025.

External Auditor's Performance Evaluation
Audit Committee has evaluated the external auditor's performance by the Public Accounting Firm through the Evaluation Report on the Audit Services on Annual Historical Financial Information for the 2025 Financial Year. Based on the evaluation, Audit Committee can inform the following:

- The audit was conducted in accordance with the Indonesian Public Accountants' Professional Standards.
- The Company's Consolidated Financial Statements were presented based on Indonesian Financial Accounting Standards.
- The audit was carried out from November 2025 to March 2026.
- Audit Committee considers this timeframe sufficient to complete the audit in accordance with the agreed-upon scope with management.
- The audit covered the Consolidated Financial Statements and the attestation of the Prudential Principles Implementation Activity Report (KPPK).
- The sampling procedures conducted were deemed adequate.
- KAP provided recommendations to improve the quality of financial reporting and the effectiveness of internal control.
- Audit Committee assessed that the KAP worked professionally, independently, objectively, and was transparent in discussions related to the audit.

Internal Auditor's Activity Evaluation
Audit Committee has evaluated the internal audit activities through the Audit Report in the Minutes of Audit Committee's Meetings. The Internal Audit had been done according to the annual audit plan.

Audit Committee has also assessed the findings of the Internal Auditor against the Audit Report (LHA). Audit Committee had followed up the findings and encouraged to perform a more efficient audit based on the latest accounting principles.

Evaluation of GCG Implementation
Audit Committee has assessed the effectiveness of GCG implementation and determined that it has shown significant progress compared to the previous year. The fulfillment of the Areas of Improvement (AoI) recommended in the 2023 GCG Assessment has been carried out gradually, with a primary focus on enhancing

utama pada peningkatan transparansi, akuntabilitas, dan kepatuhan terhadap regulasi. Beberapa aspek yang menjadi prioritas dalam penguatan GCG meliputi mekanisme pengawasan internal, pemenuhan dokumentasi terkait RUPS, serta penyelarasan kebijakan internal dengan regulasi yang berlaku. Meskipun telah terjadi perkembangan yang positif, Komite Audit mencatat bahwa masih terdapat beberapa area yang memerlukan percepatan, terutama dalam hal harmonisasi kebijakan, digitalisasi, dan pengawasan risiko. Secara keseluruhan, Komite Audit menilai bahwa langkah-langkah yang diambil GMF sudah berada pada jalur yang tepat dalam penerapan GCG, namun tetap diperlukan penguatan lebih lanjut untuk memastikan efektivitas implementasi secara menyeluruh.

transparency, accountability, and regulatory compliance. Several key aspects prioritized in strengthening GCG include the internal oversight mechanism, the fulfillment of documentation related to the General Meeting of Shareholders (RUPS), and the alignment of internal policies with applicable regulations. Despite the positive progress, Audit Committee notes that some areas still require acceleration, particularly in policy harmonization, digitalization, and risk oversight. Overall, Audit Committee assesses that the steps taken by GMF are on the right track in implementing GCG; however, further reinforcement is needed to ensure the overall effectiveness of its implementation.

Komite Nominasi dan Remunerasi

Nomination and Remuneration Committee

Komite Nominasi dan Remunerasi (KNR) merupakan organ pendukung Dewan Komisaris yang bertanggung jawab memantau proses pencalonan kandidat anggota Dewan Komisaris, Direksi, dan pejabat Perseroan di bawah Direksi. KNR juga bertanggung jawab mengevaluasi kinerja Dewan Komisaris dan Direksi sebagai pertimbangan bagi RUPS saat menentukan remunerasi Dewan Komisaris dan Direksi.

KUALIFIKASI ANGGOTA

Dewan Komisaris memiliki wewenang penuh untuk mengangkat dan memberhentikan anggota KNR, yang berada di bawah garis koordinasi Dewan Komisaris. Pengangkatan dan pemberhentian anggota KNR dilakukan berdasarkan Surat Keputusan yang dikeluarkan oleh Dewan Komisaris GMF.

MASA JABATAN

KNR memiliki masa jabatan 3 (tiga) tahun terhitung sejak Surat Keputusan yang mengangkatnya dan dapat diperpanjang satu kali selama 2 (dua) tahun masa jabatan. Dewan Komisaris memiliki hak untuk memberhentikan anggota komite sewaktu-waktu sesuai dengan ketentuan yang berlaku.

Terkait Anggota yang merupakan Anggota Dewan Komisaris, masa jabatan mereka sesuai dengan masa jabatan sebagai Komisaris.

KOMPOSISI ANGGOTA KNR

Komposisi anggota KNR per 31 Desember 2025 beranggotakan tiga orang yang semuanya merupakan Dewan Komisaris Perseroan. Ketua Komite dijabat oleh Bapak Dean Arslan dan Komisaris lainnya menjabat sebagai anggota adalah Bapak Oki Yanuar dan Bapak Giring Ganesha Djumaryo. Profil Ketua dan Anggota KNR, dapat dilihat di profil Dewan Komisaris pada bab Profil Perusahaan dalam Laporan Terintegrasi ini.

INDEPENDENSI DAN RANGKAP JABATAN KNR

Mengingat bahwa anggota KNR merupakan anggota Dewan Komisaris, maka pengungkapan informasi mengenai independensi dan rangkap jabatan anggota KNR dapat dilihat pada pembahasan mengenai Dewan Komisaris sebelumnya.

The Nomination and Remuneration Committee (NRC) is the Board of Commissioners' supporting body responsible for monitoring the appointment process of the candidates for the Board of Commissioners, Board of Directors, and executive officers under the Board of Directors. NRC also responsible for evaluating the performance of the Board of Commissioners and Board of Directors as a consideration for the GMS to determine the remuneration for the Board.

QUALIFICATIONS

The Board of Commissioners has full authority to appoint and dismiss members of NRC. The appointment and dismissal of NRC members are based on the Board of Commissioners' Decree.

TERM OF OFFICE

The working period of NRC is 3 (three) years starting from the Decree, which appointed the members and can be extended once for another 2 (two) years. The Board of Commissioners is entitled at any time to dismiss a member of the committee according to applicable regulations.

Regarding Members who are also Members of the Board of Commisisoners, their term of office is in accordance with their term as Commissioners.

COMPOSITION OF NRC MEMBERS

As of December 31, 2025, the NRC's members consists of three people, all of whom are Commissioners of the Company. The Chairman of the Committee is Mr. Dean Arslan and the other Commissioners serving as members are Mr. Oki Yanuar and Mr. Giring Ganesha Djumaryo. The profile of the Chairman and Members of the NRC can be found in the profile of the Board of Commissioners in the Company Profile chapter of this Integrated Report.

INDEPENDENCE AND CONCURRENT POSITION OF NRC

Considering that the members of NRC are the Commissioners, the disclosure of information concerning their independence and concurrent position is available in the earlier discussion regarding the Board of Commissioners.

PEDOMAN KERJA KNR

KNR telah memiliki Piagam Komite Nominasi dan Remunerasi yang telah ditetapkan tanggal 02 Agustus 2023. Piagam KNR mengacu pada ketentuan yang berlaku dan *best practices* untuk membantu Dewan Komisaris dalam meningkatkan sistem pengawasan secara lebih efektif. Piagam KNR senantiasa ditinjau ulang secara berkala. Versi terakhir dari Piagam yang digunakan adalah per tanggal 17 November 2025 berdasarkan Surat Keputusan DEKOM-GMF/SKEP/5007/25 perihal Penetapan Piagam Komite Dewan Komisaris serta Pedoman Nominasii Direksi dan Dewan Komisaris Tahun 2025.

Piagam KNR berisi tentang Latar Belakang; Visi dan Misi; Maksud dan Tujuan, Keanggotaan, Kedudukan, Tugas, Tanggung Jawab, dan Wewenang; Prosedur Kerja, Rapat, Pelaporan dan Penanganan Pengaduan; Program Pengembangan; Kerahasiaan; Penutup.

TUGAS DAN TANGGUNG JAWAB KNR

Tugas KNR sesuai dengan Piagam KNR, yaitu:

1. Fungsi Nominasi
   a. Memberikan rekomendasi kepada Dewan Komisaris mengenai komposisi jabatan anggota Direksi dan/atau anggota Dewan Komisaris, kebajikan dan kriteria yang dibutuhkan dalam proses Nominasi dan Kebijakan Evaluasi kinerja bagi anggota Direksi dan/atau anggota Dewan Komisaris;

   b. Membantu Dewan Komisaris melakukan penilaian kinerja anggota Direksi dan/atau anggota Dewan Komisaris berdasarkan tolak ukur yang telah disusun sebagai bahan evaluasi;

   c. Memberikan rekomendasi kepada Dewan Komisaris mengenai program pengembangan kemampuan anggota Direksi dan/atau anggota Dewan Komisaris;
   d. Memberikan usulan calon yang memenuhi syarat sebagai anggota Direksi dan/atau anggota Dewan Komisaris kepada Dewan Komisaris untuk disampaian kepada RUPS;
   e. Memastikan bahwa semua Komisaris mengalokasikan waktu yang cukup kepada korporasi agar dapat menjalankan tanggung jawab mereka secara efektif, di antaranya:
      - Dalam penunjukan komisaris utama, KNR menyiapkan uraian spesifikasi pekerjaan, termasuk persyaratan komitmen waktu yang juga mempertimbangkan kebutuhan komitmen waktu pada saat krisis. Adanya komitmen signifikan lainnya di luar korporasi harus diungkapkan kepada dewan komisaris sebelum penunjukan dan diungkapkan dalam

WORK GUIDELINES FOR NRC

The Company has established a Nomination and Remuneration Committee Charter dated August 2, 2023. The NRC Charter refers to applicable regulations and best practices to assist the Board of Commissioners in enhancing a more effective oversight system. The NRC Charter is periodically reviewed. The latest version in use is dated November 17, 2025, based on Decree DEKOM-GMF/SKEP/5007/25 concerning the Establishment of the Board of Commissioners' Committee Charter and the Guidelines for the Nomination of the Board of Directors and Board of Commissioners for 2025.

The NRC Charter includes Background; Vision and Mission; Purpose and Objectives; Membership, Position, Duties, Responsibilities, and Authorities; Work Procedures, Meetings, Reporting, and Complaint Handling; Development Programs; Confidentiality; and Closing Provisions.

DUTIES AND RESPONSIBILITIES OF NRC

The duties of NRC according to the charter are:

1. Nomination Function
   a. Provide recommendations to the Board of Commissioners regarding the composition of the position of members of the Board of Directors and/or members of the Board of Commissioners, the virtues and criteria required in the Nomination process and the Performance Evaluation Policy for members of the Board of Directors and/or members of the Board of Commissioners;
   b. Assist the Board of Commissioners in assessing the performance of members of the Board of Directors and/or members of the Board of Commissioners based on the benchmarks that have been prepared as evaluation material;
   c. Provide recommendations to the Board of Commissioners regarding the capacity building programme for members of the Board of Directors and/or members of the Board of Commissioners;
   d. Provide proposals for candidates who qualify as members of the Board of Directors and/or members of the Board of Commissioners to the Board of Commissioners to be submitted to the GMS;
   e. Ensuring that all Commissioners allocate sufficient time to the Company to effectively carry out their responsibilities, including:
      - In the appointment of the President Commissioner, the NRC prepares a job specification description, including time commitment requirements that also take into account the need for time commitment during crisis situations. Any other significant commitments outside the Company must be disclosed to the Board of Commissioners

laporan tahunan. Perubahan komitmen harus segera dilaporkan kepada dewan komisaris dan dampaknya dijelaskan dalam laporan tahunan berikutnya;

- Dalam penunjukan anggota komisaris, KNR menetapkan syarat dan ketentuan penunjukan anggota Komisaris. Syarat dan ketentuan ini tersedia untuk dilakukan pemeriksaan. Komitmen waktu yang diharapkan dicantumkan dalam Surat penunjukan anggota Komisaris dan anggota Komisaris harus memiliki waktu yang cukup untuk memenuhi komitmen waktu yang diharapkan. Adanya komitmen signifikan lainnya di luar korporasi harus diungkapkan kepada Dewan Komisaris sebelum penunjukan, beserta indikasi komitmen waktu yang diperlukan dan dewan komisaris harus diberitahu jika terdapat perubahan atas komitmen tersebut.

f. Melakukan tinjauan secara berkala atas system Manajemen Talenta BUMN serta pengawasan dan evaluasi atas pelaksanaanya;
g. Melakukan evaluasi terhadap sistem dan prosedur pengklasifikasian Talenta yang dilakukan oleh Direksi Perseroan;
h. Melakukan validasi dan kalibrasi atas Talenta Terseleksi (selected talent), untuk menghasilkan daftar Talenta Ternominasi (nominated talent) yang dinominasikan oleh Dewan Komisaris Perseroan kepada RUPS;
i. Melakukan evaluasi terhadap calon wakil Perseroan yang akan diusulkan sebagai anggota Direksi atau anggota Dewan Komisaris Anak Perusahaan, sebelum diajukan kepada RUPS;
j. Melakukan evaluasi atas usulan KPI individu anggota Direksi BUMN; dan
k. Menyiapkan usulan sistem evaluasi kinerja individu bagi anggota Direksi dan/atau anggota Dewan Komisaris/Dewan Pengawas BUMN.

2. Fungsi Remunerasi
   a. Memberikan rekomendasi kepada Dewan Komisaris mengenai struktur Remunerasi, kebijakan atas remunerasi dan besaran atas remunerasi;
   b. Membantu Dewan Komisaris melakukan penilaian kinerja dengan kesesuaian remunerasi yang diterima masing-masing anggota Direksi dan/atau anggota Dewan Komisaris;
   c. Dalam melaksanakan fungsi Remunerasi KNR wajib melakukan prosedur sesuai Peraturan Otoritas Jasa Keuangan Nomor: 34/POJK.04/2014 tentang KNR emiten atau Perusahaan Publik;
   d. Struktur, kebijakan dan besaran remunerasi harus dievaluasi oleh KNR paling kurang (satu) kali dalam 1 (satu) tahun.

prior to the appointment and disclosed in the annual report. Any changes in commitments must be promptly reported to the Board of Commissioners and their impact explained in the subsequent annual report;

- In the appointment of members of the Board of Commissioners, the NRC establishes the terms and conditions for such appointments. These terms and conditions are available for review. The expected time commitment is stated in the appointment letter, and members of the Board of Commissioners must have sufficient time to fulfill such commitment. Any other significant commitments outside the Company must be disclosed to the Board of Commissioners prior to appointment, including an indication of the required time commitment, and the Board of Commissioners must be informed of any changes to such commitments.

f. Conducting periodic reviews of the SOE Talent Management system, as well as supervising and evaluating its implementation;
g. Evaluating the system and procedures for talent classification carried out by the Company's Board of Directors;
h. Conducting validation and calibration of Selected Talent to produce a list of Nominated Talent to be nominated by the Company's Board of Commissioners to the GMS;
i. Evaluating candidates representing the Company who will be proposed as members of the Board of Directors or Board of Commissioners of Subsidiaries, prior to submission to the GMS;
j. Evaluating the proposed individual KPIs of members of the Board of Directors of SOEs; and
k. Preparing proposals for an individual performance evaluation system for members of the Board of Directors and/or members of the Board of Commissioners/Supervisory Board of SOEs.

2. Remuneration Function
   a. Provide recommendations to the Board of Commissioners regarding the Remuneration structure, policy on remuneration and the amount of remuneration;
   b. Assist the Board of Commissioners in assessing performance with the suitability of remuneration received by each member of the Board of Directors and/or members of the Board of Commissioners;
   c. In carrying out the Remuneration function, the KNR must carry out procedures in accordance with the Financial Services Authority Regulation Number: 34/POJK.04/2014 concerning KNR of issuers or Public Companies;
   d. The structure, policy and amount of remuneration must be evaluated by KNR at least (one) time in 1 (one) year.

3. Sumber Daya Manusia
   a. Menyiapkan usulan program pengembangan bagi anggota Direksi dan/atau anggota Dewan Komisaris/Dewan Pengawas BUMN;
   b. Melakukan evaluasi atas usulan Direksi BUMN mengenai struktur organisasi BUMN;
   c. Memastikan bahwa perusahaan telah memiliki kebijakan pengelolaan dan pengembangan sumber daya manusia yang transparan;
   d. Melakukan penelaahan dan pemantauan praktek manajemen pengembangan sumber daya manusia berdasarkan pedoman kebijakan tata kelola perusahaan, khususnya kebijakan manajemen dan prosedur operasi standar dibidang pengembangan sumber daya manusia;
   e. Menelaah dan memantau implementasi sistem perencanaan sumber daya manusia, rekrutmen, seleksi dan penempatan karyawan;
   f. Menelaan dan memantau hubungan kerja industrial yang ada dilingkungan Perusahaan; dan
   g. Memantau dan mengawasi pelaksanaan program pengemangan sumber daya manusia di Perusahaan, termasuk manajemen talenta untuk memastikan Perusahaan memiliki sumber daya manusia yang kompeten sesuai kebutuhan Perusahaan.
4. Menjaga kerahasiaan dokumen, data dan informasi perseoan.
5. Melakukan identifikasi hal-hal yang memerlukan perhatian Dewan Komisaris Perseroan serta tugas-tigas Dewan Komisaris Perseroan bersangkutan lainnya.
6. Melaksanakan tugas lain yang diberikan oleh Dewan Komisaris berdasarkan ketentuan peraturan perundang-undangan yang berlaku.

RAPAT KNR

Mengingat bahwa setiap anggota KNR merupakan anggota Dewan Komisaris, maka mekanisme rapat KNR diadakan sesuai dengan rapat internal Dewan Komisaris. Informasi mengenai rapat KNR menjadi satu bagian tak terpisah dari rapat internal Dewan Komisaris yang dapat ditemukan di pembahasan sebelumnya.

Secara khusus, agenda rapat mengenai remunerasi Direktur dan Komisaris dibahas pada tanggal 4 Juni 2025 saat rapat internal Dewan Komisaris dan seluruh anggota KNR hadir.

PENGEMBANGAN KOMPETENSI KNR

KNR memiliki ketentuan yang termuat di Piagam Komite KNR terkait peningkatan kompetensi secara berkesinambungan untuk anggota, khususnya untuk menyeleraskan dengan perkembangan usaha dan kondisi Perseroan.

3. Human Resources
   a. Prepare proposals for development programmes for members of the Board of Directors and/or members of the Board of Commissioners/Supervisory Board of SOEs;
   b. Evaluate the proposal of the Board of Directors of SOEs regarding the organisational structure of SOEs;
   c. Ensure that the company has a transparent human resource management and development policy;
   d. Reviewing and monitoring human resource development management practices based on corporate governance policy guidelines, particularly management policies and standard operating procedures in the field of human resource development;
   e. Review and monitor the implementation of the human resource planning, recruitment, selection and placement system;
   f. Maintaining and monitoring industrial labour relations within the Company; and
   g. Monitor and supervise the implementation of human resource development programmes in the Company, including talent management to ensure the Company has competent human resources according to the Company's needs.
4. Maintain the confidentiality of company documents, data and information.
5. Identify matters that require the attention of the Board of Commissioners of the Company and other relevant duties of the Board of Commissioners of the Company.
6. Carry out other duties assigned by the Board of Commissioners based on the provisions of the prevailing laws and regulations.

NRC MEETING

Since the members of NRC also Commissioners, the meeting mechanism is held according to the internal meeting of the Board of Commissioners. Information regarding the NRC meeting is inseparable from the internal meeting of the Board of Commissioners, which available in the previous discussion.

In particular, meeting agenda regarding the remuneration of both Directors and Commissioners was discussed on June 4, 2025 during the Board of Commissioners' internal meeting and all members of KNR were present.

COMPETENCY DEVELOPMENT FOR NRC

The NRC has provisions set out in the NRC Committee Charter regarding the continuous enhancement of members' competencies, particularly to ensure alignment with business developments and the Company's conditions.

Informasi mengenai daftar kegiatan pelatihan dan peningkatan kompetensi yang diikuti KNR sepanjang tahun 2025 dapat dilihat pada Laporan Keberlanjutan dalam Laporan Terintegrasi ini. Mengingat bahwa anggota KNR adalah anggota Dewan Komisaris, maka informasi pelatihan para Komisaris juga merupakan informasi pelatihan para anggota KNR.

KEBIJAKAN REMUNERASI

Remunerasi anggota KNR ditetapkan oleh Dewan Komisaris. Ketentuan pemberian honorarium untuk Anggota Komite Dewan Komisaris diatur berdasarkan ketentuan berikut:

1. Honorarium setiap bulannya.
2. Fasilitas kesehatan berupa rawat inap, rawat jalan, dan obat-obatan bagi yang bersangkutan, tidak termasuk keluarga.
3. Tunjangan hari raya yang dibayarkan sekali dalam 1 tahun sebesar 1 kali honorarium.
4. Anggota Dewan Komisaris yang menjadi ketua atau anggota Komite tidak diberikan penghasilan tambahan dari jabatan tersebut selain Penghasilan sebagai anggota Dewan Komisaris Perseroan.
5. Fasilitas kesehatan tidak diberikan jika Anggota Komite Dewan Komisaris berstatus sebagai pegawai Garuda Indonesia Group.
6. Penghasilan tidak diberikan kepada Ketua/Anggota Komite Dewan Komisaris yang berstatus sebagai Dewan Komisaris Perseroan.

LAPORAN PELAKSANAAN TUGAS

Selama tahun 2025, KNR telah melaksanakan berbagai kegiatan dalam rangka melaksanakan tugas dan tanggung jawab, di antaranya meliputi:

1. Melakukan telaah atas pencapaian kinerja Direksi Perseroan tahun buku 2024, baik secara kolegial maupun individual, termasuk memberikan masukan atas area perbaikan pada indikator kinerja tertentu serta pertimbangan terkait berakhirnya masa jabatan anggota Direksi tertentu.
2. Melakukan telaah atas usulan nilai insentif kinerja atas kinerja tahun 2024 dan remunerasi bagi Direksi dan Dewan Komisaris tahun 2025.
3. Melakukan telaah atas usulan nilai jasa produksi Kesekretariatan Dewan Komisaris tahun buku 2024 serta evaluasi honorarium Sekretaris Dewan Komisaris tahun 2025, termasuk rekomendasi penyesuaian honorarium guna mendukung optimalisasi fungsi kesekretariatan Dewan Komisaris.

Information on the list of training and competency development programs of NRC in 2025 is available in the Sustainability Report within this Integrated Report. Considering that the members of NRC are members of the Board of Commissioners, hence information regarding training of Commissioners also becomes the training of members of the NRC members.

REMUNERATION POLICY

The remuneration of NRC members was determined by the Board of Commissioners. The honorarium for members of the Board of Commissioners' Committee are regulated based on the following:

1. Monthly honorarium.
2. Health facilities in the form of inpatient care, outpatient care, and medication for the individual concerned, excluding family members.
3. Religious holiday allowance, paid once a year in the amount of one month's honorarium.
4. Members of the Board of Commissioners who serve as chair or members of a Committee are not entitled to additional compensation from such positions other than their remuneration as members of the Company's Board of Commissioners.
5. Health facilities are not provided if members of the Board of Commissioners' Committee are employees of the Garuda Indonesia Group.
6. No remuneration is provided to the Chair/Members of the Board of Commissioners' Committee who also serve as members of the Company's Board of Commissioners.

REPORT OF DUTIES

Throughout 2025, KNR has carried out various activities to fulfill its duties and responsibilities, including:

1. Reviewed the achievement of the Board of Directors' performance for financial year 2024, both collectively and individually, including providing input on areas for improvement in certain performance indicators as well as considerations related to the expiry of the term of office of certain members of the Board of Directors.
2. Reviewed the proposed performance incentive for 2024 performance and the remuneration of the Board of Directors and the Board of Commissioners for 2025.
3. Reviewed the proposed production service bonus for the Board of Commissioners' Secretariat for financial year 2024 and the evaluation of the honorarium for the Secretary to the Board of Commissioners for 2025, including recommendations for honorarium adjustment to support the optimization of the Board of Commissioners' secretariat function.

Komite Pemantau Risiko Dan Tata Kelola Terintegrasi

Business Development and Risk Monitoring Committee

Komite Pemantau Risiko dan Tata Kelola Terintegrasi (KPRTKT) merupakan organ pendukung Dewan Komisaris yang bertanggung jawab memantau pengembangan usaha yang mencakup investasi, proyek, atau produk baru sesuai dengan strategi Perseroan. KPRTKT juga melakukan kajian atas kebijakan, praktik pengelolaan risiko, dan tindakan mitigasi yang diambil oleh Perseroan.

KUALIFIKASI ANGGOTA

Dewan Komisaris memiliki wewenang penuh untuk mengangkat dan memberhentikan anggota KPRTKT, yang berada di bawah garis koordinasi Dewan Komisaris. Pengangkatan dan pemberhentian anggota KPRTKT dilakukan berdasarkan Surat Keputusan yang dikeluarkan oleh Dewan Komisaris GMF.

MASA JABATAN

KPRTKT memiliki masa jabatan 3 (tiga) tahun terhitung sejak Surat Keputusan yang mengangkatnya dan dapat diperpanjang satu kali selama 2 (dua) tahun masa jabatan. Dewan Komisaris memiliki hak untuk memberhentikan anggota komite sewaktu-waktu sesuai dengan ketentuan yang berlaku.

KOMPOSISI ANGGOTA KPRTKT

The Risk Monitoring and Integrated Governance (KPRTKT) is the supporting body of the Board of Commissioners responsible for monitoring business development, including new investments, projects, or products according to the Company's strategy. The KPRTKT also reviews policies, risk management practices, and mitigation measures.

QUALIFICATIONS

The Board of Commissioners has full authority to appoint and dismiss KPRTKT members under the coordination line of the Board of Commissioners. The appointment and dismissal of KPRTKT members are carried out based on a Decree issued by the GMF Board of Commissioners.

TERM OF OFFICE

KPRTKT has an office period of 3 (three) years from the Decree which appointed him and can be extended once for 2 (two) years. The Board of Commissioners has the right to dismiss committee members at any time according to the applicable regulations.

COMPOSITION OF KPRTKT MEMBERS

Komposisi Anggota KPRTKT per 31 Desember 2025
Composition of KPRTKT Members as of December 31, 2025

Nama Name	**Jabatan** Position	**Dasar Pengangkatan** Basis of Appointment	**Masa Jabatan** Term of Office	**Periode Jabatan** Office Period
Giring Ganesha Djumaryo	Ketua merangkap Anggota Chairman and Member	SK DEKOM-GMF/SKEP/5003/25 tanggal 18 Juni 2025 Decree DEKOM-GMF/SKEP/5003/25 dated June 18, 2025	18 Juni 2025 s.d 18 Juni 2027 June 18, 2025 to June 18, 2025	Pertama First
Oki Yanuar	Anggota Member	SK DEKOM-GMF/SKEP/5003/25 tanggal 18 Juni 2025 Decree DEKOM-GMF/SKEP/5003/25 dated June 18, 2025	18 Juni 2025 s.d 18 Juni 2027 June 18, 2025 to June 18, 2027	Pertama First
Sugiharto Prapto	Anggota Member	SK DEKOM-GMF/SKEP/5006/25 tanggal 21 Oktober 2025 SK DEKOM-GMF/SKEP/5006/25 dated October 21, 2025	21 Oktober 2025 s.d 21 Oktober 2027 October 21, 2025 to October 21, 2027	Pertama First
Kevin Ibrahim Suryo	Anggota Member	SK DEKOM-GMF/SKEP/5006/25 tanggal 21 Oktober 2025 SK DEKOM-GMF/SKEP/5006/25 dated October 21, 2025	21 Oktober 2025 s.d 21 Oktober 2027 October 21, 2025 to October 21, 2027	Pertama First

PROFIL ANGGOTA KPRTKT

Profil Ketua KPRTKT, yaitu Giring Ganesha Djumaryo, serta anggota KPRTKT yaitu Oki Yanuar dan Sugiharto Prapto, dapat dilihat bagian Profil Dewan Komisaris pada bab Profil Perusahaan dalam Laporan Terintegrasi ini.

PROFILE OF KPRTKT MEMBERS

The profile of the Chairman of the KPRTKT, Giring Ganesha Djumaryo, as well as the members of the KPRTKT, namely Oki Yanuar and Sugiharto Prapto, can be found in the Board of Commissioners Profile section under the Company Profile chapter of this Integrated Report.

Kevin Ibrahim Suryo **Anggota KPRTKT** KPRTKT Member	
Data Pribadi Personal Data	Warga Negara Indonesia | Indonesian Citizens Usia 34 tahun | 34 years old Kelahiran Jakarta, 3 November 1991| | Born in Jakarta, November 3, 1991 Berdomisili di Jakarta Selatan, Indonesia Domiciled in South Jakarta, Indonesia
Pendidikan Education	• Magister (S2): Ilmu Lingkungan, Universitas Indonesia (2024 - 2026). • Sarjana (S1): Ekonomi, Manajemen Perhotelan dan Pariwisata, Binus International (2012 - 2016). • Magister (S2): Ilmu Lingkungan, Universitas Indonesia (2024 - 2026). • Sarjana (S1): Ekonomi, Manajemen Perhotelan dan Pariwisata, Binus International (2012 - 2016).
Pengalaman Kerja Work Experience	• Chief Operations Officer, Saint Matcha, Jakarta • Director of the Directorate of Environment, Partai Solidaritas Indonesia • Project Manager, Miyara Sumatera & Bumi Pohaci • E-commerce Business Development Supervisor, TIME International, Jakarta
Rangkap Jabatan Concurrent Position	• Chief Operations Officer, Saint Matcha • Project Manager, Miyara Sumatera & Bumi Pohaci • Vice President for the Carbon Market, MASKEEI • Director of the Directorate of Environment, Partai Solidaritas Indonesia

INDEPENDENSI DAN RANGKAP JABATAN KPRTKT

Independensi anggota KPRTKT penting untuk menghindari adanya benturan kepentingan dalam proses pengambilan keputusan dalam pencapaian tujuan GMF maupun tujuan grup bersama Induk Perseroan.

INDEPENDENCY AND CONCURRENT POSITION OF KPRTKT

KPRTKT members need to be independent to avoid any conflict of interest in making a decision to achieve the Company's objective or a group purpose with the Parent Company.

Independensi Anggota KPRTKT
Indepedency of KPRTKT Members

Kriteria Independensi Independence Criteria	**Giring Ganesha Djumaryo**	**Oki Yanuar**	**Sugiharto Prapto**	**Kevin Ibrahim Suryo**
Bukan Anggota Manajemen Not a Management Member	Terpenuhi Fulfilled	Terpenuhi Fulfilled	Terpenuhi Fulfilled	Terpenuhi Fulfilled
Bebas dari hubungan usaha dan hubungan lainnya yang dapat mempengaruhi keputusan Free from business relationships and others that can influence decisions	Terpenuhi Fulfilled	Terpenuhi Fulfilled	Terpenuhi Fulfilled	Terpenuhi Fulfilled
Bukan pemegang saham mayoritas perusahaan atau pegawai yang berhubungan langsung dengan pemegang saham mayoritas Perseroan Not the majority shareholder of the company or employees who deal directly with the majority shareholder of the Company	Terpenuhi Fulfilled	Terpenuhi Fulfilled	Terpenuhi Fulfilled	Terpenuhi Fulfilled
Bukan pegawai atau pernah bekerja sebagai eksekutif pada Perseroan atau anggota perusahaan afiliasi, setidaknya 3 (tiga) tahun sebelum menjadi anggota Komite Not an employee or has worked as an executive in a company or a member of an affiliated company, at least 3 (three) years before becoming a member of the Committee	Terpenuhi Fulfilled	Terpenuhi Fulfilled	Terpenuhi Fulfilled	Terpenuhi Fulfilled

Independensi Anggota KPRTKT
Indepedency of KPRTKT Members

Kriteria Independensi Independence Criteria	**Giring Ganesha Djumaryo**	**Oki Yanuar**	**Sugiharto Prapto**	**Kevin Ibrahim Suryo**
Bukan penasihat atau konsultan utama profesional yang material bagi Perseroan atau perusahaan afiliasi, atau pegawai yang berhubungan langsung dengan penyedia jasa, setidaknya 3 (tiga) tahun sebelum menjadi anggota Komite Not a professional advisor or principal consultant for the Company or affiliated company, or employees who deal directly with the service provider, at least 3 (three) years before becoming a member of the Committee	Terpenuhi Fulfilled	Terpenuhi Fulfilled	Terpenuhi Fulfilled	Terpenuhi Fulfilled
Bukan pemasok atau pelanggan utama dari Perseroan atau afiliasi atau pegawai dari/atau yang berhubungan langsung atau tidak langsung dengan pemasok atau pelanggan utama Not a supplier or main customer of the Company or its affiliation or employee of/or who has direct or indirect contact with the main supplier or customer	Terpenuhi Fulfilled	Terpenuhi Fulfilled	Terpenuhi Fulfilled	Terpenuhi Fulfilled
Tidak memiliki hubungan perjanjian dengan Perseroan atau perusahaan afiliasi lainnya sebagai Direksi Has no agreement relationship with the Company or other affiliated companies as Directors	Terpenuhi Fulfilled	Terpenuhi Fulfilled	Terpenuhi Fulfilled	Terpenuhi Fulfilled

PEDOMAN KERJA KPRTKT

Pedoman kerja KPRTKT berlandaskan pada Piagam KPRTKT yang telah ditandatangani oleh seluruh anggota Komite pada tanggal 17 November 2025 dengan penekanan kepada:

1. Monitoring dan evaluasi rencana bisnis Perseroan dan pengembangannya.
2. Identifikasi dan penerapan manajemen risiko;
3. Identifikasi dan kontrol faktor-faktor keberhasilan strategic plan; dan
4. Tugas khusus.

Pedoman KPRTKT ditinjau ulang secara berkala sesuai dengan kebutuhan dan relevansi penerapannya di dalam Perseroan. Versi terakhir dari Piagam yang digunakan adalah per tanggal 17 November 2025 berdasarkan Surat Keputusan DEKOM-GMF/SKEP/5007/25 perihal Penetapan Piagam Komite Dewan Komisaris serta Pedoman Nominasi Direksi dan Dewan Komisaris Tahun 2025.

Piagam KPRTKT berisi tentang Latar Belakang; Visi dan Misi; Maksud dan Tujuan, Keanggotaan, Struktur Organisasi, Tugas, Tanggung Jawab dan Wewenang; Prosedur Kerja, Rapat, Pelaporan dan Penanganan Pengaduan; Program Pengembangan; Kerahasiaan; Penutup.

TUGAS DAN TANGGUNG JAWAB KPRTKT

Berdasarkan Piagam KPRTKT, KPRTKT bertugas untuk membantu Dewan Komisaris dalam mewujudkan sistem dan pelaksanaan pengawasan yang kompeten

WORK GUIDELINE FOR KPRTKT

The KPRTKT work guideline are based on the Committee Charter which has been signed by all members of the Committee on November 17, 2025, with emphasis on::

1. Monitoring and evaluation of the Company's business plan and its development;
2. Identification and implementation of risk management;
3. Identification and control of key success factors in the strategic plan; and
4. Special assignments.

The KPRTKT Guidelines are reviewed periodically in accordance with the Company's needs and the relevance of their implementation. The latest version of the Charter in use is dated November 17, 2025, based on the Board of Commissioners Decree No. DEKOM-GMF/SKEP/5007/25 concerning the Establishment of the Board of Commissioners Committee Charters and the 2025 Guidelines for the Nomination of the Board of Directors and Board of Commissioners.

The KPRTKT Charter includes provisions on the Background; Vision and Mission; Purpose and Objectives; Membership, Organizational Structure, Duties, Responsibilities, and Authorities; Work Procedures, Meetings, Reporting, and Complaint Handling; Development Programs; Confidentiality; and Closing.

DUTIES AND RESPONSIBILITIES OF KPRTKT

Based on the KPRTKT Charter, the KPRTKT has a responsibility to assist the Board of Commissioners in conducting a competent and independent supervisory

dan independen di Perseroan, termasuk namun tidak terbatas:

1. Tugas terkait dengan Manajemen Risiko
   a. Mengakses seluruh informasi yang relevan tentang Perseroan dengan tugas dan fungsi komite pemantau risiko;
   b. Melakukan komunikasi dengan kepala unit kerja dan pihak lain dalam Perseroan untuk memperoleh informasi, klarifikasi serta meminta dokumen dan laporan yang diperlukan;
   c. melakukan pemantauan dan penelaahan terhadap laporan Manajemen Risiko dan laporan lainnya terkait penerapan Manajemen Risiko baik Perseroan maupun anak Perusahaan Perseroan;
   d. Melakukan pemantauan dan evaluasi atas kesesuaian penerapan kebijakan dan strategi manajemen Risiko Perseroan dan anak perusahaan perseroan;
   e. Memberikan rekomendasi kepada Dewan Komisaris Perseroan atas hal yang mendukung efektivitas penerapan Manajemen Risiko dan kesesuaian antara kebijakan Manajemen Risiko Perseroan dan Manajemen Risiko Anak Perusahaan Perseroan; dan
   f. Melaksanakan pemantauan dan evaluasi terhadap pelaksanaan fungsi manajemen Risiko lainnya sesuai dengan ketentuan peraturan perunsang-undangan, anggaran dasar, dan/atau keputusan RUPS.
2. Tugas terkait dengan Tata Kelola Terintegrasi
   a. Melakukan evaluasi kebijakan tata kelola terintegrasi;
   b. Melakukan pemantauan dan evaluasi atas kesesuaian kebijakan tata kelola terintegrasi Perseroan atau Anak Perusahaan Perseroan;
   c. Melakukan evaluasi pelaksanaan tata kelola terintegrasi, paling sedikit melalui penilaian kecukupan pengendalian internal dan pelaksanaan fungsi kepatuhan secara terintegrasi;
   d. Memberikan rekomendasi kepada Dewan Komisaris untuk penyempurnaan kebijakan tata kelola terintegrasi;
   e. Melakukan komunikasi dengan unit kerja yang menjalankan fungsi antara lain audit intern, hukum dan kepatuhan, keuangan dan manajemen risiko, sumber daya manusia, serta fungsi operasional usaha yang diperlukan untuk memperoleh informasi, klarifikasi, dan laporan secara terintegrasi; dan
   f. Melaksanakan pemantauan dan evaluasi terhadap pelaksanaan fungsi tata kelola terintegrasi lainnya sesuai dengan ketentuan peraturan perundang-undangan, Anggaran Dasar, dan/atau keputusan RUPS.
3. Menjaga kerahasiaan dokumen, data dan informasi Perseroan.
4. Melakukan identifikasi hal-hal yang memerlukan perhatian Dewan Komisaris Perseroan serta tugas-tugas Dewan Komisaris Perseroan bersangkutan lainnya.

system in the Company, which include but not limited to:

1. Tasks associated with Risk Management
   a. Accessing all relevant information about the Company with the duties and functions of the risk monitoring committee;
   b. Communicating with the heads of working units and other parties within the Company to obtain information, clarification and request the necessary documents and reports;
   c. monitoring and reviewing the Risk Management report and other reports related to the implementation of Risk Management of both the Company and its subsidiaries;
   d. Monitoring and evaluating the appropriateness of the implementation of risk management policies and strategies of the Company and its subsidiaries;
   e. Provide recommendations to the Company's Board of Commissioners on matters that support the effectiveness of the implementation of Risk Management and the compatibility between the Company's Risk Management policies and the Company's Subsidiaries' Risk Management; and
   f. Carry out monitoring and evaluation of the implementation of other risk management functions in accordance with the provisions of laws and regulations, articles of association, and/or resolutions of the GMS.
2. Tasks related to Integrated Governance
   a. Conduct an evaluation of integrated governance policies;
   b. Monitor and evaluate the alignment of the Company’s or its subsidiaries’ integrated governance policies;
   c. Evaluate the implementation of integrated governance, at a minimum through assessing the adequacy of internal controls and the implementation of the compliance function in an integrated manner;
   d. Provide recommendations to the Board of Commissioners for the improvement of integrated governance policies;
   e. Communicate with work units performing functions such as internal audit, legal and compliance, finance and risk management, human resources, and operational/business functions as necessary to obtain information, clarification, and reports in an integrated manner; and
   f. Monitor and evaluate the implementation of other integrated governance functions in accordance with prevailing laws and regulations, the Articles of Association, and/or resolutions of the GMS
3. Maintain the confidentiality of the Company's documents, data and information.
4. Identify matters that require the attention of the Board of Commissioners of the Company and other relevant duties of the Board of Commissioners of the Company.

5. Melaksanakan tugas lain yang diberikan oleh Dewan Komisaris berdasarkan ketentuan peraturan perundang-undangan yang berlaku.

RAPAT KPRTKT

Kebijakan rapat KPRTKT mengacu pada Piagam KPRTKT yang mengatur rapat dilakukan sekali setiap triwulan. Keputusan rapat diambil berdasarkan musyawarah mufakat. Jalannya rapat, perbedaan pendapat *(dissenting opinion)* dan keputusan yang diambil dalam rapat Komite wajib dicatat dan didokumentasikan dengan baik dalam risalah rapat. Risalah rapat tersebut ditandatangani oleh Ketua dan Anggota Komite serta didistribusikan kepada Ketua Komite, Sekretaris Dewan Komisaris dan peserta rapat.

Pada tahun 2025, KPRTKT melakukan rapat sebanyak 6 (enam) kali rapat. Berikut informasi mengenai risalah dan rekapitulasi kehadiran rapat-rapat KPRTKT.

5. Carry out other duties assigned by the Board of Commissioners based on the provisions of the prevailing laws and regulations.

KPRTKT MEETING

The meeting policy of the KPRTKT refers to the KPRTKT Charter, which stipulates that meetings are to be held once every quarter. Meeting resolutions are made based on deliberation and consensus. The proceedings of the meetings, any differences of opinion (dissenting opinions), and the resolutions adopted must be properly recorded and documented in the meeting minutes. The minutes of the meetings are signed by the Chairman and Members of the Committee and distributed to the Chairman of the Committee, the Secretary of the Board of Commissioners, and meeting participants.

In 2025, the KPRTKT held a total of 6 (six) meetings. The following is information regarding the minutes and attendance of the KPRTKT meetings.

Rekapitulasi Kehadiran KPRTKT pada Rapat
Recapitulation of the Presence of KPRTKT at the Meeting

Anggota KPRTKT KPRTKT Members	**Jumlah Wajib Rapat** Number of Mandatory Meeting	**Jumlah Kehadiran** Number of Presence	**Kehadiran** Presence
Giring Ganesha Djumaryo Ketua Chairman	6	6	100%
Oki Yanuar Anggota Member	6	6	100%
Sugiharto Prapto Anggota Member	4	4	100%
Kevin Ibrahim Suryo Anggota Member	6	6	100%
Rata-rata Average			**100%**

Risalah Rapat KPRTKT
Minutes of KPRTKT Meeting

Tanggal Date	**Agenda Rapat** Meeting Agenda	**Kehadiran** Presence	**Alasan Ketidakhadiran** Reasons for Absence
30 Juli 2025 July 30, 2025	Pembahasan Evaluasi Kebijakan Pengadaan dan Kebijakan Manajemen Risiko Discussion on the Evaluation of Procurement Policy and Risk Management Policy	100%	-
6 Agustus 2025 August 6, 2025	Pendalaman Terkait Manajemen Risiko GMF In-depth Review of GMF's Risk Management	100%	-
12 September 2025 September 12, 2025	Pembahasan Telaah Komite Risiko mengenai Rencana KSO dengan BIJB Discussion on the Risk Committee's Review of the Planned Joint Operation (KSO) with BIJB	100%	-
25 September 2025 September 25, 2025	Pembahasan Kajian KSO dengan BIJB Discussion on the Study of the KSO with BIJB	100%	-

Risalah Rapat KPRTKT
Minutes of KPRTKT Meeting

Tanggal Date	**Agenda Rapat** Meeting Agenda	**Kehadiran** Presence	**Alasan Ketidakhadiran** Reasons for Absence
6 Oktober 2025 October 6, 2025	Pembahasan Kajian KSO dengan BIJB Discussion on the Study of the Joint Operation (KSO) with BIJB	100%	-
22 Desember 2025 December 22, 2025	Pembahasan Telaah Atas Revisi Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2025, Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2026, dan Rencana Jangka Panjang Perusahaan (RJPP) Tahun 2026–2030 Discussion on the Review of Revisions to the 2025 Company Work Plan and Budget (RKAP), the 2026 Company Work Plan and Budget (RKAP), and the 2026–2030 Long-Term Corporate Plan (RJPP)	100%	-

PENGEMBANGAN KOMPETENSI KPRTKT

KPRTKT memiliki ketentuan yang termuat di Piagam Komite KPRTKT terkait peningkatan kompetensi secara berkesinambungan untuk anggota, khususnya untuk menyeleraskan dengan perkembangan usaha dan kondisi Perseroan.

Informasi mengenai daftar kegiatan pelatihan dan peningkatan kompetensi yang diikuti KPRTKT sepanjang tahun 2025 dapat dilihat pada Laporan Keberlanjutan dalam Laporan Terintegrasi ini.

KEBIJAKAN REMUNERASI

Remunerasi anggota KPRTKT ditetapkan oleh Dewan Komisaris. Ketentuan pemberian honorarium untuk Anggota Komite Dewan Komisaris diatur berdasarkan ketentuan berikut:

1. Besarnya Honorarium bagi Anggota Komite Dewan Komisaris Independen dan/atau yang tidak berstatus sebagai Pegawai Perseroan atau Pegawai PT Garuda Indonesia (Persero) Tbk ("Garuda Indonesia").
2. Besarnya Honorarium bagi Anggota Komite Dewan Komisaris yang berstatus masih sebagai pegawai Perseroan atau Pegawai Garuda Indonesia.
3. Honorarium tidak diberikan kepada Ketua/Anggota Komite Dewan Komisaris yang berstatus sebagai Anggota Direksi di Garuda Indonesia dan/atau merangkap sebagai Dewan Komisaris Perseroan.
4. Pajak atas Honorarium Anggota Komite Dewan Komisaris dan/atau penghasilan lainnya ditanggung oleh Perseroan.
5. Biaya yang timbul atas pemberian honorarium ini menjadi beban Perseroan.

COMPETENCY DEVELOPMENT FOR KPRTKT

The KPRTKT has provisions set out in the KPRTKT Committee Charter regarding the continuous enhancement of members' competencies, particularly to ensure alignment with business developments and the Company's conditions.

Information on the list of training and competency development programs of KPRTKT in 2025 is available in the Sustainability Report within this Integrated Report.

REMUNERATION POLICY

The remuneration of KPRTKT members was determined by the Board of Commissioners. The honorarium for members of the Board of Commissioners' Committee are regulated based on the following:

1. The Honorarium for Independent Members of the Board of Commissioners' Committee and/or those who are not employees of the Company or Employees of PT Garuda Indonesia (Persero) Tbk ("Garuda Indonesia").
2. The Honorarium for Members of the Board of Commissioners' Committee who are employees of the Company or Garuda Indonesia.
3. The Honorarium is not given to the Chairman/Committee Member of the Board of Commissioners who is also a Member of the Board of Directors at Garuda Indonesia and/or the Company's Board of Commissioners.
4. Taxes on the Honorarium of Members of the Board of Commissioners' Committee and/or other income shall be borne by the Company.
5. The Company is responsible for the costs incurred from this honorarium.

PENCAPAIAN KPRTKT

Setiap tahunnya KPRTKT menyusun rencana kerja untuk mendukung pelaksanaan tugas dan tanggung jawab dengan efisien dan efektif. Berikut pencapaian Rencana Kerja KPRTKT tahun 2025:

KPRTKT'S ACHIEVEMENT

KPRTKT made an annual working plan to do the duties and responsibilities efficiently and effectively. The realization of KPRTKT's work plan for 2025 was as follows:

No.	Program Kerja KPRTKT 2025 KPRTKT Work Plan 2025	Realisasi Realization
1.	Melakukan kajian dan evaluasi atas pengembangan usaha MRO Conduct studies and evaluations of MRO business development	100%
2.	Melakukan kajian dan evaluasi atas kecukupan kebijakan, konsistensi praktik pengelolaan risiko, dan efektivitas tindakan mitigasi Reviewing and evaluating the adequacy of policies, the consistency of risk management practices, and the effectiveness of mitigation actions	100%
3.	Memberikan rekomendasi perbaikan atas praktik pengelolaan dan penanganan risiko Perseroan Providing recommendations for improvements to the Company's risk management and management practices	100%
4.	Melaksanakan tugas lain yang diberikan oleh Dewan Komisaris sepanjang masih dalam ruang lingkup tugas dan kewajiban Dewan Komisaris berdasarkan ketentuan yang berlaku Performing other duties given by the Board of Commissioners as long as within the coverage of duties and obligations of the Board according to regulation	100%
5.	Menyusun rencana kerja KPRTKT tahun 2024 Prepare KPRTKT work plan for 2024	100%
6.	Membuat laporan berkala Triwulanan/setiap 3 bulan sekali kepada Dewan Komisaris Creating a quarterly report/once every 3 months to the Board of Commissioners	100%
7.	Melaksanakan rapat periodik sekurang-kurangnya 1 kali dalam 3 bulan Held a periodic meeting at least once every three months	100%
8.	Melakukan *Self-Assessment* terhadap kinerja anggota KPRTKT Conducted Self-Assessment on the performance of KPRTKT members	100%

LAPORAN PELAKSANAAN TUGAS

Selama tahun 2025, KPRTKT telah melaksanakan berbagai kegiatan dalam rangka melaksanakan tugas dan tanggung jawab, di antaranya meliputi:

1. Melakukan reviu berkala atas kinerja Perseroan dan profil risiko Perseroan.
2. Melakukan telaah atas rencana Kerja Sama Operasi (KSO) antara Perseroan dengan PT Bandarudara Internasional Jawa Barat dalam pengembangan Aerospace Park Kertajati, terutama dari sisi risiko hukum, risiko solvabilitas mitra, struktur governance, kepastian hak pemanfaatan lahan, dan persyaratan mitigasi sebelum perjanjian dinyatakan efektif.
3. Melakukan telaah atas Revisi RKAP Tahun 2025, RKAP Tahun 2026, dan RJPP Tahun 2026–2030, dengan fokus padakualitas pemulihan ekuitas, ketahanan likuiditas, kolektibilitas piutang afiliasi, diversifikasi pendapatan non-group, risiko SDM, kecukupan CAPEX, dan keberlanjutan strategi jangka panjang Perseroan.

REPORT OF DUTIES

Throughout 2025, KPRTKT has performed the following activities to fulfill the duties and responsibilities that cover:

1. Conducted periodic reviews of the Company's performance and risk profile.
2. Reviewed the proposed Operational Cooperation (KSO) between the Company and PT Bandarudara Internasional Jawa Barat in the development of the Kertajati Aerospace Park, particularly from the perspectives of legal risk, partner solvency risk, governance structure, certainty of land utilization rights, and the mitigation requirements to be fulfilled before the agreement becomes effective.
3. Reviewed the Revised 2025 RKAP, the 2026 RKAP, and the 2026–2030 RJPP, with a focus on the quality of equity recovery, liquidity resilience, collectibility of affiliate receivables, diversification of non-group revenue, human capital risk, adequacy of CAPEX, and the sustainability of the Company's long-term strategy.

Sekretaris Perusahaan & Legal

Corporate Secretary & Legal

Berdasarkan Surat Keputusan Direktur Human Capital & Corporate Affairs No. DC/SKEP-5079/25 tanggal 14 Maret 2025 tentang Struktur Organisasi Corporate Secretary & Legal PT Garuda Maintenance Facility Aero Asia Tbk, GMF melakukan perubahan atas struktur organisasi unit dengan fungsi sebagai Sekretaris Perusahaan dan Legal. Fungsi Sekretaris Perusahaan ini juga telah menyesuaikan dengan Peraturan OJK No. 35/POJK.04/2014 tentang Sekretaris Perusahaan Emiten atau Perusahaan Publik.

Based on the Decree of Director of Human Capital & Corporate Affairs No. DC/SKEP-5079/25 dated March 14, 2025, regarding Organizational Structure of Corporate Secretary & Legal PT Garuda Maintenance Facility Aero Asia Tbk, GMF updated the organization structure of Corporate Secretary and Legal. The Corporate Secretary is to comply with OJK Regulation No. 35/POJK.04/2014 concerning Corporate Secretary of Issuers or Public Companies.

PROFIL VP CORPORATE SECRETARY & LEGAL

Berdasarkan Surat Keputusan Direktur Human Capital & Corporate Affairs No. DC/SKEP-5181/20 tanggal 17 Juli 2020, Perseroan menunjuk Rian Fajar Isnaeni sebagai VP Corporate Secretary & Legal. Pengangkatan VP Corporate Secretary & Legal telah dilaporkan kepada OJK dan Bursa Efek Indonesia pada tanggal 21 Juli 2020 melalui surat No. GMF/DT/SPE-2001/20 untuk memenuhi Peraturan OJK No. 35/POJK.04/2014 tentang Sekretaris Perusahaan Emiten atau Perusahaan Publik.

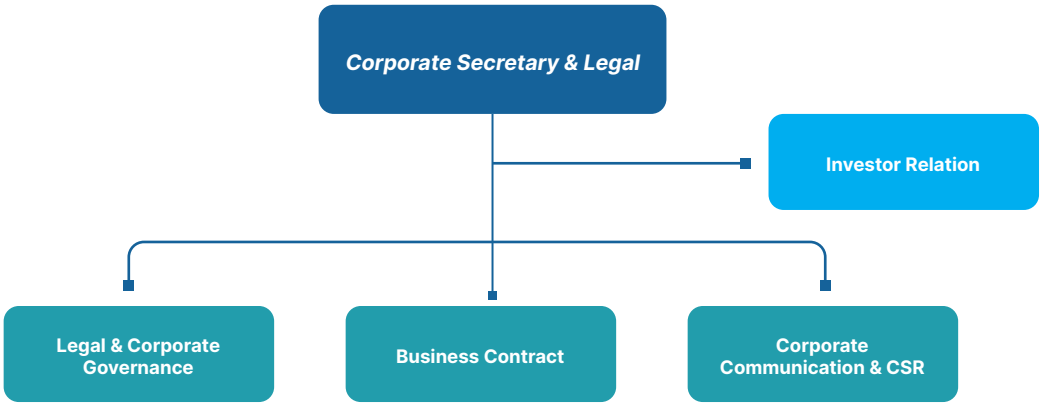
PROFILE OF CORPORATE SECRETARY & LEGAL VP

Based on the Director of Human Capital & Corporate Affairs Decree No. DC/SKEP-5181/20 on July 17, 2020, the Company has appointed Rian Fajar Isnaeni as the Corporate Secretary & Legal VP. The appointment of the Corporate Secretary & Legal VP has been reported to OJK and Indonesia Stock Exchange on July 21, 2020, through letter No. GMF/DT/SPE-2001/20 to meet the OJK Regulation No. 35/POJK.04/2014 concerning Corporate Secretary of an Emitent or a Public Company.

Rian Fajar Isnaeni **Corporate Secretary & Legal Group Head**	
Periode Jabatan Period	Menjabat sejak 21 Juli 2020 Took up the position on July 21, 2020
Data Pribadi Personal Data	Warga Negara Indonesia | Indonesian Citizen Usia 48 tahun | 48 years old Kelahiran Palembang, 17 Januari 1977 | Born in Palembang, January 17, 1977
Domisili Domicile	Jakarta Timur, DKI Jakarta, Indonesia East Jakarta, DKI Jakarta, Indonesia
Bergabung di GMF Join GMF	7 Januari 2019 sebagai GM Legal & Corporate Governance January 7, 2019, as the GM Legal & Corporate Governance
Pendidikan Education	Sarjana (S1) Program Hukum di Universitas Diponegoro Bachelor's Degree (S1) of Law in Diponegoro University
Pengalaman Kerja Work Experience	• GM Legal & Corporate Governance PT Garuda Maintenance Facility Aero Asia Tbk (2019-2020) • Legal Counsel and Compliance Officer PT SEI Consulting Jakarta (2015-2018) • Corporate Legal Manager PT Panasonic Gobel Indonesia (2013-2015)
Pendidikan dan/atau Sertifikasi Profesi yang Berlaku Education and/or Valid Professional Certifications	• Mengelola Risiko Siber dalam Industri Digital (23 September 2021) oleh LPPI • Advokasi Pelaku Usaha KPPU – AEI tentang Pedoman Penilaian terhadap Penggabungan, Peleburan atau Pengambilalihan (18 Desember 2020) Jakarta – KPPU • Pemahaman Filosofi dan Model Struktural Pengelolaan GRC Terpadu, 2020, Tangerang – PT Sinergi Daya Prima • Managing the Cyber Risk in the Digital Industry (September 23, 2021) by LPPI • KPPU – AEI Entrepreneurs Advocacy concerning Assessment Guidelines for Merger, Consolidation or Acquisition (December 18, 2020) Jakarta – KPPU • Understanding the Philosophy and Structural Model of Integrated GRC Management, 2020, Tangerang – PT Sinergi Daya Prima

STRUKTUR CORPORATE SECRETARY & LEGAL

CORPORATE SECRETARY & LEGAL STRUCTURE



Kedudukan Sekretaris Perusahaan dalam struktur organisasi Perseroan berada langsung di bawah Direktur Utama. Sekretaris Perusahaan memiliki beberapa fungsi di bawahnya yaitu fungsi Corporate Communication, Business Contract, dan Legal & Corporate Governance yang juga bertanggung jawab dalam pelaksanaan tata kelola perusahaan serta berfungsi sebagai penghubung dengan pihak eksternal maupun internal GMF.

Hingga akhir tahun 2025, jumlah karyawan yang tergabung dalam unit Sekretaris Perusahaan sebanyak 25 orang.

The Corporate Secretary & Legal is positioned under the President Director. The Corporate Secretary & Legal has several functions underneath, including Corporate Communication, Business Contract, and Corporate Legal, which is also responsible for implementing corporate governance and acting as the liaison between the internal and external parties of GMF.

By the end of 2025, the employees of the Corporate Secretary & Legal comprised of 25 people.

Jabatan Position	**Jumlah Karyawan** Total Employee
Corporate Secretary & Legal Group Head	1
Business Contract Division Head	1
Corporate Communication & CSR Division Head	1
Legal & Corporate Governance Division Head	1
Government Relation Executive	1
Investor Relation Executive	1
Senior Business Contract Specialist	1
Business Contract Specialist	2
Trainee for Business Contract Specialist	1
Corporate Governance Analyst	2
Corporate Governance Officer	1
Legal Advisor	2
Legal Officer	3
Trainee for Legal Officer	1
Corporate Communication Executive	2
Corporate Communication Officer	3
Trainee for Visual Communication Officer	1
Jumlah Total	**25**

PEDOMAN KERJA CORPORATE SECRETARY & LEGAL

Sekretaris Perusahaan GMF telah dilengkapi dengan Pedoman Kerja yang tertuang pada Surat Keputusan Direktur Utama No. DT/SKEP-5015/25 tentang Organisasi Induk PT Garuda Maintenance Facility Aero Asia Tbk., dalam Pedoman Direksi Bab 9 tentang Organ Pendukung Direksi Hal.49-50, dan Surat Keputusan Direktur Human Capital & Corporate Affairs No. DC/SKEP-5079/25 tanggal 14 Maret 2025 tentang Struktur Organisasi Unit Corporate Secretary & Legal PT Garuda Maintenance Facility Aero Asia Tbk.

TUGAS DAN TANGGUNG JAWAB CORPORATE SECRETARY & LEGAL

Tugas Sekretaris Perusahaan meliputi:

1. Memastikan penyelenggaraan Perseroan oleh Direksi dan Dewan Komisaris agar sesuai dengan Undang-Undang Perseroan Terbatas, Anggaran Dasar Perusahaan, Peraturan Bapepam dan LK, Otoritas Jasa Keuangan, peraturan Bursa Efek dan peraturan terkait lainnya;
2. Mengikuti perkembangan seluruh peraturan-peraturan terkait penyelenggaraan Perseroan pada umumnya, ketenagakerjaan, pasar modal guna memberikan rekomendasi atau pertimbangan kepada Direksi dan Dewan Komisaris dalam pengembalian keputusan;
3. Memberikan masukan kepada Direksi dan Dewan Komisaris terkait pengelolaan dan administrasi kesekretariatan Perseroan dalam pengambilan keputusan sesuai dengan ketentuan peraturan perundang-undangan yang berlaku di bidang perseroan terbatas dan pasar modal;
4. Bertindak selaku penghubung atau *liaison officer* bagi Direksi dan/atau Dewan Komisaris dengan Pemegang Saham, Otoritas Jasa Keuangan, masyarakat dan pemangku kepentingan lainnya;
5. Memastikan pengelolaan, menatausahakan, serta menyimpan dokumen Perseroan yang termasuk, tetapi tidak terbatas pada Daftar Pemegang Saham, Daftar Khusus dan risalah rapat Direksi, rapat Dewan Komisaris dan RUPS;
6. Mengkoordinasikan penyelenggaraan Sistem Pelaporan Pelanggaran (Whistleblowing System/ WBS) dengan memastikan Laporan Pelanggaran ditindaklanjuti oleh WBS Officer dan menyampaikan hasil tindak lanjut Laporan Pelanggaran kepada Direksi dan/atau Dewan Komisaris dan/atau Pemegang Saham;
7. Menjamin penatalaksanaan dan ketersediaan informasi yang diperlukan dalam pengambilan keputusan oleh Direksi dan Dewan Komisaris, termasuk memastikan kuorum kehadiran peserta rapat sehingga dapat melakukan pengambilan keputusan yang sah sesuai dengan ketentuan yang belaku;

CORPORATE SECRETARY & LEGAL WORK GUIDELINE

GMF Corporate Secretary has been equipped with Work Guidelines as stated in the President Director Decree No. DT/SKEP-5015/24 concerning the Parent Organisation of PT Garuda Maintenance Facility Aero Asia Tbk, in the Board of Directors Guidelines Chapter 9 concerning Supporting Organs of the Board of Directors Page 49-50, and Decree of the Director of Human Capital & Corporate Affairs No. DC/SKEP-5079/25 dated March 14, 2025, concerning the Organisational Structure of the Corporate Secretary & Legal Unit of PT Garuda Maintenance Facility Aero Asia Tbk.

CORPORATE SECRETARY & LEGAL DUTIES AND RESPONSIBILITIES

Duties of the Corporate Secretary include:

1. Ensuring that the management of the Company by the Board of Directors and the Board of Commissioners complies with the Company Law, the Company's Articles of Association, regulations of Bapepam-LK, the Financial Services Authority, Stock Exchange regulations, and other relevant regulations;
2. Monitoring developments in all regulations related to corporate governance in general, employment, and capital markets in order to provide recommendations or considerations to the Board of Directors and the Board of Commissioners in making decision;
3. Providing input to the Board of Directors and the Board of Commissioners regarding the management and administration of the Company's secretarial functions in decision-making in accordance with prevailing laws and regulations in the areas of company law and capital markets;
4. Acting as a liaison officer for the Board of Directors and/or the Board of Commissioners with Shareholders, the Financial Services Authority, the public, and other stakeholders;
5. Ensuring the management, administration, and safekeeping of Company documents, including but not limited to the Shareholders Register, Special Register, and minutes of meetings of the Board of Directors, the Board of Commissioners, and the GMS;
6. Coordinating the implementation of the Whistleblowing System (WBS) by ensuring that reports of violations are followed up by the WBS Officer and reporting the follow-up results to the Board of Directors and/or the Board of Commissioners and/or Shareholders;
7. Ensuring proper administration and availability of information required for making decision by the Board of Directors and the Board of Commissioners, including ensuring quorum attendance in meetings so that valid decisions can be made in accordance with applicable regulations;

8. Mempersiapkan dan mengkoordinasikan penyelenggaraan Rapat Direksi, Rapat Dewan Komisaris, Rapat Analis dan RUPS serta forum korporasi lainnya;
9. Memastikan dan mengkoordinasikan pelaksanaan program orientasi terhadap perusahaan dan pelatihan bagi Direksi dan/atau Dewan Komisaris;
10. Memastikan tindakan koreksi terhadap hasil temuan pada penilaian dan evaluasi atas penerapan GCG dan pada ranah lainnya yang merupakan tanggung jawab dari unit 1 (satu) tingkat di bawah Direksi yang membidangi Sekretaris Perusahaan;
11. Menyampaikan secara berkala paling kurang 1 (satu) kali dalam 1 (satu) tahun mengenai pelaksanaan unit 1 (satu) tingkat di bawah Direksi yang membidangi Sekretaris Perusahaan kepada Direksi dan ditembuskan kepada Dewan Komisaris;
12. Menjalankan unit 1 (satu) Tingkat di bawah Direksi yang membidangi Sekretaris Perseroan dengan tidak mengambil keuntungan Pribadi baik secara langsung maupun tindak langsung, yang merugikan Perseroan;
13. Menjaga kerahasiaan dokumen, data dan informasi yang bersifat rahasia kecuali dalam rangka memenuhi kewajiban sesuai dengan peraturan perundang-undangan atau ditentukan lain dalam peraturan perundang-undangan;
14. Bertanggung jawab terhadap penyusunan strategi dan kebijakan Perseroan terkait struktur dan mekanisme tata kelola perusahaan, berdasarkan prinsip-prinsip GCG dan berlandaskan peraturan perundang-undangan serta etika bisnis pada umumnya secara konsisten dan berkesinambungan;
15. Mengelola dan memitigasi risiko hukum bagi Perseroan dalam setiap rencana dan pelaksanaan perikatan dengan pihak ketiga sesuai dengan ketentuan Anggaran Dasar Perusahaan dan peraturan perundang-undangan terkait;
16. Mencegah terjadinya pelanggaran dalam Perseroan;
17. Memastikan penyusunan segala jenis kontrak bisnis antara Perseroan dengan customer, vendor, partner, dan pihak lainnya, dengan tetap menjaga kepentingan Persereoan dan ketentuan yang berlaku;
18. Bertanggung jawab dalam memastikan ketersediaan pelaksanaan keterbukaan informasi atau fakta material yang relevan pada situs web atau media komunikasi lainnya termasuk dampak hukumnya sesuai dengan ketentuan yang berlaku;
19. Mengembangkan strategi komunikasi Perseroan secara efektif dan wajar sejalan dengan tujuan, sasaran Perusahaan dan prinsip GCG;
20. Membangun terbentuknya citra Perseroan yang positif oleh pemegang saham dan seluruh pemangku kepentingan;
21. Memastikan aktivitas Perseroan yang terkait dengan program CSR terselenggaran sesuai dengan visi dan misi Perseroan;
22. Menyelenggarakan dan mengkoordinir pelaksanaan kegiatan-kegiatan Direksi dan Dewan Komisaris dalam setiap aksi atau kegiatan korporasi termasuk

8. Preparing and coordinating the implementation of Board of Directors meetings, Board of Commissioners meetings, Analyst Meetings, and GMS, as well as other corporate forums;
9. Ensuring and coordinating the implementation of company orientation programs and training for the Board of Directors and/or the Board of Commissioners;
10. Ensuring corrective actions on findings from assessments and evaluations of GCG implementation and other areas under the responsibility of the unit one level below the Director overseeing the Corporate Secretary;
11. Submitting periodic reports, at least once a year, regarding the implementation of the unit one level below the Director overseeing the Corporate Secretary to the Board of Directors, with copies to the Board of Commissioners;
12. Carrying out the functions of the unit one level below the Director overseeing the Corporate Secretary without taking personal advantage, either directly or indirectly, to the detriment of the Company;
13. Maintaining the confidentiality of documents, data, and information, except as required by laws and regulations or otherwise stipulated;
14. Being responsible for formulating the Company's strategy and policies related to corporate governance structure and mechanisms, based on GCG principles, laws and regulations, and general business ethics in a consistent and sustainable manner;
15. Managing and mitigating legal risks for the Company in every plan and implementation of agreements with third parties in accordance with the Company's Articles of Association and applicable laws and regulations;
16. Preventing violations within the Company;
17. Ensuring the preparation of all types of business contracts between the Company and customers, vendors, partners, and other parties, while safeguarding the Company's interests and complying with applicable regulations;
18. Ensuring the availability and implementation of disclosure of information or relevant material facts on the website or other communication media, including their legal implications, in accordance with applicable regulations;
19. Developing the Company's communication strategy effectively and appropriately in line with the Company's objectives and GCG principles;
20. Building and maintaining a positive corporate image among shareholders and all stakeholders;
21. Ensuring that Company activities related to CSR programs are carried out in accordance with the Company's vision and mission;
22. Organizing and coordinating the implementation of activities of the Board of Directors and the Board of Commissioners in every corporate action or

namun tidak terbatas pada korespondensi, keprotokolan, dokumentasi dan kelogistikan;
23. Bertanggung jawab untuk menjalin hubungan baik dengan pemerintah terkait guna mendukung kelancaran pengembangan bisnis Perseroan;
24. Menyampaikan laporan berkala perusahaan kepada Otoritas Jasa Keuangan dan Bursa Efek sesuai dengan ketentuan yang berlaku;
25. Bertanggung jawab terhadap keberjalanan fungsi Investor Relations guna memastikan komunikasi dengan relasi strategis, aksi korporasi terkait pasar modal, serta pengelolaan informasi Perseroan dilaksanakan dengan wajar dan berimbang kepada investor, calon investor, analis dan pemangku kepentingan pasar modal pada umumnya dengan tetap mengutamakan prinsip kehati-hatian dalam menjaga kerahasiaan Perseroan sesuai dengan ketentuan yang berlaku;

activity, including but not limited to correspondence, protocol, documentation, and logistics;
23. Being responsible for maintaining good relations with relevant government institutions to support the Company's business development;
24. Submitting periodic company reports to the Financial Services Authority and the Stock Exchange in accordance with applicable regulations;
25. Being responsible for the implementation of the Investor Relations function to ensure that communication with strategic stakeholders, capital market-related corporate actions, and the management of Company information are conducted fairly and in a balanced manner for investors, prospective investors, analysts, and capital market stakeholders, while upholding the principle of prudence in maintaining Company confidentiality in accordance with applicable regulations.

PENGEMBANGAN KOMPETENSI CORPORATE SECRETARY & LEGAL

Perseroan mendukung Corporate Secretary & Legal untuk mengikuti pengembangan kompetensi melalui berbagai kegiatan seperti pelatihan, workshop, seminar, atau berpartisipasi dalam sosialisasi regulasi terbaru. Mengingat peran penting Sekretaris Perusahaan sebagai penghubung antara Perseroan dan berbagai pihak internal dan eksternal, pengembangan kompetensi Sekretaris Perusahaan cukup luas mencakup tugas dan tanggung jawabnya, serta hal-hal lain yang mencakup regulasi pasar modal atau keberlanjutan. Sekretaris Perusahaan juga mengikuti perkembangan terkini terkait keberlanjutan mengingat perannya sebagai unit pengelola program keberlanjutan dan penanggung jawab pelaporannya dalam Laporan Keberlanjutan.

Informasi mengenai daftar kegiatan pelatihan dan peningkatan kompetensi yang diikuti Corporate Secretary & Legal sepanjang tahun 2025 dapat dilihat pada Laporan Keberlanjutan dalam Laporan Terintegrasi ini.

COMPETENCY DEVELOPMENT FOR CORPORATE SECRETARY & LEGAL

The Company supports the Corporate Secretary & Legal in pursuing competency development through various activities such as training programs, workshops, seminars, and participation in the socialization of the latest regulations. Given the important role of the Corporate Secretary as a liaison between the Company and various internal and external parties, the scope of competency development is broad and covers the Corporate Secretary's duties and responsibilities, as well as matters related to capital market regulations and sustainability. The Corporate Secretary also follows the latest development regarding sustainability given his role as the unit in charge of sustainability program and responsible for the reporting of Sustainability Report.

Information on the list of training and competency development activities attended by the Corporate Secretary & Legal throughout 2025 can be found in the Sustainability Report within this Integrated Report.

PELAKSANAAN TUGAS CORPORATE SECRETARY & LEGAL

Pelaksanaan tugas Corporate Secretary & Legal diklasifikan ke dalam beberapa fungsi dengan rincian sebagai berikut:

Legal & Corporate Governance
Memastikan kepatuhan GMF terhadap segala peraturan perundang-undangan yang berlaku terkait dengan operasional dan peraturan lainnya. Kepatuhan ini termasuk kepatuhan Perseroan dalam menerapkan prinsip-prinsip GCG, sekaligus pendokumentasian dokumen-dokumen Perseroan. Menyediakan analisis dan konsultasi terkait masalah hukum pada umumnya, kebijakan Perseroan dan penata kelolanya guna memastikan kesesuaian pelaksanaan kegiatan usaha Perseroan.

IMPLEMENTATION OF CORPORATE SECRETARY & LEGAL DUTIES

The implementation of the Corporate Secretary & Legal's duties is seen in several functions as follows:

Legal & Corporate Governance
Ensured GMF's compliance with the prevailing laws and regulations in terms of business operation and others. This compliance also covered the GCG principles and administration of the Company's documents. Providing analysis and consultation related to legal issues in general, Company policies and its management to ensure the suitability of the implementation of the Company's business activities.

Business Contract
Menyusun dan mengevaluasi perjanjian atau kerja sama dengan pihak ketiga untuk memastikan kepentingan GMF terlindungi baik dari sisi bisnis maupun hukumnya. Adapun bentuk kerja sama yang terjadi selama tahun 2025 dapat dilihat pada bagian Kerja Sama dengan Mitra Lain di Bab Profil Perusahaan dalam Laporan Tahunan Terintegrasi ini.

Komunikasi Perusahaan
GMF berkomitmen untuk menjalin komunikasi yang efektif dengan publik dan pemangku kepentingan lainnya melalui berbagai saluran. Perseroan secara rutin menerbitkan siaran pers dan melakukan korespondensi dengan Otoritas Jasa Keuangan (OJK) serta Bursa Efek Indonesia (BEI) untuk memastikan keterbukaan informasi yang akurat dan tepat waktu. Selain itu, GMF secara berkala menyampaikan informasi kepada karyawan mengenai kinerja perusahaan, peristiwa penting, dan inisiatif strategis. Perseroan juga menyediakan platform bagi karyawan untuk memberikan masukan dan opini strategis guna mendorong peningkatan kinerja secara keseluruhan.

Siaran Pers
Pada tahun 2025, GMF telah menerbitkan Siaran Pers sebanyak 18 siaran yang dimuat di website resmi Perseroan.

Business Contract
Prepare and evaluate the agreements or cooperations with third parties to protect GMF's interests in terms of business and legal perspectives. The forms of cooperation throughout 2025 can be seen in the Cooperation with Other Partners in the Company Profile Chapter within this Integrated Report.

Corporate Communication
GMF is committed to maintaining effective communication with the public and other stakeholders through various channels. The Company regularly issues press releases and conducts correspondence with the Financial Services Authority (OJK) and the Indonesia Stock Exchange (IDX) to ensure accurate and timely information disclosure. In addition, GMF periodically provides employees with updates on company performance, key events, and strategic initiatives. The Company also provides platforms for employees to share feedback and strategic insights to support overall performance improvement.

Press conference
In 2025, GMF has published 18 press releases which also available on the Company's official website.

Siaran Pers 2025
Press Release in 2025

No.	Judul Title	Tanggal Terbit Published Date
1.	Raih Sertifikasi dari UK CAA, GMF Siap Perluas Pasar Global Achieved Certification of UK CAA, GMF Ready to Expand Global Market	23 Januari 2025 January 23, 2025
2.	GMF Eksplor Kemitraan Strategis di MRO Middle East 2025 GMF Explores Strategic Partnership in MRO Middle East 2025	13 Februari 2025 February 13, 2025
3.	Perkuat Ekspansi MRO Perkeretaapian dengan INKA Group GMF Strengthens Railway MRO through Partnerships with INKA Group	17 Februari 2025 February 17, 2025
4.	GMF Optimalkan Perawatan Pesawat Jelang Peak Season Idul Fitri 2025 GMF Optimizes Aircraft Maintenance for Eid al-Fitr Peak Season 2025	21 Maret 2025 March 21, 2025
5.	GMFI Cetak Kinerja Finansial Solid di Tengah Transformasi GMFI Achieves Soild Financial Performance during Transformation	16 April 2025 April 16, 2025
6.	GMF, BIJB, dan Bappenas Resmikan Kemitraan Strategis GMF, BIJB, and Bappenas Inaugurate Strategic Partnership	21 April 2025 April 21, 2025
7.	GMF dan PLN Batam Lanjutkan Sinergi Strategis GMF and PLN Batam Continue Strategic Synergy	3 Juni 2025 June 3, 2025
8.	Gelar RUPS, GMFI Bukukan Laba USD26,9 Juta GMFI Recorded USD26.9 Million Profit	5 Juni 2025 June 5, 2025
9.	GMF Perluas Langkah Strategis di Industri Pertahanan pada Indo Defence GMF Expands Strategic Presence in the Defense Industry at Indo Defence	12 Juni 2025 June 12, 2025
10.	Selesaikan Perawatan Helikopter Bell 412 ke-4 Milik TNI AD GMF Completed Maintenance of the Indonesian Army's Bell 412 Helicopter	9 September 2025 September 9, 2025
11.	GMF Tingkatkan Kapabilitas sebagai MRO Terintegrasi di Asia Pasifik GMF Enhances Capabilities as an Integrated MRO in Asia Pacific	19 September 2025 September 19, 2025
12.	Perkuat Kinerja Operasional, GMF Angkat Direktur & Komisaris Baru Strengthening Operational Performance, GMF Appoints New Board	26 September 2025 September 26, 2025

Siaran Pers 2025
Press Release in 2025

No.	Judul Title	Tanggal Terbit Published Date
13.	GMF dan Pelita Air Sepakati Kemitraan Strategis GMF and Pelita Air Sign a Strategic Partnership	10 Oktober 2025 October 10, 2025
14.	GMF Mantapkan Fondasi, RUPSLB Setujui Inbreng Aset Strategis dari API GMF Strengthens its Financial, EGMS Approves Contribution from API	24 Oktober 2025 October 24, 2025
15.	GMF dan BIJB Tandatangani Kerja Sama Strategis Pengembangan Kertajati GMF and BIJB Sign Strategic Partnership to Develop Kertajati	14 November 2025 November 14, 2025
16.	Dukung Misi Kenegaraan, GMF Tuntaskan Perawatan Dua Pesawat VIP Supporting State Missions, GMF Completes Maintenance of Two VIP's	26 November 2025 November 26, 2025
17.	GMF dan BIJB Selenggarakan Groundbreaking Kawasan Kertajati Aerospace GMF and BIJB Hold Groundbreaking Ceremony for Kertajati Aerospace Park	8 Desember 2025 December 8, 2025
18.	GMF dan Angkasa Pura Indonesia Tandatangani Akta Inbreng Lahan GMF and Angkasa Pura Indonesia Sign Strategic Land Contribution Deed	29 Desember 2025 December 29, 2025

Kegiatan Legal & *Corporate Governance*

Memastikan kepatuhan GMF terhadap segala peraturan perundang-undangan yang berlaku terkait dengan operasional bisnis Perseroan maupun peraturan lainnya. Kepatuhan ini termasuk kepatuhan dalam menerapkan prinsip-prinsip Good Corporate Governance, sekaligus pendokumentasian dokumen-dokumen Perseroan. Kegiatan tersebut pada tahun 2025, di antaranya:

1. Penyampaian Laporan Harta Kekayaan Penyelenggaraan Negara (LHKPN) kepada Komisi Pemberantasan Korupsi (KPK) oleh Direksi;
2. Penandatanganan Pernyataan Kepatuhan atas Kode Etik Perseroan (Code of Conduct);
3. Pelaksanaan kegiatan pengendalian gratifikasi sebagaimana diatur dalam Surat Keputusan Direktur Utama Nomor DT/SKEP-5032/25 tanggal 12 Desember 2025 tentang Kebijakan Pengendalian Gratifikasi dan Penerapan Manajemen Anti Penyuapan di Lingkungan PT Garuda Maintenance Facility Aero Asia Tbk;
4. Terkait kebijakan pengendalian gratifikasi dan Whistleblowing System, Perseroan menetapkan fungsi Compliance Officer yang diatur dalam Surat Keputusan Keputusan Direktur Utama Nomor DT/SKEP-5020/20 tanggal 14 Oktober 2020 sebagai pihak yang bertanggung jawab secara kolektif dalam pembuatan laporan efektivitas pengendalian gratifikasi dan berperan menjaga mekanisme Whistleblowing System;
5. Pembayaran pajak pribadi tepat waktu dan tepat jumlah;
6. Penyampaian laporan Daftar Khusus Kepemilikan Saham Direksi dan anggota keluarganya guna menghindari benturan kepentingan secara berkala setiap tahun;
7. Peningkatan efektivitas Whistleblowing System melalui peninjauan efektivitas dan penindaklanjutan setiap pelaporan yang masuk oleh pihak yang bertugas untuk mengelola pelaporan pelanggaran dan optimalisasi penyampaian Whistleblowing System melalui beberapa media setiap enam bulan sekali.

Legal & Corporate Governance Activities

Ensure GMF complies with all laws and regulations concerning the Company's operations and others. This compliance includes applying the principles of Good Corporate Governance, as well as administration of Company documents. These activities, in 2025, comprised of:

1. Submission of State Officials' Wealth Report (LHKPN) to the Corruption Eradication Commission (KPK) by the Board of Directors;
2. Signing of the Statement of Compliance with the Company's Code of Ethics (Code of Conduct);
3. Implementation of gratuity control activities as stipulated in the President Director Decree No. DT/SKEP-5032/25 dated 12 December 2025 concerning the Gratuity Control Policy and the Implementation of Anti-Bribery Management within PT Garuda Maintenance Facility Aero Asia Tbk;
4. Regarding the gratification control policy and Whistleblowing System, the Company has determined the Compliance Officer function as stipulated in the Decree of the President Director Number DT/SKEP-5020/[20 dated October 14th ,2020as the party collectively responsible for preparing reports on the effectiveness of gratification control and playing a role in maintaining the Whistleblowing System mechanism;
5. Payment of personal taxes on time and in the correct amount;
6. Submission of the Special List of Share Ownership Reports of the Directors and their family members to avoid conflicts of interest periodically every year;
7. Increasing the effectiveness of the Whistleblowing System through reviewing the effectiveness and following up on every report received by the party tasked with managing violation reports and optimizing the delivery of the Whistleblowing System through several media every six months.

Internal Audit
Internal Audit

Internal Audit bertugas membantu manajemen dalam memaksimalkan efektivitas pengendalian intern. Internal Audit berperan sebagai assurance and consultant dalam mengevaluasi sistem pengendalian internal, pengelolaan risiko, dan penerapan GCG atas kegiatan operasional.

Internal Audit is responsible for assisting the management in optimizing the effectiveness of internal control. Internal Audit acts as an assurance and consultant in evaluating the internal control system, risk management, and the GCG implementation in operational activities.

PROFIL KEPALA INTERNAL AUDIT

Berdasarkan Surat Keputusan No. DC/SKEP – 5074/25 tanggal 14 Maret 2025 dan persetujuan Dewan Komisaris dengan surat No. GMF/DEKOM-031/21 tanggal 30 September 2021, Perseroan menunjuk Deddy Fezantino sebagai Kepala Unit Internal Audit. Pengangkatan menjadi Group Head berdasarkan pada aspek kemampuan, kompetensi, dan keahlian sesuai yang dipersyaratkan Perseroan.

PROFILE OF INTERNAL AUDIT HEAD

Based on Decree No. DC/SKEP–5074/25 dated 14 March 2025 and the approval of the Board of Commissioners through Letter No. GMF/DEKOM-031/21 dated September 30, 2021, the Company appointed Deddy Fezantino as Head of the Internal Audit Unit. The appointment as Group Head was based on the individual's qualifications, competencies, and expertise in accordance with the Company's requirements.

Deddy Fezantino **Kepala Unit Internal Audit** Head of Internal Audit Unit	
Periode Jabatan Period	Menjabat sejak 22 November 2021 Serving since November 22, 2021
Data Pribadi Personal Data	Warga Negara Indonesia | Indonesian Citizen Umur 50 tahun | 50 years old Kelahiran Padang, 8 Februari 1975 | Born in Padang on February 8, 1975
Domisili Domicile	Bekasi, Jawa Barat, Indonesia Bekasi, West Java, Indonesia
Bergabung di GMF Join GMF	1 September 2014 sebagai GM Budgeting & Controlling September 1, 2014, as the GM Budgeting & Cotrolling
Pendidikan Education	• Magister Administrasi dan Kebijakan Bisnis – Universitas Indonesia (2004) Master of Business Policy & Administration – University of Indonesia (2004) • Sarjana Akuntansi – Universitas Indonesia (1998) Bachelor of Accounting - University of Indonesia (1998)
Pengalaman Kerja Work Experience	• VP Accounting, PT GMF AeroAsia Tbk (2018-2021) • GM Management Reporting & Financial Planning, PT GMF AeroAsia Tbk (2016-2018) • GM Payable & Receivable Accounting, PT GMF AeroAsia Tbk (2015-2016) • GM Budgeting & Controlling, PT GMF AeroAsia Tbk (2014-2015) • Finance Manager, PT Indonesia Air Transport Tbk (2010-2014) • Department Head of Accounting, PT Aero Systems Indonesia (2005-2010) • Tax, Finance & Accounting Supervisor, PT Indomobil Trada Nasional (2004-2005) • Accounting Section Head, PT Tempo Inti Media Tbk (1999-2004) • Administration Staff, IPMI Management Center (1998)
Jabatan Rangkap Concurrent Position	VP Internal Audit, PT GMF Aero Asia Tbk (2020-saat ini) VP Internal Audit, PT GMF Aero Asia Tbk (2020-present)
Sertifikasi Profesi Professional Certification	• Qualified Internal Auditor (QIA) dari Yayasan Pendidikan Internal Audit (YPIA) (2022-saat ini) • Chartered Accountant (CA) dari Ikatan Akuntan Indonesia (2014-saat ini) • Certified Risk Management Professional (CRMP) dari Badan Nasional Sertifikasi Profesi (BNSP) (2025-saat ini) • Qualified Internal Auditor (QIA) from the Internal Audit Education Foundation (YPIA) (2022-present) • Chartered Accountant (CA) from Institute of Indonesia Chartered Accountants (2014-present) • Certified Risk Management Professional (CRMP) from National Professional Certification Body (BNSP) (2025-current)

STRUKTUR DAN KEDUDUKAN INTERNAL AUDIT

Struktur Internal Audit Perusahaan mengacu pada Surat Keputusan No. DC/SKEP-5074/25 tentang Struktur Organisasi Unit Internal Audit PT Garuda Maintenance Facility AeroAsia Tbk tanggal 14 Maret 2025. Kedudukan Unit Internal Audit berada langsung di bawah Direktur Utama.

Hingga akhir tahun 2025, jumlah auditor internal Perseroan adalah sebanyak 17 orang.

STRUCTURE AND POSITION OF INTERNAL AUDIT

The Company's Internal Audit structure refers to Decree No. DC/SKEP-5074/25 on March 14, 2025, concerning the Organization Structure of Internal Audit of PT Garuda Maintenance Facility AeroAsia Tbk. The Internal Audit Unit is positioned under the President Director.

By the end of 2025, the Company's internal auditors comprised of 17 people.

Jabatan Position	**Jumlah Karyawan** Total Employee
Group Head	1
Division Head	2
Lead Auditor	5
Senior Auditor	3
Auditor	6
Jumlah Total	**17**

KUALIFIKASI ATAU SERTIFIKASI PROFESI AUDITOR

Mayoritas auditor internal Perseroan telah tersertifikasi QIA. Informasi tersebut dapat dilihat di tabel berikut:

AUDITOR PROFESSIONAL QUALIFICATION OR CERTIFICATION

Most of the Company's internal auditors are a certified QIA. The information is available in the following table:

Sertifikasi Certification	**Jabatan** Position	**Jumlah Personil Terserfikasi (orang)** Certified Personnel (person)	**Persentase Terhadap Keseluruhan Tim Internal Audit** Percentage Against the Entire Internal Audit Team
Certified Risk Management Professional (CRMP)	Group Head Lead Auditor	3	18%
Certified Risk Management Officer (CRMO)	Senior Auditor	1	6%
Chartered Accountants (CA)	Group Head	1	6%
Qualified Internal Auditor (QIA)	Group Head Division Head Lead Auditor Senior Auditor Auditor	12	71%

KODE ETIK AUDITOR

Kode Etik yang berlaku bagi auditor internal Perseroan adalah:

1. Integritas, dengan mendemonstrasikan integritas dalam pekerjaan dan perilaku.
   1.1. Melaksanakan pekerjaannya secara professional berlandaskan prinsip kejujuran dan keberanian.
   1.2. Memahami, menghormati, memenuhi, dan berkontribusi terhadap etika yang berlaku dan

CODE OF CONDUCT FOR AUDITOR

The code of conduct for the Company's internal auditor covers the following:

1. Integrity, by demonstrating integrity in work and behavior.
   1.1. Carry out their work in a professional manner based on the principles of honesty and courage.
   1.2. Understand, respect, fulfill, and contribute to applicable ethics and be able to identify behaviors

mampu mengidentifikasi perilaku yang bertentangan dengan etika tersebut.
1.3. Memahami dan mematuhi perundang-undangan yang berlaku baik di dalam maupun luar area Perusahaan.

2. Objektivitas, dengan mempertahankan sikap tidak memihak dan tidak bias ketika melakukan jasa audit internal dan mengambil keputusan.
2.1. Menjaga objektivitas profesional ketika melaksanakan penugasan.
2.2. Tidak menerima barang berwujud atau tidak berwujud, seperti hadiah, imbalan, atau bantuan, yang dapat mengganggu atau dianggap mengganggu objektivitas
2.3. Mengungkap pelemahan objektivitas baik secara fakta maupun penampilan (in fact or appearance) kepada pihak yang berkepentingan.

3. Kompetensi, dengan menerapkan pengetahuan, keterampilan, dan kemampuan untuk memenuhi peran dan tanggung jawabnya dengan sukses.
3.1. Memiliki kompetensi untuk melaksanakan tanggung jawabnya dan terus mengembangkan serta menerapkan kompetensi yang diperlukan untuk memenuhi tanggung jawab profesionalnya.
3.2. Mengupayakan pengembangan profesional berkelanjutan termasuk pendidikan dan pelatihan.

4. Kecermatan Profesional, dengan menerapkan kecermatan profesional dalam merencanakan dan melaksanakan jasa audit internal.
4.1. Merencanakan dan melaksanakan jasa audit internal sesuai dengan Standar Audit Internal Global.
4.2. Menerapkan kecermatan profesional dengan menilai sifat, keadaan, dan persyaratan jasa yang akan diberikan.
4.3. Melaksanakan skeptisisme profesional ketika merencanakan dan melaksanakan jasa audit internal.

5. Kerahasiaan, dengan menggunakan dan melindungi informasi dengan tepat.
5.1. Tidak menyebarkan informasi untuk keuntungan pribadi atau dengan cara yang bertentangan dengan peraturan Perusahaan.
5.2. Melindungi informasi dan menjaga kerahasiaan, privasi, dan kepemilikan informasi yang diperoleh saat melakukan jasa audit internal atau sebagai hasil hubungan profesional.

PEDOMAN KERJA

that conflict with these ethics.
1.3. Understand and comply with applicable laws both inside and outside the Company area.

2. Objectivity, by maintaining an impartial and unbiased attitude when performing internal audit services and making decisions.
2.1. Maintain professional objectivity when performing engagements.
2.2. Not accepting tangible or intangible items, such as gifts, rewards, or favors, that could impair or be perceived to impair objectivity.

2.3. Disclose any weakening of objectivity in fact or appearance to interested parties.

3. Competence, by applying the knowledge, skills and abilities to fulfill their roles and responsibilities successfully.
3.1. Have the competence to carry out their responsibilities and continuously develop and apply the competencies necessary to fulfill their professional responsibilities.
3.2. Pursue continuous professional development including education and training.

4. Professional Care, by applying professional care in planning and performing internal audit services.

4.1. Plan and perform internal audit services in accordance with Global Internal Auditing Standards.
4.2. Apply professional care by assessing the nature, circumstances, and requirements of the services to be provided.
4.3. Exercise professional skepticism when planning and performing internal audit services.

5. Confidentiality, by using and protecting information appropriately.
5.1. Not disseminate information for personal gain or in a manner contrary to Company regulations.

5.2. Protect information and maintain the confidentiality, privacy, and ownership of information obtained while performing internal audit services or as a result of a professional relationship.

WORK GUIDELINES

Piagam Internal Audit telah diunggah di website resmi GMF dan dapat diakses oleh publik
Internal Audit Charter has been uploaded to the official website of GMF and accessible for the public

CLICK HERE

Dalam menjalankan tugas dan tanggung jawabnya, Internal Audit mengacu pada pedoman kerja sebagai berikut:

1. Piagam Internal Audit
   Piagam Internal Audit merupakan rujukan tertinggi pelaksanaan aktivitas Audit Internal yang ditetapkan oleh Direktur Utama dan Komisaris Utama. Piagam Internal Audit pertama kali disahkan pada bulan Januari 2005. Dokumen tersebut telah dikaji ulang kembali dalam rangka penyesuaian peraturan kondisi dan organisasi Perseroan disahkan pada tanggal 27 Desember 2024. Piagam Internal Audit berisi visi, misi, sasaran audit internal, kedudukan unit Internal Audit, wewenang, kewajiban, independensi, tanggung jawab, standar audit, ruang lingkup kegiatan Audit, hubungan dengan eksternal auditor dan Komite Audit.

2. Kebijakan Internal Audit
   Kebijakan Internal Audit merupakan hasil dari revisi yang disahkan pada 10 Mei 2017, sebagai salah satu langkah dalam menyeleraskan dengan kondisi organisasi yang ada serta menyesuaikan format SOP terbaru. Kebijakan Internal Audit berisi peran dan tanggung jawab, standar profesi, kebijakan, penilaian risiko dan perencanaan audit, layanan audit, bukti dan kertas kerja audit, pengendalian aktivitas audit internal, monitoring aktivitas audit internal, sistem informasi unit audit internal, layanan investigasi, layanan advis, dan pengembangan karir auditor dan konseling.

3. Prosedur Bisnis dan Instruksi Kerja
   Prosedur bisnis dan instruksi kerja ditetapkan oleh VP Internal Audit sebagai panduan operasional aktivitas Internal Audit. Prosedur bisnis yang telah ditetapkan yakni, PB-07-002 Audit internal dan tindak lanjut Atas Audit internal, PB-07-010 Pelayanan Jasa Konsultasi dan PB-07-003 Quality Assurance Review. Instruksi kerja yang telah ditetapkan seperti Pelaksanaan Entry Meeting, Pendokumentasian Kertas Kerja Audit, Penyusunan Laporan Hasil Audit, Pengelolaan Tindak Lanjut Audit, dan Penyusunan Laporan Interim Audit. Saat ini Unit Internal Audit sedang melakukan review terhadap SOP yang ada disesuaikan dengan kondisi dan situasi organisasi Perseroan saat ini.

Internal Audit juga bekerja dengan berpedoman pada Audit Plan dan perangkat operasional melalui aplikasi Audit Work System (AWS).

TUGAS, KEWENANGAN, DAN RUANG LINGKUP KEGIATAN

Kewenangan Internal Audit adalah sebagai berikut:

1. Memiliki akses tanpa batas terhadap data, catatan, informasi, personel, dan properti fisik yang diperlukan terkait dengan tugas dan fungsi audit internal.

In carrying out its duties and responsibilities, Internal Audit refers to the following work guidelines:

1. Internal Audit Charter
   The Internal Audit Charter is the highest reference for the implementation of Internal Audit activities determined by the President Director and the Chief Commissioner. The Internal Audit Charter was first ratified in January 2005. The document has been reviewed again in the context of adjusting the Financial Services Authority (OJK) regulations and ratified on December 27, 2024. The Internal Audit Charter contains the vision, mission, internal audit objectives, the position of the Internal unit Audit, authority, obligation, independence, responsibility, audit standards, the scope of Audit activities, relations with external auditors and the Audit Committee.

2. Internal Audit Policy
   The Internal Audit Policy is the result of a revision that was passed on May 10, 2017, as one step in harmonizing with existing organizational conditions and adjusting the latest SOP format. Internal Audit Policy contains roles and responsibilities, professional standards, policies, risk assessment and audit planning, audit services, evidence and audit working papers, internal audit activity control, internal audit activity monitoring, internal audit unit information systems, investigation services, advisory services, and auditor career development and counseling.

3. Business Procedures and Work Instructions
   Business procedures and work instructions are established by VP Internal Audit as a guide to operational activities for Internal Audit. The established business procedures are PB-07-002 Internal Audit and follow-up to Internal Audit, PB07-010 Consultancy Services and PB-07-003 Quality Assurance Review. Work instructions that have been determined include the Implementation of Entry Meetings, Documentation of Audit Working Papers, Preparation of Audit Reports, Management of Follow-Up Audit, and Preparation of Interm Audit Reports.

Internal Audit also works according to the Audit Plan and operational tools such as those available in the Audit Work System (AWS) application.

DUTIES, AUTHORITIES, AND SCOPE OF ACTIVITIES

The authorities of Internal Audit are as follows:

1. Have unrestricted access to necessary data, records, information, personnel, and physical property related to internal audit duties and functions.

2. Melakukan komunikasi secara langsung dengan Direksi, Dewan Komisaris dan/atau Komite Audit.
3. Melakukan penyelenggaraan rapat secara berkala dan insidentil dengan Direksi, Dewan Komisaris, dan Komite Audit.
4. Melakukan koordinasi kegiatan Audit Internal dengan kegiatan Auditor Eksternal agar tidak terjadi duplikasi proses audit pada area yang sama.
5. Memberikan jasa advisori dan asurans terkait hal yang bersifat strategis baik pada saat perencanaan maupun pada saat pelaksanaan kegiatan operasional seperti audit kinerja, asurans mengenai pengendalian internal atas pelaporan keuangan, dan investigasi.
6. Mengalokasikan sumber daya audit termasuk melakukan pemilihan sumber daya manusia yang kompeten, menentukan fokus, ruang lingkup dan jadwal audit, serta menerapkan teknik yang dipandang perlu untuk mencapai tujuan audit. Jika dipandang perlu, audit internal memiliki wewenang untuk mendapatkan saran dan nasehat dari tenaga profesional (tenaga ahli) dengan biaya perusahaan. Jika sumber daya yang dimiliki tidak cukup untuk mencakup penugasan yang direncanakan, audit internal dapat meminta seorang ahli dari dalam perusahaan untuk bertindak sebagai auditor tamu, mempekerjakan staf tambahan, mengandalkan penyedia asurans lain, mengembangkan program rotasi audit, atau kontrak dengan penyedia jasa eksternal.
7. Wewenang Auditor Internal sebatas pada penilaian dan analisa atas aktifitas yang direviu/diaudit. Auditor Internal tidak mempunyai wewenang dalam hal pelaksanaan dan tanggung jawab atas aktifitas yang direviu/diaudit tersebut.

Ruang lingkup Internal Audit adalah sebagai berikut:

Mencakup seluruh organisasi yang menjadi tanggung jawab fungsi audit internal (baik jasa asurans maupun jasa advisori). Hal ini mencakup seluruh aktivitas, aset, dan personel dari perusahaan termasuk anak usaha, meliputi:

1. Efektivitas pelaksanaan tata kelola, manajemen risiko, dan pengendalian internal Perusahaan.
2. Efisiensi dan efektivitas di bidang keuangan, komersial, operasional, sumber daya manusia, teknologi informasi dan keamanan siber, dan kegiatan lainnya.
3. Efisiensi dan efektivitas ketaatan terhadap kebijakan, prosedur, peraturan dan etika organisasi yang berlaku.
4. Tata kelola teknologi informasi, risiko fraud, dan bidang berisiko tinggi lainnya.
5. Menjamin pelaksanaan audit internal pada masing-masing Anak Perusahaan.

2. Communicate directly with the Board of Directors, Board of Commissioners and/or Audit Committee.
3. Organize regular and incidental meetings with the Board of Directors, Board of Commissioners, and Audit Committee.
4. Coordinating Internal Audit activities with External Auditor activities to avoid duplication of audit processes in the same area.
5. Provide advisory and assurance services related to strategic matters both during planning and during the implementation of operational activities such as performance audits, assurance regarding internal control over financial reporting, and investigations.
6. Allocate audit resources including the selection of competent human resources, determine the focus, and selection of competent human resources, determining the focus, scope and schedule of the audit, and applying techniques deemed necessary to achieve the audit objectives applying techniques deemed necessary to achieve the audit objectives. If necessary, internal audit is authorized to obtain advice and counsel from professionals (experts) at company expense. If resources are insufficient to cover planned engagements, internal audit may request an expert from within the company to act as a guest auditor, hire additional staff, rely on other assurance providers, develop an audit rotation program, or contract with external service providers.
7. The authority of the Internal Auditor is limited to the assessment and analysis of the activities reviewed/audited. The Internal Auditor has no authority in terms of implementation and responsibility for the activities reviewed/audited.

The scope of Internal Audit work is as follow:

It covers the entire organization for which the internal audit function is responsible (both assurance and advisory services). This includes all activities, assets, and personnel of the company including subsidiaries, including:

1. The effectiveness of the Company's governance, risk management, and internal controls.
2. Efficiency and effectiveness in financial, commercial, operational, human resources, information technology and cybersecurity, and other activities.
3. Efficiency and effectiveness of compliance with applicable policies, procedures, regulations and organizational ethics.
4. Information technology governance, fraud risk, and other high-risk areas.
5. Ensure the implementation of internal audit at each Subsidiary.

PENGEMBANGAN KOMPETENSI INTERNAL AUDIT

Perusahaan mendukung Audit Internal untuk mengikuti pengembangan kompetensi melalui berbagai kegiatan seperti pelatihan, workshop, seminar, atau berpartisipasi dalam sosialisasi regulasi terbaru.

Informasi mengenai daftar kegiatan pelatihan dan peningkatan kompetensi yang diikuti pejabat dan personil Internal Audit sepanjang tahun 2025 dapat dilihat pada Laporan Keberlanjutan dalam Laporan Terintegrasi ini.

PELAKSANAAN TUGAS INTERNAL AUDIT

Unit Internal Audit telah merealisasikan Audit Plan untuk periode tahun 2025 sebanyak 10 pemeriksaan. Adapun secara keseluruhan atas laporan pengawasan oleh Internal Audit yang diterbitkan selama tahun 2025 sebanyak 7 laporan, termasuk di dalamnya pemeriksaan tahunan dan permeriksaan atas permintaan Manajemen. Selain menjalankan pemeriksaan, unit Internal Audit juga melaksanakan program kerja lainnya yang meliputi kegiatan sebagai berikut:

1. Melaksanakan Program Kerja Audit Tahunan
2. Melaksanakan Audit atas Permintaan Manajemen
3. Menjalankan fungsi escort untuk Auditor/Asessor Eksternal
4. Melaksanakan Monitoring atas Tindak Lanjut Rekomendasi Audit
5. Melaksanakan Fungsi Konsultasi dan Advisory
6. Melaksanakan Fungsi Quality Assurance terhadap Proses dan Hasil Audit
7. Melaksanakan Assessment terhadap Internal Audit (self/internal)
8. Melaksanakan Komunikasi dengan Komite Audit
9. Melaksanakan komunikasi dengan Direktur Utama
10. Melaksanakan Tata Kelola Terintegrasi
11. Melaksanakan pemenuhan Human Capital Readiness (HCR)
12. Melaksanakan Internalisasi Budaya Kerja
13. Melaksanakan Pengembangan Profesi Keberkelanjutan Internal Audit
14. Melaksanakan Continuous Improvement
15. Menyusun Program Kerja Pengawasan Tahunan 2026

QUALITY ASSURANCE REVIEW

GMF memiliki Quality Assurance Review (QAR) untuk mengembangkan, menjaga, dan memperbaiki kualitas audit internal sesuai standar Institute of Internal Auditors (AII) tahun 2016 oleh Badan Pengawas Keuangan dan Pembangunan (BPKP), dengan hasil dari sisi kepatuhan tergolong “Patuh” dan dan dari sisi efektivitas kegiatan tergolong “Cukup Efektif”.

COMPETENCY DEVELOPMENT FOR INTERNAL AUDIT

The Company supports the Internal Audit in pursuing competency development through various activities such as training programs, workshops, seminars, and participation in the socialization of the latest regulations.

Information on the list of Internal Audit’s training and development programs for its executives and officers throughout 2025 is available in Sustainability Report of this Integrated Report.

IMPLEMENTATION OF INTERNAL AUDIT DUTIES

The Internal Audit Unit has implemented the Audit Plan for the 2025 period with 10 audits. Overall, there are 7 monitoring reports by Internal Audit issued during 2025, including annual audits and audits at the request of the Management. Apart from carrying out inspections, the Internal Audit unit also carries out other work programs which include the following activities:

1. Implement the Annual Audit Plan
2. Implement the Management-Requested Audits
3. Perform the Escort Function for External Auditors/ Assessors
4. Monitor the Implementation of Audit Recommendation Follow-Ups
5. Provide Consulting and Advisory Services
6. Perform Quality Assurance over Audit Processes and Results
7. Conduct Internal Audit Self-Assessment
8. Conduct Communication with the Audit Committee
9. Conduct Communication with the President Director
10. Implement Integrated Governance
11. Fulfill Human Capital Readiness (HCR) Requirements
12. Implement Work Culture Internalization
13. Carry Out Continuous Professional Development for Internal Audit
14. Implement Continuous Improvement Initiatives
15. Prepare the 2026 Annual Audit Work Program

QUALITY ASSURANCE REVIEW

GMF has a Quality Assurance Review (QAR) to develop, maintain, and improve the quality of internal audit according to the Institute of Internal Auditors (AII) standard in 2016 by the Financial and Development Supervisory Agency (BPKP), with the results in terms of compliance classified as "Compliant" and in terms of effectiveness of activities classified as "Moderately Effective".

Perseroan telah melakukan peningkatan dari sisi kepatuhan dan efektivitas audit internal di tahun 2018-2019 dengan merujuk kepada Opportunity of Improvement (OFI) yang disampaikan oleh BPKP.

Pada tahun 2024 dilakukan assessment terhadap kualitas fungsi internal audit oleh pihak eksternal dan pada proses tersebut memperoleh hasil Level 3 Dengan Catatan (3 DC).

MONITORING TINDAK LANJUT TEMUAN INTERNAL AUDIT 2022-2023

Pada tahun 2025, Unit Internal Audit telah melakukan monitoring tindak lanjut temuan auditor internal sebanyak 46 (empat puluh enam) temuan dengan status sebagai berikut:

The Company has improved its internal audit's compliance and effectiveness from 2018 to 2019 using the Opportunity of Improvement (OFI) issued by BPKP.

In 2024, an external assessment was carried out on the quality of the internal audit function and the result is Level 3 With Notes (3 DC).

MONITORING ON FOLLOW-UP OF INTERNAL AUDIT FINDINGS IN 2022-2023

In 2025, the Internal Audit Unit had monitored the follow-up action on the internal auditor's 46 (forty-six) findings, which resulted in the following status:

Tahun Year	**Temuan** Finding	**Open**	**Closed**
2025	32	9	23
2024	14	0	14
Jumlah Total	**46**	**8**	**38**

Quality Assurance & Safety

Quality Assurance & Safety

Perseroan memiliki Quality Assurance & Safety untuk membantu manajemen menerapkan standar peraturan undang-undang penerbangan, yang berlaku secara nasional dan internasional, untuk mendapatkan jaminan dalam mewujudkan proses pemeliharaan pesawat yang laik terbang.

The Company has a Quality Assurance & Safety to help the management comply with the national and international aviation regulations to gain assurance of aircraft maintenance's airworthiness.

PROFIL KEPALA QUALITY ASSURANCE & SAFETY

Quality Assurance & Safety dipimpin oleh seorang Vice President (VP) yang bertanggung jawab langsung kepada Direktur Utama. Berdasarkan Surat Keputusan Direktur Human Capital & Corporate Affairs No. DC/SKEP-5107/25 tanggal 10 Maret 2025, Perseroan menunjuk Rachmad Handono sebagai Kepala Unit Quality Assurance & Safety. Unit Quality Assurance & Safety dilengkapi pedoman kerja yang tertuang dalam Surat Keputsan No. DC/SKEP-5077/25 tentang Struktur Organisasi Unit Quality Assurance & Safety PT Garuda Maintenance facility Aero Asia Tbk.

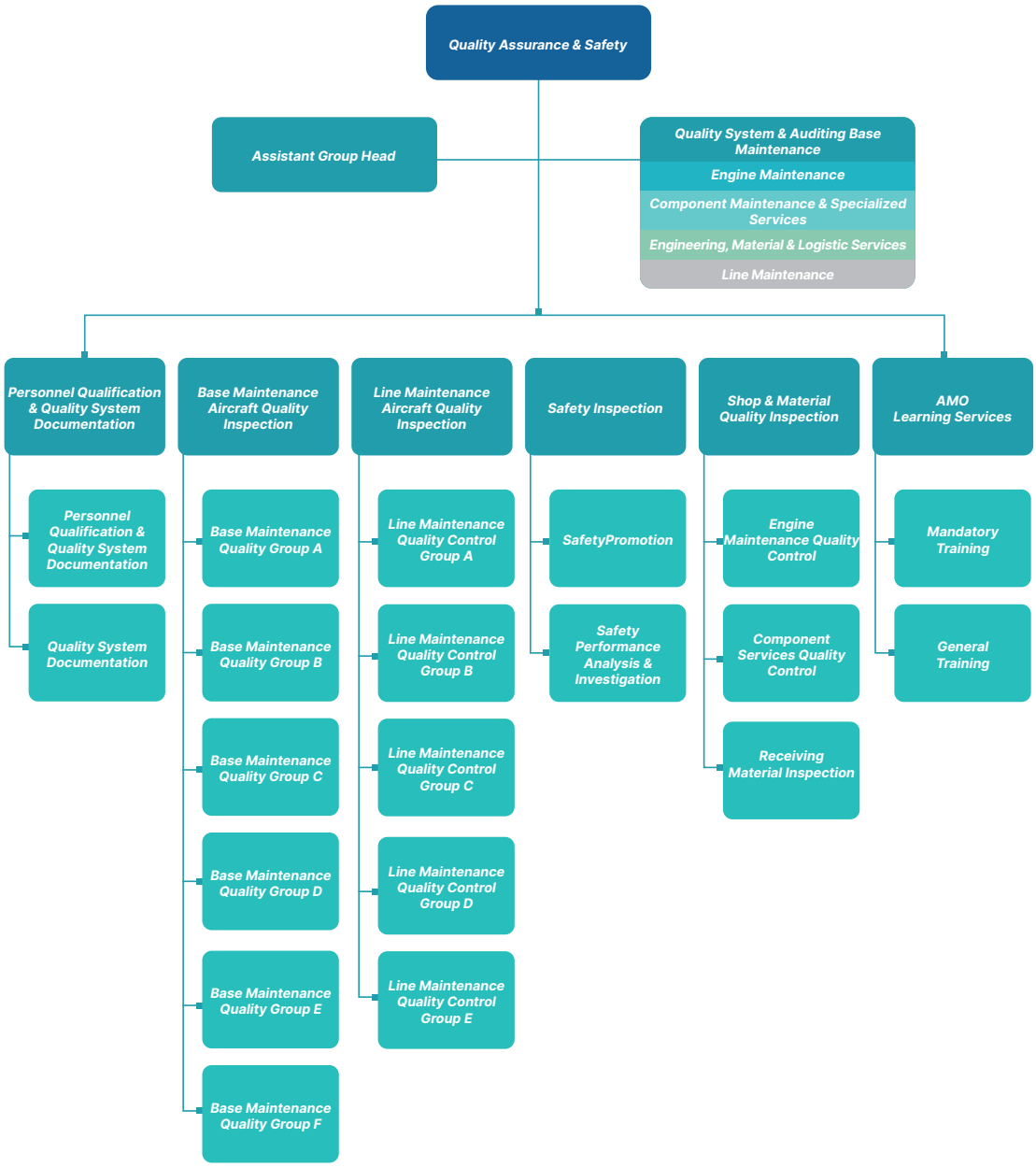
PROFILE OF QUALITY ASSURANCE & SAFETY HEAD

Quality Assurance & Safety is led by a Vice President (VP) who reports directly to the President Director. Based on the Decree of the Director of Human Capital & Corporate Affairs No. DC/SKEP-5107/25 dated March 10, 2025, the Company appointed Rachmad Handono as Head of the Quality Assurance & Safety Unit. The Quality Assurance & Safety Unit is equipped with work guidelines contained in Decree No. DC/SKEP-5077/25 concerning Organizational Structure of the Quality Assurance & Safety Unit of PT Garuda Maintenance facility Aero Asia Tbk.

Rachmad Handono **Quality Assurance & Safety Group Head** Head of Quality Assurance & Safety Unit	
Periode Jabatan Period	Menjabat sejak 1 April 2025 Serving since April 1, 2025
Data Pribadi Personal Data	Warga Negara Indonesia | Indonesian Citizen Usia 41 tahun | 41 years old Kelahiran Surabaya, 23 Februari 1984 | Born in Surabaya on February 23, 1984
Domisili Domicile	Tangerang, Banten, Indonesia
Bergabung di GMF Join GMF	9 September 2024 sebagai Assisstance Vice President Quality Assurance & Safety September 9, 2025 as the Assistance of Vice President Quality Assurance & Safety
Pendidikan Education	S1 Teknik Mesin, Institut Teknologi Sepuluh Nopember (ITS) Surabaya (2007) Bachelor of Machine Engineering, Sepuluh Nopember Institute of Technology (ITS) Surabaya (2007)
Pengalaman Kerja Work Experience	• Assistance Vice President GMF (September 2024 – Maret 2024) • Airworthiness Standard Division Head Garuda Indonesia (November 2023 – September 2024) • Senior Manager Airworthiness Standard Garuda Indonesia (Agustus 2018 – Oktober 2023) • Fleet Coordinator ATR Garuda Indonesia (Oktober 2014 – Agustus 2018) • Aircraft Maintenance Planner (Maret 2010 – 30 September 2014) • Assistance Vice President GMF (September 2024 – March 2024) • Airworthiness Standard Division Head Garuda Indonesia (November 2023 – September 2024) • Senior Manager Airworthiness Standard Garuda Indonesia (August 2018 – October 2023) • Fleet Coordinator ATR Garuda Indonesia (October 2014 – August 2018) • Aircraft Maintenance Planner (March 2010 –September 30, 2014)

STRUKTUR QUALITY ASSURANCE & SAFETY

QUALITY ASSURANCE & SAFETY STRUCTURE



Pada akhir tahun 2025, jumlah personil unit Quality Assurance & Safety adalah sebanyak 251 orang.

By the end of 2025, the Quality Assurance & Safety Unit had 251 people.

Jabatan Position	**Jumlah Pegawai** Total Employee
Group Head	1
Assistant Group Head	1
Senior Program Manager	1
Division Head	11
Department Head	20
Senior Aircraft Quality Inspector	26

Jabatan Position	**Jumlah Pegawai** Total Employee
Aircraft Quality Inspector	39
Aircraft Maintenance Engineer	31
Senior Aircraft Maintenance Technician	27
Certified Quality Auditor	10
Associate Quality Auditor	19
Senior Quality System Engineer	5
Quality System Engineer	17
Quality System Support	7
Senior Qualification & Licensing Assessor	2
Qualification & Licensing Assessor	6
Senior Quality Material Inspector	3
Quality Material Inspector	9
Senior Instructor	3
Instructor	4
Training Planner	2
Senior Training Planner	1
Quality Material Receiving Officer	6
Senior Shop Quality Inspector	7
Shop Quality Inspector	5
Secretary	1
Jumlah Total	**251**

SERTIFIKASI PROFESI

Mayoritas personil Quality Assurance & Safety telah tersertifikasi. Informasinya dapat dilihat di tabel berikut:

PROFESSIONAL CERTIFICATION

Most of the Quality Assurance & Safety personnel are all certified professionals. The information is as follows:

Sertifikasi Certification	**Jabatan** Position	**Jumlah Personil Terserfikasi (orang)** Certified Personnel (person)	**Persentase Terhadap Keseluruhan Tim Internal Audit** Percentage Against the Entire Internal Audit Team
Aircraft Maintenance Engineer License	Senior Aircraft Quality Inspector, Aircraft Quality Inspector, Aircraft Maintenance Engineer	96	100%
Certified Quality Auditor	Certified Quality Auditor	10	20%
Associate Quality Auditor	Associate Quality Auditor	26	52%
Qualification & Licensing Assessor	Senior Qualification & Licensing Assessor, Qualification Licensing Assessor	8	100%

TUGAS DAN TANGGUNG JAWAB

Tugas Quality Assurance & Safety adalah sebagai berikut:

1. Menjamin sistem mutu yang independen untuk memantau kepatuhan organisasi Perseroan terhadap persyaratan otoritas, memfasilitasi implementasi Safety Management System (“SMS”) termasuk administrasinya agar kegiatan perawatan pesawat yang dilakukan Perseroan dapat memenuhi standar kualitas yang tinggi dan memenuhi ketentuan penerbangan sipil nasional/internasional maupun persyaratan pelanggan, menjadi wakil kepercayaan otoritas penerbangan sipil dalam Perseroan, sebagai konsultan internal dalam aspek pemenuhan standar kualitas dan peraturan penerbangan sipil.
2. Bertanggung jawab memantau implementasi sistem mutu yang diterapkan Perseroan, mengeluarkan perintah perbaikan yang harus dikeluarkan atas penyimpangan sistem mutu, mengorganisir pembuatan dan pengembangan serta peningkatan sistem mutu agar selaras dengan kebijakan Perseroan dan sesuai dengan ketentuan regulasi serta standar yang berlaku, pengembangan sistem untuk menentukan airworthiness produk dan pemenuhan ketentuan penerbangan sipil serta pelanggan, merumuskan kebijakan kualitas.
3. Bertanggung jawab dalam menangani dan mengendalikan pemberian mandatory training (CASR 145) yang dipersyaratkan bagi seluruh karyawan Perseroan serta melakukan pembinaan seluruh mentor yang ada untuk peningkatan kompetensi (knowledge, skill, attitude) authorized persons di Perseroan.
4. Melaksanakan program efisiensi.
5. Membuat rencana kerja tahunan melalui Balanced Scorecard serta alignment-nya.
6. Menjalankan PDCA Cycle dalam setiap aktivitas Unit 1 (satu) tingkat di bawah Direksi yang membidangi Quality Assurance & Safety.
7. Melakukan mentoring dan coaching terhadap subordinate.
8. Mempersiapkan kaderisasi.
9. Mengarahkan dan mengendalikan jalannya seluruh kegiatan Unit 1 (satu) tingkat di bawah Direksi yang membidangi Quality Assurance & Safety melalui perencanaan, penelusuran, serta peninjauan kinerja seluruh Senior Manager di Unit 1 (satu) tingkat di bawah Direksi yang membidangi Quality Assurance & Safety.
10. Bertanggung jawab atas kinerja dan ketersediaan sumber daya yang memenuhi syarat sehingga peran Unit 1 (satu) tingkat di bawah Direksi yang membidangi Quality Assurance & Safety dapat terlaksana dengan baik untuk mencapai target yang ditetapkan.

DUTIES AND RESPONSIBILITIES

The Quality Assurance & Safety has the following duties:

1. Ensuring an independent quality system to monitor the Company's compliance with the requirements from the authorities, facilitating the Safety Management System ("SMS") practice, including its administration to ensure the Company’s aircraft maintenance has met the high quality standards and follow the national/international civil aviation regulations and customer requirements, becoming a trusted representative of the civil aviation authority within the Company, as an internal consultant in terms of of compliance with quality standards and civil aviation regulations.
2. Responsible for monitoring the Company’s quality system, issuing corrective orders if there was a deviation from the quality system, organizing the manufacturing, development, improvement of the quality system to be in line with Company’s policies and applicable regulations and standards, developing a system to determine product airworthiness and compliance with civil aviation and customer requirements, formulating quality policies.
3. Responsible for managing and controlling the mandatory training (CASR 145) for all employees and guiding all mentors to increase the competencies (knowledge, skill and attitude) of authorized persons in the Company.
4. Performing an efficiency program.
5. Preparing an annual work plan through the Balanced Scorecard and its alignment.
6. Performing the PDCA Cycle on all activities of the Unit 1 (one) level below the Board of Directors in charge of Quality Assurance & Safety.
7. Mentoring and coaching subordinates.
8. Preparing for regeneration.
9. Directing and controlling the activities of the Unit 1 (one) level below the Board of Directors in charge of Quality Assurance & Safety through planning, tracking, and reviewing the performance of all Senior Managers in the Unit 1 (one) level below the Board of Directors in charge of Quality Assurance & Safety.
10. Responsible for the performance and availability of qualified resources, therefore the Unit 1 (one) level below the Board of Directors in charge of Quality Assurance & Safety can perform its role appropriately to achieve targets.

PENGEMBANGAN KOMPETENSI QUALITY ASSURANCE & SAFETY

Informasi mengenai daftar kegiatan pelatihan dan peningkatan kompetensi yang diikuti pejabat dan personil Quality Assurance & Safety sepanjang tahun 2025 dapat dilihat pada Laporan Keberlanjutan dalam Laporan Terintegrasi ini.

PELAKSANAAN TUGAS QUALITY ASSURANCE & SAFETY

Quality Assurance & Safety telah melaksanakan sejumlah program kerja dan melakukan audit sesuai Audit Plan 2025, serta melakukan escort authority. Terdapat 220 (dua ratus dua puluh) subjek audit yang terdiri dari 194 (seratus sembilan puluh empat) subyek Quality Audit dan 25 (dua puluh lima) subjek Safety Audit. Audit dilakukan terhadap Home Base Cengkareng maupun 4 (empat) Multibase dan seluruh Out Station.

Selain melakukan audit, Quality Assurance & Safety juga melakukan escort authority untuk memastikan GMF sudah memenuhi izin untuk menjalankan bisnis. Selama tahun 2025 terdapat 30 (tiga puluh) Authority Approval valid seperti:

DGCA Indonesia, FAA, EASA, CASA Australia, CAA Malaysia, CAA United Kingdom, DGCA India, CAA FIJI, BROA - MOLIT Korea, Bailiwick of Guernsey, CAA Thailand, CAA Bangladesh, CAA Cayman Island, CAA Uzbekistan, AAC Timor Leste, JCAB Japan, CASA of Papua New Guinea, CAA Philippines, DCA of LAO PDR, CAA MOLDOVA, GDCA Armenia. MTCR of Belarus, San Marino CAA, ECAA Egypt, CAA Oman, SSCA Cambodia, SCAA Kyrgyzstan, Pakistan CAA, CAA Vietnam, Isle of Man.

COMPETENCY DEVELOPMENT FOR QUALITY ASSURANCE & SAFETY

Information on the list of Quality Assurance and Safety's training and development programs for its executives and officers throughout 2025 is available in Sustainability Report of this Integrated Report.

IMPLEMENTATION OF QUALITY ASSURANCE & SAFETY DUTIES

Quality Assurance & Safety has implemented a number of work programs and conducted audits in accordance with the 2025 Audit Plan, as well as carried out authority escort activities. There were 220 (two hundred twenty) audit subjects, consisting of 194 (one hundred ninety-four) Quality Audit subjects and 25 (twenty-five) Safety Audit subjects. Audits were conducted at the Cengkareng Home Base, as well as across 4 (four) Multibases and all Outstations.

In addition to conducting audits, Quality Assurance & Safety also carried out authority escort activities to ensure that GMF has fulfilled the required approvals to operate its business. Throughout 2025, there were 30 (thirty) valid Authority Approvals, including:

DGCA Indonesia, FAA, EASA, CASA Australia, CAA Malaysia, CAA United Kingdom, DGCA India, CAA Fiji, BROA - MOLIT Korea, Bailiwick of Guernsey, CAA Thailand, CAA Bangladesh, CAA Cayman Islands, CAA Uzbekistan, AAC Timor-Leste, JCAB Japan, CASA Papua New Guinea, CAA Philippines, DCA Lao PDR, CAA Moldova, GDCA Armenia, MTCR Belarus, San Marino CAA, ECAA Egypt, CAA Oman, SSCA Cambodia, SCAA Kyrgyzstan, Pakistan CAA, CAA Vietnam, and Isle of Man.

Enterprise Risk Management

Financial & Management Accounting

Sejak diterbitkannya Peraturan Menteri BUMN Nomor PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara, Garuda Indonesia sebagai induk Perushaaan GMF telah melakukan sosialisasi kepada seluruh anak usaha dan menghimbau untuk meraktifikasi peraturan tersebut sebagai kerangka manajemen risiko Perusahaan. Oleh karena itu, sebagai komitmen GMF menerapkan manajemen risiko sesuai peraturan tersebut, salah satunya diwujudkan dengan membentuk Bidang Risk Management yang merupakan bagian dari Direktorat Direktur Keuangan berdasarkan Surat Keputusan Nomor: DT/SKEP-5015/24 Tanggal 21 Agustus 2024.

PROFIL KEPALA ENTERPRISE RISK MANAGEMENT

Enterprise Risk Management dipimpin oleh seorang Executive General Manager (EGM) yang diangkat dan diberhentikan oleh Direktur Utama. Berdasarkan Surat TH/SKEP-5126/I/24 tanggal 1 Oktober 2024, Perseroan menunjuk Santi Agustina sebagai Kepala Unit Enterprise Risk Management.

Since the issuance of Minister of SOE Regulation No. PER-2/MBU/03/2023 concerning Guidelines for Corporate Governance and Significant Corporate Activities of State-Owned Enterprises, Garuda Indonesia, as the parent company of GMF, has conducted socialization across all subsidiaries and encouraged them to ratify the regulation as a framework for the Company's risk management. Accordingly, as part of GMF's commitment to implementing risk management in line with the regulation, one of the measures taken was the establishment of the Risk Management Division under the Finance Directorate, based on Decree No. DT/SKEP-5015/24 dated August 21, 2024.

PROFILE OF FENTERPRISE RISK MANAGEMENT HEAD

Enterprise Risk Management is led by an Executive General Manager (EGM) whose appointed and dismissed by the President Director. Based on Letter TH/SKEP-5126/I/24 dated October 1st, 2024, the Company appointed Santi Agustina as Head of Enterprise Risk Management.

Santi Agustina **Executive General Risk Management**	
Periode Jabatan Period	Menjabat sejak 1 Oktober 2024 Serving since October 1, 2024
Data Pribadi Personal Data	Warga Negara Indonesia | Indonesian Citizen Usia 36 tahun | 36 years old Kelahiran Surabaya, 12 Agustus 1988 | Born in Surabaya on August 12, 1988
Domisili Domicile	Tangerang, Banten, Indonesia Tangerang, Banten, Indonesia
Bergabung di GMF Join GMF	05 Mei 2010, sebagai Material Planner May 05, 2010, as Material Planner
Pendidikan Education	Sarjana Teknik Industri Institut Teknlologi Sepuluh Nopember (2006) Bachelor's Degree of Industrial Engineering from the Sepuluh Nopember Institute of Technology (2006)
Pengalaman Kerja Work Experience	• EGM Risk Management (Oktober 2024-sekarang) • SM Risk Management (Mei 2024-Oktober 2024) • SM Profitability & Budget Control (Juli 2022-April 2022) • SM Price Management & Owner Estimate (Februari 2017-Juni 2022) • EGM Risk Management (October 2024-present) • SM Risk Management (May 2024-October 2024) • SM Profitability & Budget Control (Juyi 2022-April 2022) • SM Price Management & Owner Estimate (February 2017-June 2022)
Sertifikasi Profesi Professional Certification	Certified Risk Management Professional (CRMP) sejak 30 Agustus 2024 | Certified Risk Management Professional (CRMP) since August 30, 2024

STRUKTUR ENTERPRISE RISK MANAGEMENT

Pada akhir tahun 2025, jumlah personil unit Risk Management adalah sebanyak 5 orang.

FINANCIAL & MANAGEMENT ACCOUNTING STRUCTURE

By the end of 2025, the Enterprise Risk Management unit had 5 people.

Jabatan Position	**Jumlah Karyawan** Total Employee
EGM Risk Management	1
Senior ERM & Internal Control	3
OJT to Senior ERM & Internal Control	1
Total	**5**

SERTIFIKASI PROFESI

Pada tahun 2025, unit Risk Management memberikan pelatihan untuk mendapatkan sertifikasi kepada personilnya sebagai berikut:

- Pelatihan dan Sertifikasi CRMP (Certified Risk Management Professional) untuk EGM Risk Management
- Pelatihan dan Sertifikasi CRMO (Certified Risk Management Officer) untuk 2 (dua) orang Senior ERM & Internal Control

PROFESSIONAL CERTIFICATION

In 2025, unit Risk Management provided training for its personnel to obtain the following certifications:

- Training & certification of CRMP (Certified Risk Management Professional) for EGM Risk Management
- Training & certification of CRMO (Certified Risk Management Officer) for 2 (two) Senior ERM & Internal Control

TUGAS DAN TANGGUNG JAWAB

Sesuai dengan Surat Keputusan Nomor: DT/SKEP-5015/24 tanggal 21 Agustus 2024, Risk Management bertanggung jawab dalam pengelolaan risiko Perseroan, yang meliputi:

1. Perencanaan, perancangan dan pengembangan metodologi & kerangka kerja manajemen risiko dan pengendalian internal di tingkat Perseroan.
2. Penerapan, pemantauan, dan evaluasi manajemen risiko dan pengendalian internal di tingkat Perseroan.
3. Menganalisis dan melakukan koordinasi mitigasi risiko serta menjamin manajemen risiko.
4. Pengelolaan *risk register* Perseroan dan pelaporan manajemen risiko.

DUTIES AND RESPONSIBILITIES

In accordance with the Decree Number: DT/SKEP-5015/24 dated August 21, 2024, Risk Management division is responsible for managing the Company's risks, which includes:

1. Planning, designing, and developing risk management methodologies and internal control frameworks at the corporate level.
2. Implementing, monitoring, and evaluating risk management and internal controls at the corporate level.
3. Analyzing and coordinating risk mitigation efforts.
4. Managing the Company's risk register and overseeing risk management reporting.

PENGEMBANGAN KOMPETENSI ENTERPRISE RISK MANAGEMENT

Informasi mengenai daftar kegiatan pelatihan dan peningkatan kompetensi yang diikuti Enterprise Risk Management di sepanjang tahun 2025 dapat dilihat pada Laporan Keberlanjutan dalam Laporan Tahunan Terintegrasi ini.

COMPETENCY DEVELOPMENT FOR ENTERPRISE RISK MANAGEMENT

Information on the list of Enterprise Risk Management training and development programs for its executives and officers throughout 2025 is available in the Sustainability Report of this Integrated Report.

PELAKSANAAN TUGAS ENTERPRISE RISK MANAGEMENT

Kegiatan Risk Management dalam melakukan Manajemen Risiko dikelompokkan berdasarkan sasaran yang ingin dicapai. Kegiatan tersebut mencakup peningkatan wawasan dan budaya risiko, kegiatan manajemen risiko tingkat korporat, kegiatan proses manajemen risiko di dinas dan unit.

IMPLEMENTATION OF ENTERPRISE RISK MANAGEMENT

The Enterprise Risk Management activities in carrying out Risk Management are grouped based on the targets to be achieved. These activities include increasing risk insight and culture, corporate level risk management activities, risk management process activities in services and units.

No.	Nama Kegiatan Activities	Jumlah Peserta Number of Participants
1.	Penilaian Risk Maturity Index oleh internal GA Group Risk Maturity Index assessment by GA Group	12 orang (8 dari GMF, 4 orang dari Assessor) dari September – Desember 2025 12 people (8 people from GMF, 4 people from Assessor) from September – December 2025
2.	Penerapan ICOFR (Internal Control Over Financial Reporting) ICOFR (Internal Control Over Financial Reporting) Implementation	41 orang (19 orang dari GMF, 22 orang dari konsultan RSM) dilakukan sejak pertengahan 2025 - 2026 41 people (19 people from GMF, 22 people from RSM consultant) since middle of 2025 - 2026
3.	Pembuatan Kebijakan dan Prosedur ICOFR sebagai bentuk ratifikasi anak usaha. Development of ICOFR Policies and Procedures as a form of ratification of subsidiaries.	8 orang terdiri dari Corporate Partner, Internal audit, Corporate secretary, dan Risk Analyst. 8 people consists of Corporate Partner, Internal Audit, Corporate Secretary,and Risk Analyst
4.	Koordinasi Risk Management dan Audit Internal per kuartal Alignment Coordination risk management and internal audit quarterly	7 orang terdiri dari Group Head, Division Head, Auditor, Risk Analyst 7 people Consists of Board of Group Head, Division Head, Auditor, Risk Analyst
5.	GA Group Risk Forum	20 orang Dilaksanakan sebanyak 5x, pada Bulan Juni 2x, Juli, September, dan November 2024 20 people Implemented 5 times, 2 times in June, July, September, and November 2024
6.	Koordinasi Risk Management dengan komite Audit dan komite risiko Risk Management and committee coordination	9 orang (4 orang komite, 5 orang risk analyst dan pihak terkait) 9 people (4 people committee and 5 people risk analyst and another unit)
7.	Penyampaian Monitoring risiko tingkat korporat dan dinas serta early warning tiap bulan pada pertemuan MOR. Risk Monitoring and early warning presentation for corporate and units levels every month at MOR Meetings	27 orang Terdiri dari Direksi, Group Head, dan Risk Management Divison Head 27 people Constist of Board of Director, All Group Head, and Risk Management Division Head

Kegiatan Peningkatan Wawasan dan Budaya Risiko
Kampanye manajemen risiko juga dilakukan melalui WhatsApp Group Komunitas Risk Officer dan one on one dengan risk officer dan risk owner.

MANAJEMEN RISIKO TINGKAT KORPORAT

1. **Pengelolaan Risk Register**
   Risk Register dilakukan untuk seluruh risiko yang telah teridentifikasi baik dari hasil manajemen risiko terhadap KPI *(Key Performance Indicator)*, risiko proyek, risiko investasi, dan risiko proses bisnis. Pengelolaan Risk Register selama tahun 2025 mencakup:
   a. Suspense/surrender Sertifikasi EASA/FAA
   b. Pembatalan/Kegagalan Realisasi Pekerjaan dalam Sales Plan Non-Group Affiliation
   c. Penurunan Technical Support SAP
   d. Penurunan Utilisasi Pesawat Customer Group Affiliation
   e. Cyber Attack
   f. Kegagalan Pemenuhan Kewajiban Utang
   g. Realisasi Program Inisiatif Strategis dan Implikasinya terhadap Peningkatan Ekuitas dan Sentimen Pasar
   h. Keterlambatan SLA dan TAT Penyelesaian Project Maintenance

Risk Insight and Culture Improvement Activity
The risk management campaign was also done through WhatsApp Group called Komunitas Risk Officer and one on one with risk officer and risk owner.

CORPORATE LEVEL RISK MANAGEMENT

1. **Risk Register Management**
   Risk Register applies to all identified risks of the KPI (Key Performance Indicator) risks, project risks, investment risks, and business process risks. The Risk Register management in 2025 covered the following:

   a. Suspense or surrender EASA/FAA certificate
   b. Cancellation or failure of project realization from Non-Group/Affiliation sales plan
   c. SAP Technical Support reduction
   d. Decline in aircraft utilization from affiliated group customer
   e. Cyber Attack
   f. Failure to fulfill debt obligations
   g. Realization of strategic initiatives and its impact on boosting equity value and market sentiment
   h. Delays in SLA and TAT for Project Maintenance Completion

i. Issue Global Supply Chain Terkait Kelangkaan Spare Part Pesawat
j. Pencadangan Kerugian atas Piutang Overdue

2. Koordinasi ERM GMF-GA
Koordinasi antara GMF dengan GA merupakan hal yang penting untuk melakukan aligment antara risiko Perusahaan Induk yang disebabkan oleh Anak Perusahaan, maupun sebaliknya, sehingga dapat diantisipasi bersama untuk menjaga kesinambungan bisnis grup secara keseluruhan. Selama tahun 2025 telah dilakukan koordinasi ERM GA Group, yaitu:
   a. Workshop Draft Risk Strategy Garuda Indonesia Group & RACM 2025 Pada 22 Januari 2025
   b. Workshop Penetapan Ambang Risiko PT Garuda Indonesia (Persero) Tbk Group 2025 Pada 11 Februari 2025
   c. Koordinasi untuk pengumpulan data ERM System kepada Unit Manajemen Risiko Garuda Indonesia Group pada 30 Juni 2025;
   d. Permintaan data ERM System kepada Unit Manajemen Risiko Garuda Indonesia Group pada 30 Oktober 2025
   e. Culture Festival Garuda Group 2025 4 Desember 2025

3. Koordinasi RM GMF-GDPS (Anak Usaha)
Koordinasi antara GMF dengan GDPS merupakan hal yang penting untuk melakukan aligment antara risiko Perusahaan Induk yang disebabkan oleh Anak Perusahaan, maupun sebaliknya, sehingga dapat diantisipasi bersama untuk menjaga kesinambungan bisnis grup secara keseluruhan. Selama tahun 2025 telah dilakukan koordinasi RM dengan GDPS, yaitu:
   a. Koordinasi Pembahasan Risk Register 2025 GDPS Pada 16 Januari 2025;
   b. Penyampaian Laporan Tahunan PT GDPS Tahun 2024 untuk Keperluan Penilaian Risk Maturity Index Pada 23 Juli 2025.

4. Survei Budaya Risiko
Survei budaya risiko tahun 2025 telah dilakukan. Jumlah responden adalah 333 orang atau 70% dari total populasi responden (476 orang) yang terdiri dari Group Head, Division Head, Dept Head, Risk Officer, serta PDCA. Indeks Budaya Risiko menunjukkan trend peningkatan sejak tahun 2019. Jumlah responden risk culture survey mengalami kenaikan 7% dibandingkan tahun sebelumnya. Indeks budaya risiko tahun 2025 adalah sebesar 4.07 dari skala 5. Hasil survei menunjukkan bahwa dari 4 dimensi yang diukur, ke empatnya mendapat skor 4.

Dimensi yang mendapatkan penialain rendah akan menjadi focus perbaikan dengan tetap menjaga pencapaian nilai dimensi lainnya. Fokus perbaikan dituangkan dalam program kerja 2025 melalui upaya-upaya:
   a. Meningkatkan kolaborasi antar lini dan menanamkan kesadaran risiko sebagai budaya perusahaan

i. Global Supply Chain Issues Related to Aircraft Spare Part Shortages
j. Bad Debt Allowance

2. GMF-GA ERM Coordination
The coordination between GMF and GA is important to align the risks between the Parent Company and Subsidiaries, which are caused by and affect each other, to create a joint effort to anticipate the risks for a sustainable business. The ERM coordination of GA Group throughout 2025 was as follows:
   a. Garuda Indonesia Group & RACM 2025 Risk Strategy Draft Workshop on January 22, 2025
   b. Workshop on Determining the Risk Threshold of PT Garuda Indonesia (Persero) Tbk Group 2025 on February 11, 2025
   c. ERM System data from the Garuda Indonesia Group Collection for Risk Management Unit on June 30, 2025
   d. Request for ERM System data from the Garuda Indonesia Group Risk Management Unit on October 30, 2025
   e. Garuda Group Culture Festival 2025 on December 4, 2025

3. GMF-GDPS ERM Coordination (Subsidiary)
Coordination between GMF and GMF is important to align the risks of the Parent Company caused by the Subsidiary, and vice versa, so that they can be anticipated together to maintain the continuity of the group's business as a whole. During 2025, an RM coordination was conducted with GDPS, as follows:
   a. GDPS Risk Register Discussion on January 16, 2025
   b. Risk Maturity Index Assessment 2024 Submission of PT GDPS Annual Report on July 23, 2025.

4. Risk Culture Survey
The 2025 risk culture survey was conducted in December. The number of respondents was 296 people or 70% of the total respondent population (476 people) consisting of Group Head, Division Head, Dept Head, Risk Officer, and PDCA. The Risk Culture Index has shown an increasing trend since 2019. The number of respondents to the risk culture survey increased by 7% compared to the previous year. The 2024 risk culture index is 4.07 on a scale of 5. The survey results show that of the 4 dimensions measured, 4 dimensions scored 4.

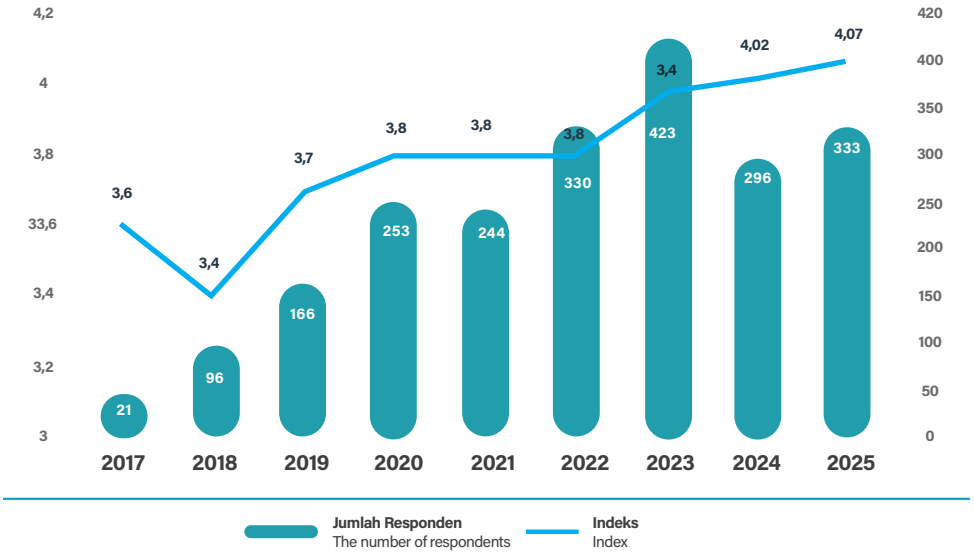
Dimensions that receive low ratings will be the focus of improvement while maintaining the achievement of other dimension scores. The focus of improvement is outlined in the 2025 work program through efforts:
   a. Improving collaboration between lines and embedding risk awareness as a corporate culture.

b. Pemenuhan compliance penerapan Manajemen Risiko sesuai PER-2/MBU/03/2023

c. Peningkatan kualifikasi dan kompetensi organ pengelola risiko
d. Peningkatan sistem pengelolaan risiko yang terintegrasi dengan berbasis teknologi

b. Fulfillment of compliance of Risk Management implementation in accordance with PER-2/MBU/03/2023
c. Improving the qualifications and competencies of risk management organs
d. Improvement of an integrated risk management system based on technology

Indeks Budaya Risiko GMF
Risk Culture of GMF



MANAJEMEN RISIKO TINGKAT DINAS/ UNIT

1. **Manajemen Risiko KPI**
   Kegiatan ini secara konsisten dilaksanakan setiap tahunnya untuk mengidentifikasi risiko sehingga dapat ditetapkan rencana pengendalian risiko untuk memastikan pencapaian KPI 2025 di tingkat Dinas. Dinas juga melakukan manajemen risiko KPI Unit Tahun 2025 agar risiko dan pengendalian yang ditetapkan oleh Unit selaras dengan Korporasi. Selama tahun 2025 juga dilakukan monitoring atas pelaksanaan pengendalian risiko KPI. Kegiatan monitoring risiko bertujuan untuk memantau pengendalian terhadap risiko dengan level *High* dan *Crisis* pada setiap KPI di tingkat Dinas selama tahun 2025.

   Kegiatan *monitoring* risiko dilakukan oleh Dinas dan dilaporkan bersamaan dengan pencapaian kinerja dalam *monthly review* kepada Unit Corporate Planning. Di tingkat ini, pengendalian terhadap risiko menjadi bagian *performance review* agar para *Business Owner* dan *Risk Owner* di tingkat Dinas dapat lebih merasakan manfaat pengelolaan risiko. Isu-isu signifikan yang muncul akibat monitoring risiko akan dialihkan ke tingkat korporasi oleh Unit Financial & Management Accounting. Hasil monitoring risiko selama tahun 2025 dapat menjadi pertimbangan dalam menyusun profil risiko pada tahun 2026.

DIVISION/UNIT LEVEL RISK MANAGEMENT

1. **KPI Risk Management**
   Every year, the Company identifies business risks as a basis to create a plan for controlling the risks and achieving the KPI of 2025 at the Department level. Department also conducted a KPI risk management at the Unit level throughout 2025 to align the risk management between the Unit and Corporate. Monitoring of KPI risk control has also been done throughout 2025. The risk monitoring activity was aimed to control the High and Crisis risk levels in every KPI of the Department level throughout 2025.

   The risk monitoring was done by the Department and reported altogether with the achievement in monthly review to Corporate Planning Unit. At this level, the risk control becomes part of the performance review to make Business Owners and Risk Owners of Department level feel the benefit of risk management. The significant issues arising due to the risk monitoring will be directed to the corporate level, managed by the Financial & Management Accounting. The risk monitoring results in 2025 will be used to draft the risk profile in 2026.

2. ***Risk Control Self-Assessment*** **(RCSA)**
   RCSA di tahun 2025 bertujuan menumbuhkan inisiatif pengelolaan risiko oleh *risk owner*. Bidang Manajemen Risiko berperan lebih sebagai fasilitator dalam proses identifikasi, asesmen, dan penentuan aktivitas pengendalian. RSCA terus memantau kondisi ekonomi di 2024 yang sudah bertumbuh dengan kuat. Kondisi tersebut menjadi dasar pelaksanaan *Risk Assessment* 2025 dengan jumlah 109 RCSA Investasi.

2. **Risk Control Self-Assessment (RCSA)**
   The RSCA in 2025 was aimed to make the risk owners more active in managing risks. The Risk Management Unit acts as a facilitator in identifying the process, making an assessment, and determining the controlling activity. RSCA continues to monitor economic conditions in 2025 which are already growing strongly. These conditions are the basis for implementing the 2025 Risk Assessment with 109 Investment RCSAs.

Akuntan Publik
Public Accountant

Akuntan publik merupakan organ eksternal Perseroan yang berfungsi memberikan opini terkait kesesuaian penyajian laporan keuangan Perseroan terhadap Standar Akuntansi Keuangan (SAK) yang berlaku di Indonesia.

A public accountant is the Company's external body that views the financial statements against the prevailing Financial Accounting Standards (SAK) in Indonesia.

PROSEDUR AUDIT EKSTERNAL DAN STANDAR AUDIT

Aktivitas audit yang dilakukan terhadap laporan keuangan Perseroan dilakukan berdasarkan Standar Profesional Akuntan Publik yang diterbitkan oleh Institut Akuntan Publik Indonesia (IAPI). Aktivitas audit meliputi pengujian dan evaluasi terhadap sistem pengendalian intern serta pemeriksaan, atas dasar pengujian, bukti-bukti yang mendukung jumlah-jumlah dan pengungkapan dalam laporan keuangan. Audit juga meliputi penilaian atas prinsip akuntansi yang digunakan dan estimasi signifikan yang dibuat oleh manajemen, serta penilaian atas penyajian laporan keuangan secara keseluruhan sesuai dengan Pernyataan Standar Akuntansi Keuangan (PSAK) yang dikeluarkan oleh IAI.

EXTERNAL AUDIT PROCEDURE AND STANDARD

The audit on the Company's financial statements is based on the Indonesian Institute of Certified Public Accountants' Professional Standards. The audit includes reviewing and evaluating the internal control system and examining, based on a review mechanism, the supporting evidence of the amounts and disclosures in the financial statements. The audit also includes an assessment of the accounting principles and the management's significant estimation with an evaluation of the overall financial statement according to the Statement of Financial Accounting Standards (PSAK) issued by IAI.

Proses audit oleh KAP diawasi oleh Komite Audit, yang berkoordinasi dengan Unit Internal Audit Perseroan. Komite Audit memastikan bahwa seluruh temuan dapat ditindaklanjuti dan berupaya untuk menekan temuan-temuan di tahun berikutnya.

The audit process by KAP is supervised by Audit Committee, which coordinates with the Company's Internal Audit Unit. Audit Committee ensures that all findings can be followed up and seeks to suppress the findings in the following year.

MEKANISME PENUNJUKAN AKUNTAN PUBLIK

Mekanisme penunjukan Akuntan Publik dan KAP yang berlaku di GMF adalah sebagai berikut:

MECHANISM FOR APPOINTING A PUBLIC ACCOUNTANT

The mechanism of GMS to appoint a Public Accountant and KAP is as follows:



AKUNTAN PUBLIK TAHUN 2025

Keputusan RUPS GMF AeroAsia menyetujui terhadap penunjukkan KAP untuk Perseroan disesuaikan dengan KAP yang telah ditunjuk oleh entitas induk, PT Garuda Indonesia (Persero) Tbk. Penunjukan ini dilaksanakan berdasarkan hasil penetapan pengadaan bersama dengan Garuda Indonesia Group yang disetujui melalui persetujuan Direksi melalui surat No. GMF/DT-2138/25 tanggal 2 Juni 2025. Adapun KAP yang ditunjuk untuk melakukan audit Laporan Keuangan Perseroan untuk Tahun Buku yang berakhir pada 31 Desember 2025 adalah KAP Purwanto Susanti & Surja (EY Indonesia).

2025 PUBLIC ACCOUNTANT

The GMF AeroAsia resolution approved the appointment of a Public Accounting Firm (KAP) for the Company, aligned with the KAP appointed by its parent entity, PT Garuda Indonesia (Persero) Tbk. The appointment was conducted based on the results of a joint procurement process with the Garuda Indonesia Group, as approved by the Board of Directors through Letter No. GMF/DT-2138/25 dated June 2, 2025. Accordingly, the Public Accounting Firm appointed to audit the Company's Financial Statements for the fiscal year ending December 31, 2025 is KAP Purwanto Susanti & Surja (EY Indonesia).

Akuntan Publik Tahun 2025
Public Accountant in 2025

Kantor Akuntan Publik Public Accounting Firm	Purwanto Susanti & Surja (EY Indonesia)
Akuntan Accountant	Ronny Stewart
Periode Penugasan Assignment Period	1 (satu) tahun 1 (one) year
Periode Penunjukan Appointment Period	28 Mei 2025 May 28, 2025
Jasa Services	• Audit Laporan Keuangan tahun buku 31 Desember 2025 • Audit Laporan Keuangan tahun Buku 30 Juni 2025 • Audit of the Financial Statements for the financial year ended December 31, 2025 • Audit of the Financial Statements for the period ended June 30, 2025
Jasa Lainnya Other Services	• Pembuatan Comfort Letter dalam rangka Corporate Action • Telaah Laporan Keuangan 30 September 2025 • Pelaporan Kembali Laporan Keuangan komparatif periode 30 Juni 2025, 2024, 2023 • Laporan Kepatuhan terhadap Perundang-undangan (PSA 62) • Laporan Hasil Evaluasi Kinerja (LHEK) Direksi • Laporan Kegiatan Penerapan Prinsip Kehati-hatian (KPPK) • Preparation of a Comfort Letter in relation to a Corporate Action • Review of the Financial Statements as of September 30, 2025 • Restatement of Comparative Financial Statements for the periods ended June 30, 2025, 2024, and 2023 • Compliance Report with Laws and Regulations (PSA 62) • Report on the Results of the Board of Directors' Performance Evaluation (LHEK) • Report on the Implementation of Principles of Prudence (KPPK)
Biaya Cost	Jasa Utama | Main Services 1. Rp2,851,000,000 2. Rp2,039,200,000 Jasa Lainnya | Other Services 1. Rp1,375,000,000 2. Rp1,165,000,000 3. Rp175,000,000 4. Rp100,000,000 5. Rp300,000,000 6. Rp150,000,000

DAFTAR AKUNTAN PUBLIK

GMF memenuhi ketentuan Peraturan Menteri Keuangan No. 17/PMK.01/2008 tentang Jasa Akuntan Publik, dimana KAP yang ditunjuk hanya boleh melakukan audit paling lama 6 (enam) tahun buku berturut-turut dan oleh seorang Akuntan Publik maksimal 3 (tiga) tahun buku berturut-turut. Berikut disampaikan informasi daftar Akuntan Publik GMF sebelum tahun buku 2024:

PUBLIC ACCOUNTANT LISTS

GMF follows the Minister of Finance Regulation No. 17/PMK.01/2008 concerning Public Accountant Services, where the appointed KAP may only conduct an audit for a maximum of 6 (six) consecutive financial year and by a Public Accountant a maximum of 3 (three) consecutive financial year. Here is information on the list of Public Accountants before the 2024 financial year:

Tahun Buku Financial Year	**Akuntan** Accountant	**Kantor Akuntan Publik** Public Accountant Firm	**Ruang Lingkup Audit** Audit Scope	**Opini Audit** Audit Opinion	**Biaya Audit (Rp)** Audit Fee (Rp)
2025	Ronny Stewart Izin AP.1749	Purwanto Susanti & Surja, EY Indonesia	• Audit atas Laporan Keuangan Konsolidasian Tahun Buku 31 Desember 2025 • Laporan Kepatuhan terhadap Perundang-Undangan dan Pengendalian Internal periode 31 Desember 2025 • Laporan Jasa AUP atas Laporan Pencapaian *Key Performance Indicator* (KPI) periode 31 Desember 2025 • Laporan Jasa AUP terhadap Laporan Kegiatan Penerapan Prinsip Kehati-hatian (KPPK) Perseroan Tahun Buku 31 Desember 2023 • Audit of the Consolidated Financial Statements for the fiscal year ended December 31, 2025 • Compliance Report on Laws and Regulations and Internal Control as of December 31, 2025 • AUP Report on the Achievement of Key Performance Indicators (KPI) as of December 31, 2025 • AUP Report on the Company's Implementation of Prudential Principles (KPPK) Activities Report for the fiscal year ended December 31, 2023	Wajar dalam semua hal yang material Fair, in all material respects	4.890.200.000
2024	Ade Setiawan Elimin Izin AP.0225	Rintis, Jumadi,Rianto & Rekan, PWC	• Audit atas Laporan keuangan konsolidasian PT Garuda Maintenance Facility Aero Asia Tbk tahun buku 31 Desember 2024 • Laporan atas Hasil Prosedur yang disepakati bersama atas laporan KPPK terhadap laporan kegiatan penerapan prinsip kehati-hatian • Laporan atas Hasil Prosedur yang disepakati bersama atas laporan hasil evaluasi kinerja (LHEK) yang berakhir pada tanggal 31 Desember 2024 • Audit of the consolidated financial statements of PT Garuda Maintenance Facility Aero Asia Tbk for the fiscal year ending December 31, 2024 • Report on the Agreed-Upon Procedures regarding the KPPK report on the implementation of the prudential principles • Report on the Agreed-Upon Procedures regarding the performance evaluation report (LHEK) as of December 31, 2024	Wajar dalam semua hal yang material Fair, in all material respects	3.653.090.636

Tahun Buku Financial Year	**Akuntan** Accountant	**Kantor Akuntan Publik** Public Accountant Firm	**Ruang Lingkup Audit** Audit Scope	**Opini Audit** Audit Opinion	**Biaya Audit (Rp)** Audit Fee (Rp)
2023	Ade Setiawan Elimin Izin AP.0225	Tanudiredja, Wibisana, Rintis & Rekan, PWC	• Audit atas Laporan keuangan konsolidasian PT Garuda Maintenance Facility Aero Asia Tbk tahun buku 31 Desember 2023 • Laporan atas Hasil Prosedur yang disepakati bersama atas laporan KPK terhdap laporan kegiatan penerapan prinsip kehati-hatian • Audit od the Consolidated Financial Statements of PT Garuda Maintenance Facilits Aero Asia Tbk for the financial year as of December 31, 2023 • Report on the mutually agreed procedure of the report from KPK on the implementation of the precautionary principle (KPPK).	Wajar dalam semua hal yang material Fair, in all material respects	3.790.000.000
2022	Ade Setiawan Elimin Izin AP.0225	Tanudiredja, Wibisana, Rintis & Rekan, PWC	• Audit atas Laporan Keuangan Konsolidasian PT Garuda Maintenance Facility Aero Asia Tbk tahun buku 31 Desember 2022. • Laporan atas Hasil Prosedur yang disepakati bersama atas laporan KPK terhadap laporan kegiatan penerapan prinsip kehati-hatian (KPPK). • Audit of the Consolidated Financial Statements of PT Garuda Maintenance Facility Aero Asia Tbk for the financial year as of December 31, 2022. • Report on the mutually agreed procedure of the report from KPPK on the implementation of the precautionary principle (KPPK).	Wajar dalam semua hal yang material Fair, in all material respects	3.700.000.000
2021	Daniel Kohar Izin No. AP.1130	Tanudiredja, Wibisana, Rintis & Rekan, PWC	• Audit atas Laporan Keuangan Konsolidasian PT Garuda Maintenance Facility Aero Asia Tbk tahun buku 31 Desember 2021. • Audit atas laporan Keuangan PT Garuda Daya Pratama Sejahtera tahun buku 31 Desember 2021 • Laporan atas Hasil Prosedur yang disepakati bersama atas laporan KPK terhadap laporan kegiatan penerapan prinsip kehati-hatian (KPPK). • Audit of the Consolidated Financial Statements of PT Garuda Maintenance Facility Aero Asia Tbk for the financial year as of December 31, 2021. • Audit of the financial statements of PT Garuda Daya Pratama Sejahtera for the financial year as of December 31, 2021. • Report on the mutually agreed procedure of the report from KPK on the implementation of the precautionary principle (KPPK).	Wajar dalam semua hal yang material Fair, in all material respects	3.830.000.000

Tahun Buku Financial Year	**Akuntan** Accountant	**Kantor Akuntan Publik** Public Accountant Firm	**Ruang Lingkup Audit** Audit Scope	**Opini Audit** Audit Opinion	**Biaya Audit (Rp)** Audit Fee (Rp)
2020	Daniel Kohar Izin No. AP.1130	Tanudiredja, Wibisana, Rintis & Rekan, PWC	• Audit atas laporan keuangan • Audit atas laporan kepatuhan terhadap perundang-undangan • Audit atas laporan kepatuhan terhadap sistem pengendalian internal • Prosedur yang disepakati bersama atas laporan evaluasi kinerja • Prosedur yang disepakati bersama atas laporan KPPK • Audit of financial statements • Audit of compliance reports • Audit of compliance reports with the internal control system • Procedure mutually agreed upon in the performance evaluation report • Procedure mutually agreed upon with the KPPK report	Wajar terhadap semua hal yang material Fair in all material aspects	1.600.000.000
2019	Daniel Kohar Izin No. AP.1130	Tanudiredja, Wibisana, Rintis & Rekan, PWC	• Audit atas laporan keuangan • Audit atas laporan kepatuhan terhadap perundang-undangan • Audit atas laporan kepatuhan terhadap sistem pengendalian internal • Prosedur yang disepakati bersama atas laporan evaluasi kinerja • Prosedur yang disepakati bersama atas laporan KPPK • Audit of financial statements • Audit of compliance reports • Audit of compliance reports with the internal control system • Procedure mutually agreed upon in the performance evaluation report • Procedure mutually agreed upon with the KPPK report	Wajar terhadap semua hal yang material Fair in all material aspects	2.535.000.000

TINDAK LANJUT TEMUAN KAP

Dalam pelaksanaan audit, KAP dapat menemukan sejumlah temuan yang nantinya akan dimonitor oleh Perseroan. Realisasi tindak lanjut oleh Perseroan selama 2019-2025 adalah sebagai berikut:

FOLLOW-UP FROM KAP FINDINGS

When auditing, KAP may find several findings that the Company may need to monitor. The follow-up that the Company has done from 2019 to 2025 are as follows:

Tahun Buku Financial Year	**Jumlah Temuan Audit Keuangan** Number of Finding in Financial	**Jumlah Temuan Audit Sistem Informasi** Number of Finding in Information System Audit	**Realisasi Tindak Lanjut** Realization of Follow-Up
2025	N/A	N/A	N/A
2024	10	3	30%
2023	14	4	42,8%
2022	7	5	71.4%
2021	10	2	58%
2020	11	-	54%
2019	15	5	85%

*) KAP masih dalam proses penyusunan management letter. | KAP is in the process of preparing management letter.

Manajemen Risiko
Risk Management

Sejak diterbitkannya Peraturan Menteri BUMN Nomor PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara, Garuda Indonesia sebagai induk Perushaaan GMF telah melakukan sosialisasi kepada seluruh anak usaha dan menghimbau untuk meraktifikasi peraturan tersebut sebagai kerangka manajemen risiko Perusahaan. Oleh karena itu, sejak 2024, kerangka manajemen risiko GMF telah mengacu PER-2/MBU/03/2023 dengan menerapkan strategi risiko melalui pernyataan selera risiko, dan penentuan nilai ambang batas risiko yang meliputi kapasitas risiko, toleransi risiko, selera risiko, dan batasan risiko.

Perseroan menjaga konsistensi penerapan manajemen risiko melalui Pedoman Tata Kelola Perusahaan dan Kebijakan Manajemen Risiko No. KB-01-009. Pelaksanaan pedoman ini telah diatur dalam serangkaian Standard Operating Procedure untuk memastikan penerapan manajemen risiko yang seragam dan selaras.

Since the issuance of the Ministry SOE's Regulation No. PER-2/MBU/03/2023 concerning on Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises, Garuda Indonesia as the parent company of GMF has conducted socialization for all its subsidiaries and urged them to ratify the regulation as the company's risk management framework. Therefore, since 2024, GMF's risk management framework has referred to PER-2/MBU/03/2023 by implementing risk strategy through Risk Appetite Statement (RAS) and determining risk threshold values, which include risk capacity, risk tolerance, risk appetite, and risk limit.

The Company remains consistent in implementing risk management through the Corporate Governance Guidelines and Risk Management Policy No. KB-01-009. These guidelines have been put in a series of Standard Operating Procedures to ensure uniform and harmonized risk management.

Kebijakan Manajemen Risiko telah diunggah di website resmi GMF dan dapat diakses oleh publik
The Risk Management Policy has been uploaded to the official website of GMF and accessible for the public

CLICK HERE

KERANGKA KERJA MANAJEMEN RISIKO

Strategi risiko terdiri dari pernyataan selera risiko dan nilai ambang batas.

1. Pernyataan selera risiko
   Pernyataan selera risiko dilakukan secara top-down dari Top Management atas sikap terhadap risiko kedepan. Berdasarkan empat sikap terhadap risiko, pernyataan selera risiko GMF, antara lain:
   a. Tidak Toleran
      - GMF tidak mentoleransi risiko yang dapat berdampak pada aspek airworthiness dan safety.
      - Insan professional GMF berkomitmen untuk menjunjung tinggi Integritas dan core value AKHLAK.

RISK MANAGEMENT FRAMEWORK

The risk strategy consists of a risk appetite statement, risk threshold values, and risk strategy metrics.

1. Risk appetite statement
   The risk appetite statement is conducted by GMF in a top-down manner from Top Management on the attitude towards future risks. Based on four attitudes toward risk, GMF's risk appetite statements include:
   a. Not Tolerant
      - GMF does not tolerate risks that could impact on airworthiness and safety aspects.
      - GMF professional are committed to upholding Integrity and the core value of AKHLAK.

- GMF berkomitmen untuk patuh terhadap peraturan perundangan yang berlaku.
- GMF menjaga penilaian dan kewajaran penyajian kinerja keuangan Perusahaan sesuai kaidah dan Tata Kelola yang baik

b. Konservatif
- GMF berupaya optimal menjaga kepuasan pelanggan untuk meningkatkan jumlah loyal customer agar dapat diperoleh kepastian pendapatan dalam jangka panjang.
- GMF berupaya menjaga efektivitas biaya dengan melakukan program optimasi dan efisiensi.
- GMF berkomitmen meningkatkan efektivitas manajemen risiko untuk melindungi dan menciptakan nilai Perusahaan.

c. Moderat
- GMF berupaya optimal untuk menjaga kinerja Perusahaan dengan struktur keuangan yang sehat demi menjaga kelangsungan usaha yang berkesinambungan.
- GMF melakukan optimalisasi dalam investasi untuk meningkatkan kapabilitas

d. Strategis
- GMF secara aktif mendorong berjalannya inovasi, baik untuk perbaikan proses maupun pengembangan usaha
- GMF mendorong program pengembangan usaha, kerja sama strategis, dan peningkatan pendapatan usaha

2. Nilai Ambang Risiko
Nilai ambang risiko terdiri dari risk capacity, risk tolerance, risk appetite, dan risk limit. Risk capacity GMF sebesar USD17,373,324, risk tolerance sebesar USD6,620,217, risk appetite sebesar USD6,018,379, dan risk limit sebesar USD5,416,541.

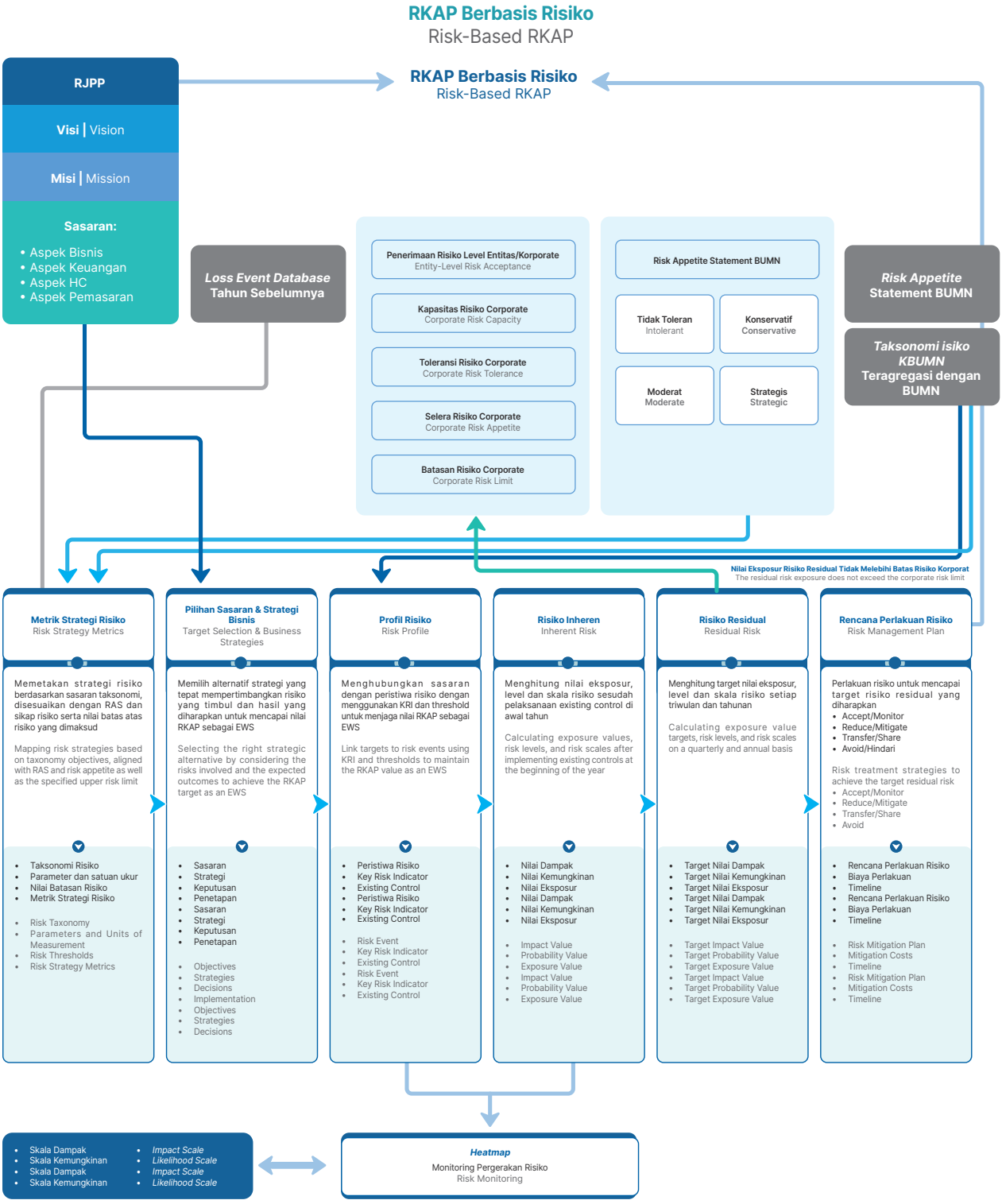
- GMF is committed to complying with the applicable laws and regulations.
- GMF maintains the assessment and fairness of the Company's financial performance in accordance with principles and best practices of good corporate governance.

Conservative
- GMF strives to optimize customer satisfaction to increase the number of loyal customers ensuring long-term revenue certainly.
- GMF strives to maintain cost-effectiveness by implementing optimization and efficiency programs.
- GMF is committed to improving the effectiveness of risk management to protect and create Company value.

b. Moderate
- GMF strives to optimize company performance with a healthy financial structure to ensure sustainable business continuity.
- GMF optimizes investment to enhance capabilities.

c. Strategies
- GMF actively encourages innovation, both for process improvement and business development.
- GMF encourages business development programs, strategic partnership, and revenue growth initiatives.

2. Risk Threshold Value
Risk threshold value consists of risk capacity, risk tolerance, risk appetite, and risk limit. GMF's risk capacity is USD17,373,324, risk tolerance of USD6,620,217, risk appetite of USD6,018,379, and risk limit of USD5,416,541.



Sebagaimana yang tertuang di PER 2/MBU/03/2023 bahwa BUMN dan anak usahanya wajib menerapkan model tata Kelola risiko Model Tiga Lini (*three lines model*) dalam melaksanakan manajemen risiko. Dengan demikian, GMF telah membentuk Tim Enterprise Risk Management (ERM) sebagai salah satu organ pendukung Direksi yang bertanggung jawab menjalankan manajemen risiko di lingkup Perseroan sebagai lini kedua. Struktur organisasi dirancang agar terjadi pemisahan fungsi antara unit bisnis pemilik risiko

As stated in PER 2/MBU/03/2023, Stated-Owned Enterprises and their subsidiaries are required to implement the Three Lines Model in risk governance. Thus, GMF has established an Enterprise Risk Management (ERM) Team as one of the supporting organs of the Board of Directors responsible for executing risk management within the Company as the second line. The organizational structure is designed so that there is a separation of functions between the risk-owning business units that directly identify and manage

yang langsung mengidentifikasi dan mengelola risiko dalam proses bisnis, fungsi manajemen risiko yang mengukur, memantau, dan memperlakukan risiko secara agregat, mengembangkan metodologi dan kebijakan manajemen risiko perusahaan, dan fungsi audit intern yang memastikan tata Kelola dan pengendalian risiko.

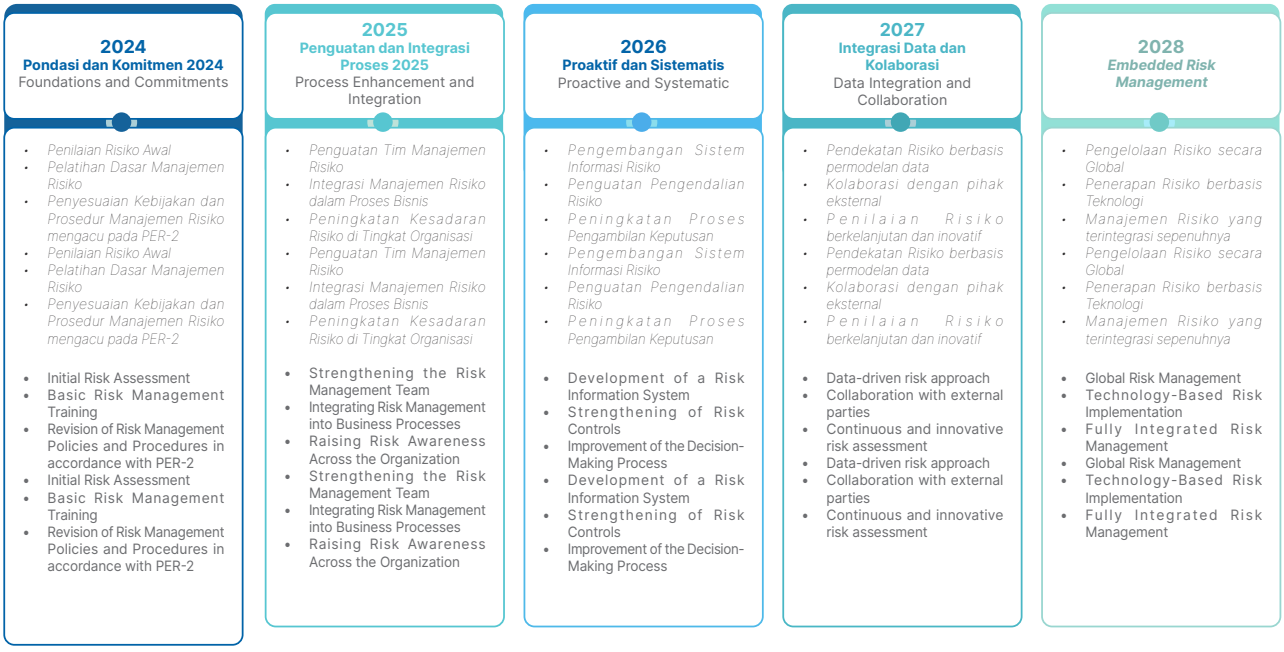
risks in business processes, the risk management function that measures, monitors, and treats risks in aggregate, develops enterprise risk management methodologies and policies, and the internal audit function that ensures governance and risk control.

ROADMAP MANAJEMEN RISIKO

GMF menyusun Roadmap ERM 2024-2028 sebagai langkah strategis dalam menunjang pengelolaan risiko GMF. Berikut Roadmap ERM 2024-2028 yang dimiliki GMF:

RISK MANAGEMENT ROADMAP

GMF compiled the 2024-2028ERM Roadmap as a strategic initiative in supporting GMF risk management. The following is the 2024-2028 ERM Roadmap of GMF:



PROFIL RISIKO

Bidang usaha GMF memiliki risiko inheren yang bersifat internal dan eksternal. Perseroan selalu melakukan risk assessment setiap tahunnya untuk mengenali potensi risiko dan mengklasifikasikannya menjadi profil risiko ke dalam berbagai tingkatan untuk membantu penanggulangan risiko yang lebih efektif. Profil risiko yang dihadapi GMF pada tahun 2025 adalah sebagai berikut:

RISK PROFILE

GMF business has an inherent internal and external risks. The Company annually assess the risks to identify potential risks and classify them into various levels of risk profiles to manage the risks more effectively. The risk profile in 2025 was as follows:

No.	Peristiwa Risiko Risk Event	Dampak Impact
1	Suspense/surrender Certification EASA/ FAA Suspense or surrender EASA/FAA certificate	Selisih penurunan profit yang terjadi apabila GMF kehilangan EASA dan FAA certification, sehingga target revenue dari sales plan untuk yang membutuhkan release EASA/FAA tidak dapat ter-realisasi The difference in profit decline that would occur if GMF lost its EASA and FAA certification, meaning that the revenue targets in the sales plan requiring EASA/FAA release could not be realized.

No.	Peristiwa Risiko Risk Event	Dampak Impact
2	Pembatalan/kegagalan Realisasi Pekerjaan dalam Sales Plan Non-Group Affiliation Cancellation or failure of project realization from Non-Group/Affiliation sales plan	Penurunan net profit yang terjadi apabila target sales plan (khususnya level 3 & 4) untuk proyek maintenance pesawat NGA tidak terealisasi sesuai target A decline in net profit will occur if the sales plan targets (particularly levels 3 & 4) for the NGA aircraft maintenance project are not realized as targeted.
3	Penurunan Technical Support SAP SAP Technical Support reduction	Infrastruktur vital yang penting tidak berfungsi selama lebih dari 6 jam (misalkan Listrik, air, jaringan komunikasi & online system) Critical infrastructure that is essential is not functioning for more than 6 hours (e.g., electricity, water, communication networks, and online systems)
4	Penurunan Utilisasi Pesawat Customer Group Affiliation SAP Technical Support reduction	Penurunan *net profit* yang terjadi apabila target pekerjaan reaktivasi untuk proyek *maintenance* pesawat *Group Afiliation* tidak terealisasi sesuai target A decrease in net profit will occur if the reactivation work targets for the Group Affiliation aircraft maintenance project are not realized as targeted.
5	Cyber Attack Cyber Attack	Jumlah rata-rata serangan siber per minggu 200-500 kali Average number of cyber attacks per week: 200-500 times
6	Kegagalan GMF dalam pemenuhan kewajiban utang Failure to fulfill debt obligations	Risiko Hukum: Perusahaan diputuskan kalah di pengadilan tingkat pertama. Legal Risk: The company lost its case in the court of first instance.
7	Realisasi Program Inisiatif Strategis dan Implikasinya terhadap Peningkatan Ekuitas dan Sentimen Pasar Failure to fulfill debt obligations	Minimal 1 parameter tujuan strategis yang harus selesai pada tahun ini tertunda antara 6 - 9 bulan At least one strategic objective that should have been completed this year has been delayed by 6-9 months.
8	Keterlambatan SLA dan TAT Penyelesaian *Project Maintenance* Delays in SLA and TAT for Project Maintenance Completion	• Beban SLA *Penalty* berdasarkan kontrak jangka panjang dengan *customer* • Beban TAT Penalty berdasarkan kontrak maintenance event dengan *customer* NGA • SLA Penalty charges based on long-term contracts with customers • TAT Penalty charges based on per-event maintenance contracts with NGA customers
9	Issue Global Supply Chain Terkait Kelangkaan *Spare Part* Pesawat Global Supply Chain Issues Related to Aircraft Spare Part Shortages	• Kenaikan biaya/harga perolehan material melebihi asumsi dalam RKAP • Kenaikan biaya subcontracting karena peningkatan transaksi *exchange* • Kenaikan pembelian dengan AOG basis, sehingga berdampak 30% lebih tinggi dari pembelian normal • Kenaikan biaya freight untuk mempercepat pengiriman dengan *urgent priority* • Increase in material acquisition costs/prices exceeding assumptions in the RKAP • Increase in subcontracting costs due to an increase in exchange transactions • Increase in purchases on an AOG basis, resulting in a 30% higher cost than normal purchases • Increase in freight costs to expedite deliveries with urgent priority
10	Pencadangan Kerugian atas Piutang Overdue Bad Debt Allowance	• Potensi tambahan kerugian atas piutang yang sudah jatuh tempo • Target arus kas tidak tercapai • Peningkatan utang perusahaan (utang melebihi kebutuhan modal kerja dan kewajiban jangka pendek) • Kekurangan modal kerja untuk operasional • Kekurangan modal investasi untuk pengembangan perusahaan • Tuntutan PKPU • Potential additional losses on past due receivables • Cash flow target not achieved • Increased company debt (debt beyond meeting working capital needs and short-term liabilities) • Lack of working capital for operations • Lack of investment capital for company development • PKPU demands

MITIGASI RISIKO

Perseroan merancang upaya penanggulangan (mitigasi) risiko dari setiap risiko yang teridentifikasi sebagai bentuk antisipasi terhadap kemungkinan risiko yang muncul dalam di masa mendatang. Berdasarkan profil risiko yang telah disampaikan sebelumnya, GMF telah melakukan mitigasi sebagai berikut:

RISK MITIGATION

The Company designs a risk mitigation for every identified risk to anticipate the risk from showing again in the future. Based on the risk profile earlier, GMF has made several mitigations as follows:

Mitigasi Risiko GMF
GMF Risk Mitigation

No.	Peristiwa Risiko Risk Event	Mitigasi Mitigation
1	Suspense/surrender Certification EASA/FAA Suspense or surrender EASA/FAA certificate	Regulatory compliance secara periodik Regulatory compliance periodicaly
2	Pembatalan/Kegagalan Realisasi Pekerjaan dalam Sales Plan Non-Group Affiliation Cancellation or failure of project realization from Non-Group/Affiliation sales plan	• Melakukan iterasi *customer* baru dan lama secara regular dan intensif • Menawarkan paket maintenance yang menarik bagi *customer* baru (harga, *scope*, trial) • Regularly and intensively iterate new and existing customers • Offer attractive maintenance packages to new customers (price, scope, trial)
3	Penurunan Technical Support SAP SAP Technical Support reduction	• Memulai negosiasi perpanjangan lisensi SAP • Menyiapkan rencana cadangan operasional jika terjadi kegagalan dalam memperbarui lisensi tepat waktu • Melibatkan konsultan yang berpengalaman untuk membantu proses migrasi dan meminimalisir risiko. • Begin negotiations for SAP license renewal • Prepare an operational backup plan in case of failure to renew the license on time • Engage experienced consultants to assist with the migration process and minimize risk.
4	Penurunan Utilisasi Pesawat Customer Group Affiliation SAP Technical Support reduction	• Menerapkan *sensitivity rate* dalam penagihan PBTH • Adanya klausul dalam kontrak PBTH yang mengatur kesepakatan *annual escalation rate* • Applying sensitivity rates in PBTH billing • The existence of clauses in PBTH contracts that regulate annual escalation rate agreements
5	*Cyber Attack*	• Melatih karyawan secara teratur tentang pengenalan phishing dan praktik keamanan siber dasar. • Melakukan backup data secara teratur dan menyimpannya di lokasi yang terpisah • Menginstal perangkat lunak keamanan endpoint yang memadai untuk mendeteksi dan mencegah serangan malware. • Menerapkan *software security* otomatis untuk mendeteksi celah dan potensi ancaman secara *real-time*. • Menerapkan enkripsi *end-to-end* untuk semua data sensitif • Melakukan audit keamanan dan akses sistem secara teratur untuk mendeteksi perubahan atau aktivitas yang tidak sah. • Regularly train employees on phishing awareness and basic cybersecurity practices. • Perform regular data backups and store them in a separate location. • Install adequate endpoint security software to detect and prevent malware attacks. • Implement automated security software to detect vulnerabilities and potential threats in real time. • Implement end-to-end encryption for all sensitive data. • Conduct regular security and system access audits to detect unauthorized changes or activities.
6	Kegagalan GMF dalam pemenuhan kewajiban utang Failure to fulfill debt obligations	• Melakukan penagihan piutang yang sudah lebih dari 1 tahun • Melakukan dan monitor prioritas pembayaran agar *cash flow* terjaga • Collect receivables that are more than 1 year overdue • Prioritize and monitor payments to maintain cash flow
7	Realisasi Program Inisiatif Strategis dan Implikasinya terhadap Peningkatan Ekuitas dan Sentimen Pasar Failure to fulfill debt obligations	Melakukan exposure atas pencapaian Perusahaan ke publik Exposing the Company's achievements to the public

Mitigasi Risiko GMF
GMF Risk Mitigation

No.	Peristiwa Risiko Risk Event	Mitigasi Mitigation
8	Keterlambatan SLA dan TAT Penyelesaian Project Maintenance Delays in SLA and TAT for Project Maintenance Completion	• Melakukan persiapan perencanaan *project* dengan lebih matang • Melakukan penagihan di awal *project* • Conduct more thorough project planning preparations • Collect payments at the beginning of the project
9	*Issue Global Supply Chain* Terkait Kelangkaan *Spare Part* Pesawat Global Supply Chain Issues Related to Aircraft Spare Part Shortages	• Mencari alternate material yang dapat menggantian material utama yang nil *stock* dengan evaluasi dari pihak *engineering* dan *approval* dari pihak quality dan operator • Berkomunikasi dengan *vendor* untuk mengetahui *leadtime restock* material dan melakukan planning min/max. • Menyediakan arus kas khusus material untuk dapat dilakukan pembayaran di awal • Search for alternate materials that can replace main materials that are out of stock, with evaluation from engineering and approval from quality and operators. • Communicate with vendors to find out the lead time for restocking materials and carry out min/max planning. • Provide special cash flow for materials so that payments can be made in advance.
10	Pencadangan Kerugian atas Piutang Overdue Bad Debt Allowance	• Melakukan profiling *customer* • Melakukan penagihan secara berkala • Performing customer profiling • Performing periodic billing

EVALUASI SISTEM MANAJEMEN RISIKO

Sistem manajemen risiko GMF tidak terlepas dari peran Enterprise Risk Management (ERM) sebagai penangung jawab pengelolaan risiko. Penilaian dan evaluasi terhadap kinerja ERM pada tahun 2025 telah disampaikan di pembahasan mengenai penilaian kinerja dan organ pendukung Direksi pada pembahasan sebelumnya.

PANDANGAN DEWAN KOMISARIS DAN DIREKSI

Dewan Komisaris dan Direksi memandang bahwa GMF secara aktif menerapkan strategi yang melibatkan pengelolaan risiko sebagai bagian integral dari rencana bisnis, mengambil riisko lebih tinggi dalam rangka mencapai pertumbuhan dan inovasi yang lebih besar.

Jika diperlukan pengambilan Keputusan bisnis, maka Keputusan tersebut didasarkan pada analisis risiko dan potensi pengembalian investasi jangka panjang serta dapat menanggung beban yang besar.

RISK MANAGEMENT SYSTEM EVALUATION

The risk management system is inseparable from the Enterprise Risk Management (ERM), as the team in charge of risk management. Assessment and evaluation of ERM performance in 2025 are available in the discussion regarding its assessment and the supporting bodies of the Board of Directors in the earlier discussion.

VIEWS FROM THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

The Board of Commissioners and Directors consider that GMF is actively implementing a strategy that involves managing risk as an integral part of the business plan, taking higher risks in order to achieve greater growth and innovation.

If business decisions are required, they are based on risk analysis and the potential for long-term return on investment and can bear a large burden.

RENCANA MANAJEMEN RISIKO 2026

Dengan mempertimbangkan kebijakan baru bahwa penyusunan RKAP (Rencana Kerja dan Anggaran Perusahaan) 2026 mengikuti pedoman strategis yang dikeluarkan oleh PT Danantara Aset Manajemen, maka GMF akan Menyusun rencana manajemen risiko sesuai dengan pedoman yang dikeluarkan oleh PT. DAM. Selain itu, pedoman dari PER-2/MBU/03/2023 juga tetap diterapkan.

Guna mendukung tercapainya program kerja Enterprise Risk Management pada 2026, maka program perbaikan berkelanjutan yang akan dilakukan antara lain:

1. Meningkatkan kolaborasi antar lini dan menanamkan kesadaran risiko sebagai budaya perusahaan
2. Pemenuhan compliance penerapan Manajemen Risiko sesuai PER-2/MBU/03/2023
3. Peningkatan kualifikasi dan kompetensi organ pengelola risiko
4. Peningkatan sistem pengelolaan risiko yang terintegrasi dengan berbasis teknologi

RISK MANAGEMENT PLAN 2026

Considering the new policy that the preparation of the 2026 RKAP (Corporate Work Plan and Budget) follows the strategic guidelines issued by PT Danantara Aset Manajemen, GMF will prepare a risk management plan in accordance with the guidelines issued by PT. DAM. Furthermore, the guidelines from PER-2/MBU/03/2023 will also remain in effect.

To support the achievement of the Enterprise Risk Management work programme in 2026, the continuous improvement programme includes:

1. Improving collaboration between lines and embedding risk awareness as a corporate culture.
2. Fulfillment of compliance of Risk Management implementation in accordance with PER-2/MBU/03/2023
3. Improving the qualifications and competencies of risk management organs
4. Improvement of an integrated risk management system with technology-based

Sistem Pengendalian Internal
Internal Control System

Sistem Pengendalian Internal (SPI) merupakan proses yang dirancang dan dijalankan oleh Dewan Komisaris, Direksi, dan struktur manajemen lainnya, serta seluruh personil Perseroan yang bertujuan untuk mewujudkan komitmen Perseroan dalam menerapkan prinsip Tata Kelola Perusahaan yang Baik, juga untuk memberikan keyakinan yang memadai atas tercapainya efektivitas dan efisiensi operasi, keandalan pelaporan keuangan, kepatuhan terhadap hukum, dan peraturan yang berlaku serta penerapan mekanisme check and balance.

The Internal Control System (ICS) is a process designed and implemented by the Board of Commissioners, the Board of Directors, other management structures, and all personnel of the Company. It aims to realize the Company's commitment to the implementation of Good Corporate Governance principles, as well as to provide reasonable assurance of the achievement of operational effectiveness and efficiency, reliability of financial reporting, compliance with applicable laws and regulations, and the enforcement of a check and balance mechanism.

Sebagai organ Perseroan yang bertanggung jawab atas pengelolaan perusahaan, Direksi harus memastikan bahwa fungsi pengendalian internal dan manajemen risiko telah tersedia dan diterapkan pada semua aspek dan lini perusahaan.

As the Company's organ responsible for corporate management, the Board of Directors must ensure that internal control and risk management functions are in place and implemented across all aspects and levels of the Company.

KEBIJAKAN PENGENDALIAN INTERNAL

Perseroan memiliki surat keputusan KB-01-009 Kebijakan Manajemen Risiko dan KB-01-010 Kebijakan Pengendalian Internal yang dicetuskan oleh Direktur Utama sebagai pedoman sistem pengendalian internal. Pedoman tersebut memastikan kegiatan pengelolaan Perseroan berjalan dengan baik dan tidak menyimpang dari ketentuan dan peraturan yang berlaku. Perseroan mengadopsi konsep 3 Lines of Defense dalam pengelolaan risiko dan pengendalian internal yang dapat dilihat dalam kerangka sistem pengendalian internal sebagai berikut:

INTERNAL CONTROL POLICY

The Company has two decrees of KB-01-009 Risk Management Policy and KB-01-010 Internal Control Policy which was issued by the President Director as the internal control guideline. These guidelines ensure that the Company's management activities run approrirately and do not deviate from the prevailing rules and regulations. The Company adopts the 3 Lines of Defense concept in risk management and internal control as follows:

Kerangka Sistem Pengendalian Internal
Internal Control Framework



ADAPTASI PRINSIP COSO

Perseroan mengadopsi konsep 3 Lines Model dalam pengelolaan risiko dan pengendalian internal yang diambil dari prinsip Committee of Sponsoring Organizations of the Treadway Commission (COSO). Unit kerja, sebagai Manajemen Operasional, berperan penting dalam mengendalikan aktivitas kerja di unitnya masing-masing. Risk Management, dengan fungsinya sebagai Manajemen Pengendali, bertugas mengelola risiko korporat secara keseluruhan yang melakukan berbagai aktivitas asesmen dan melakukan monitoring tindakan pengendalian risiko korporat.

PENGENDALIAN INTERNAL UNTUK ASPEK OPERASI DAN KEUANGAN

Manajemen menempatkan individu dalam posisi yang tepat sesuai kompetensi. Terdapat sejumlah pedoman kerja yang telah disusun untuk menjamin adanya standar dalam melaksanakan kerja. Perseroan memiliki berbagai unit bisnis yang dibentuk untuk menjalankan fungsinya masing-masing untuk memastikan adanya pengendalian internal yang memadai yaitu:

- Unit Budget and Control yang bertanggung jawab dalam mengontrol realisasi penggunaan anggaran.
- Unit Security Management yang bertanggung jawab dalam menjamin keamanan Perseroan.
- Unit Financial & Management Accounting, Internal Control, dan Safety Inspection yang bertanggung jawab dalam mendesain dan mengembangkan kerangka manajemen risiko serta mengontrol implementasinya.
- Unit Quality System & Auditing yang bertanggung jawab dalam melakukan kontrol kualitas terhadap material dan produk Perseroan.
- Unit Corporate Legal dan Unit Aircraft Quality Performance Monitoring yang bertanggung jawab dalam menjamin kepatuhan Perseroan sesuai dengan regulasi yang berlaku baik dari pemerintah maupun otoritas penerbangan.
- Unit Human Capital Management dan Unit Strategic Management Office yang bertanggung jawab mendesain struktur organisasi.

Direksi berperan untuk mengarahkan sistem pengendalian internal. Dewan Komisaris bertindak sebagai pengawas untuk memastikan jalannya Perseroan dan memberikan arahan serta nasihat yang diperlukan untuk mencegah adanya penyimpangan. Pihak eksternal seperti KAP, Lembaga Otoritas Penerbangan, Lembaga Sertifikasi Mutu, dan Regulator menjadi pihak independen yang menilai pelaksanaan pengendalian internal Perseroan sesuai bidangnya masing-masing.

ADAPTATION OF COSO PRINCIPLES

The Company adopts the Committee of Sponsoring Organizations of the Treadway Commission's (COSO) 3 Lines Model concept in risk management and internal control. The working units, as the Operational Management, play an important role in controlling work activities. With their function as Management Control, Risk Managementare tasked with managing corporate risk as a whole that includes assessment and monitoring of corporate risk control measures.

INTERNAL CONTROL FOR OPERATIONAL AND FINANCIAL ASPECTS

The Management positioned the individuals in the correct position according to their competence. There are several guidelines to ensure work standards work. The Company has various business units to carry out their respective functions to ensure adequate internal control, namely:

- Budget and Control Unit, responsible for controlling the budget and its use.
- Security Management Unit, responsible for the Company's security.
- Financial & Management Accounting Unit, Internal Control, and Safety Inspection Units, responsible for designing and developing a risk management framework and controlling its implementation.
- Quality System & Auditing Unit, responsible for quality control on the Company's materials and products.
- The Corporate Legal Unit and the Aircraft Quality Performance Monitoring Unit, responsible for ensuring the Company's compliance with regulations from the government and aviation authorities.
- The Human Capital Management Unit and the Strategic Management Office Unit, responsible for designing the organizational structure.

The Board of Directors plays a role to direct the internal control system. The Board of Commissioners acts as a supervisor and gives direction and advice to prevent irregularities. External parties such as KAP, Aviation Authority Institutions, Quality Certification Bodies, and Regulators are all independent parties assessing the Company's internal control according to their respective fields.

EVALUASI PENGENDALIAN INTERNAL

Evaluasi terhadap efektivitas pengendalian internal tidak terlepas dari evaluasi terhadap seluruh unit bisnis, terutama unit-unit yang terkait pengelolaan risiko dan audit internal. Tentunya penilaian terhadap masing-masing unit bisnis tersebut dapat dibaca di pembahasan sebelumnya yang ada di Laporan Terintegrasi ini. Akan tetapi, secara garis besar, Perseroan telah memiliki sistem penilaian kinerja masing-masing unit bisnis sebagai bentuk evaluasi dari pencapaian KPI Perseroan secara keseluruhan. Penilaian ini menjadi salah satu dasar evaluasi pengendalian internal yang selalu dimonitor secara berkala.

PANDANGAN DEWAN KOMISARIS DAN DIREKSI

Dewan Komisaris dan Direksi memandang bahwa penerapan sistem pengendalian internal Perseroan pada tahun 2025 adalah baik. Aktivitas kontrol dilakukan di semua tingkat entitas dan dalam berbagai tahapan pada proses bisnis dan di lingkungan teknologi. Aktivitas pengendalian di GMF meliputi kegiatan yang bervariatif, antara lain otorisasi, verifikasi, rekonsiliasi, analisis, prestasi kerja, menjaga keamanan aset perusahaan, dan pemisahan fungsi (segregation of duties). Seluruh proses pengendalian ini telah dituangkan dalam kebijakan, prosedur bisnis, dan instruksi kerja perusahaan. Aktivitas pengendalian yang lebih rinci juga tertulis pada risk register unit dalam setiap risiko yang telah teridentifikasi.

INTERNAL CONTROL EVALUATION

Evaluation of internal control effectiveness is inseparable from the evaluation of all business units, especially those related to risk management and internal audit. Of course, the assessment of each unit is available in the earlier discussion in this Integrated Report. However, in general, the Company already has an appraisal system for each unit to evaluate overall KPI achievement. This assessment is one of the bases for assessing internal control, which is always monitored periodically.

VIEWS FROM THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

The Board of Commissioners and the Board of Directors consider that the Company's internal control system implementation in 2025 was effective. Control activities were carried out across all levels of the entity, covering various stages of business processes as well as the technology environment. Control activities at GMF include a range of measures, such as authorization, verification, reconciliation, analysis, performance review, safeguarding of company assets, and segregation of duties. All control processes have been formalized in the Company's policies, business procedures, and work instructions. More detailed control activities are also documented in each unit's risk register for all identified risks.

Perkara Penting [GRI 2-27]

Important Cases [GRI 2-27]

PERMASALAHAN HUKUM

Permasalahan dan/atau perkara hukum yang dihadapi Perseroan serta anggota Dewan Komisaris dan Direksi dalam 2 (dua) tahun terakhir adalah sebagai berikut:

LEGAL ISSUES

Legal issues and/or cases that the Company or its Commissioners or Directors faced in the past 2 (two) years are as follows:

Permasalahan Hukum Legal Issues	**2025**		**2024**	
	Perdata Civil	**Pidana** Criminal	**Perdata** Civil	**Pidana** Criminal
GMF				
Selesai dan telah mempunyai kekuatan hukum tetap Settled with legally-binding decision	**Nihil** **None**	**Nihil** **None**	Nihil None	Nihil None
Dalam proses penyelesaian Ongoing	**Nihil** **None**	**Nihil** **None**	Nihil None	Nihil None
Dewan Komisaris dan Direksi Board of Commissioners and Directors				
Selesai dan telah mempunyai kekuatan hukum tetap Settled with legally-binding decision	**Nihil** **None**	**Nihil** **None**	Nihil None	Nihil None
Dalam proses penyelesaian Ongoing	**Nihil** **None**	**Nihil** **None**	Nihil None	Nihil None
Jumlah **Total**	**Nihil** None	**Nihil** None	**Nihil** None	**Nihil** None

Dengan demikian, berdasarkan informasi yang disajikan pada tabel, tidak ada permasalahan hukum yang dihadapi Perseroan, maupun yang telah selesai pada tahun 2025 yang dapat diungkapkan dalam Laporan Terintegrasi ini.

Hence, from the table, there were no ongoing legal cases involving the Company or those that have finished in 2025 to be reported in this Integrated Report.

SANKSI ADMINISTRASI

Terdapat 4 (empat) sanksi administratif yang dijatuhkan terhadap Perseroan. Tidak terdapat sanksi yang dijatuhkan kepada Direksi maupun Dewan Komisaris.

ADMINISTRATIVE SANCTIONS

There were 4 (four) administrative sanctions imposed on the Company. There were no sanctions imposed on the Board of Directors nor the Board of Commissioners.

PERKARA PENTING DI LUAR ASPEK HUKUM

Sepanjang tahun 2025, Perseroan tidak mendapatkan adanya perkara penting di luar aspek hukum yang melibatkan Perseroan maupun Dewan Komisaris dan Direksi.

IMPORTANT MATTERS OUTSIDE THE LEGAL ASPECTS

Throughout 2025, the Company did not receive any important cases outside the legal aspects involving the Company or the Board of Commissioners and the Board of Directors.

Akses Informasi dan Data Perusahaan

Access to Information and Company Data

Perseroan memiliki Pedoman Tata Kelola Perusahaan (PTKP) yang mengatur Kebijakan Komunikasi Keluar Perseroan. Kebijakan ini mencakup antara lain ketentuan yang mengatur peran dan tanggung jawab beberapa organ Perseroan (Komisaris Utama, Direktur Utama, Direktur Keuangan, Investor Relation, dan Sekretaris Perusahaan) terkait pengelolaan informasi Perseroan.

PKP juga menjelaskan mengenai informasi yang bersifat rahasia (informasi material). Pengelompokan informasi publik mengacu pada informasi minimal (minimum requirement) yang dapat diberikan dalam setiap hubungan komunikasi dengan pemegang saham dan pemangku kepentingan terkait lainnya. Pemberian informasi atau hal lain di luar batasan informasi minimal tersebut, harus mendapatkan persetujuan Direksi dan dengan sepengetahuan Dewan Komisaris.

The Company has Corporate Governance Guidelines (PTKP) governing the Company's Exit Communication Policy. This policy includes, among other things, the roles and responsibilities of the Company's bodies (President Commissioner, President Director, Finance Director, Investor Relations, and Corporate Secretary) concerning the Company's information management.

PKP also explains confidential information (material information). When categorizing public information, the Company refers to the minimum requirements in any communication relationship with shareholders and other relevant stakeholders. Information or other matters beyond the minimum requirement must be approved by the Board of Directors, acknowledged by the Board of Commissioners.

Saluran Permintaan Informasi Secara Langsung
Direct Communication/Information Request

Lantai 2 Lobby Selatan Hangar 4 PT Garuda Maintenance Facility Aero Asia Tbk, Area Perkantoran Bandar Udara Soekarno Hatta Kelurahan Pajang Kecamatan Benda Kota Tangerang

Telp. 021 5508717
Email: corporatecommunications@gmf-aeroasia.co.id

Media Informasi Perseroan
The Company's Media Channels

Media Channel	**Keterangan** Description
Website GMF GMF Website	Pengelolaan website GMF diatur dalam Prosedur Bisnis Komunikasi Perusahaan (PB-13-003) tanggal 10 Juli 2015 tentang Website Perusahaan. Website GMF: www.gmf-aeroasia.co.id yang dapat diakses oleh publik. The GMF website is managed based on the Corporate Communication Business Procedure (PB-13-003) on July 10, 2015, concerning the Company Website. GMF website: www.gmf-aeroasia.co.id accessible for the public.
Laporan Report	Perseroan memiliki Laporan Terintegrasi yang disampaikan kepada pemegang saham dan regulator. Informasi ini dapat diakses di website dan dipergunakan dengan semestinya oleh masyarakat dan media massa. The Company submits Integrated Report to shareholders and regulators. This information can be accessed at the website and used appropriately by the public and the mass media.
MyHC Share Point MyHC Share Point	Portal informasi terintegrasi yang memuat mengenai employee online services, kebijakan dan prosedur bisnis, pelatihan, hingga prosedur dan manual kerja. A integrated information portal that contains about online employee services, business policies and procedures, training, and work procedures and manuals.
Buletin Penity Penity Bulletin	Penity merupakan buletin bulanan untuk internal yang diterbitkan oleh unit Quality Assurance & Safety yang secara khusus membahas masalah safety dalam industri penerbangan. Penity is a monthly internal bulletin issued by the Quality Assurance & Safety unit, specifically addressing safety issues in the aviation industry.

KETERBUKAAN INFORMASI PASAR MODAL DAN RILIS BERITA

Pada tahun 2025, terdapat 39 surat yang dilaporkan ke Bursa dan OJK mengenai berbagai hal yang terkait aktivitas pasar modal. Perseroan juga telah merilis 18 berita ke berbagai media terkait dengan informasi bisnis GMF dan hal-hal penting lainnya. Informasi terkait rilis dapat dilihat di pembahasan mengenai Sekretaris Perusahaan dalam Laporan Tahunan Terintegrasi ini.

KEGIATAN PUBLIKASI INFORMASI LAINNYA

Pada tahun 2025, Perseroan telah melakukan sejumlah kegiatan publikasi informasi. Secara khusus, kegiatan publikasi tahun 2025 dikhususkan untuk memperluas relasi dengan basis pelanggan baru dari segmen bisnis baru yang diluncurkan GMF untuk menghadapi tantangan bisnis. Kegiatan publikasi tersebut mencakup public expose, investor relation, customer gathering sebagai berikut.

INFORMATION TRANSPARENCY ON CAPITAL MARKET AND PRESS RELEASE

In 2025, there were 39 letters reported to the IDX and OJK concerning capital market activities. The Company also issued 18 news releases to the media concerning business information and other matters. Information on releases is available in the discussion concerning Corporate Secretary in this Integrated Report.

OTHER ACTIVITIES OF INFORMATION DISCLOSURE

In 2025, the Company carried out a number of information disclosure and publication activities. In particular, these activities were focused on expanding relationships with new customer bases from the new business segments launched by GMF to address business challenges. These publication activities included public exposes, investor relations, and customer gatherings, as follows.

Aktivitas Publikasi Informasi
Information Disclosures Events

Tanggal Date	**Nama Aktivitas** Event	**Deskripsi** Explanation	**Peserta (orang)** Participants (people)
10 Februari 2025 February 10, 2025	MRO Middle East	GMF mengekplorasi perluasan peluang kemitraan di industri perawatan pesawat terbang, khususnya di wilayah Timur Tengah. Partisipasi ini menegaskan komitmen untuk memperluas jaringan global dan menghadirkan solusi perawatan pesawat yang kompetitif dan berkualitas tinggi. GMF explored the expansion of partnership opportunities in the aircraft maintenance industry, particularly in the Middle East region. This participation highlights its commitment to expanding its global network and delivering competitive, high-quality aircraft maintenance solutions.	25
5 Mei 2025 May 5, 2025	Kunjungan Kementerian Sekretariat Negara RI Visit from Indonesia's State Secretary Ministry	Meninjau hasil pengecatan ulang *(repainting) livery* pesawat PK-BBJ dari dominasi warna merah menjadi dominasi warna putih. Jika sebelumnya tampilan lebih menonjolkan karakter merah yang kuat, kini desain menghadirkan kesan lebih bersih dan elegan dengan penekanan pada warna putih, sekaligus memastikan hasil akhir sesuai standar desain dan teknis. A review was conducted on the repainting results of aircraft PK-BBJ's livery, shifting from a dominant red color to a dominant white. Previously characterized by a strong red appearance, the new design presents a cleaner and more elegant impression with an emphasis on white, while ensuring compliance with design and technical standards.	25

Aktivitas Publikasi Informasi
Information Disclosures Events

Tanggal Date	Nama Aktivitas Event	Deskripsi Explanation	Peserta (orang) Participants (people)
5 Juni 2025 June 5, 2025	RUPST & RUPSLB AGMS & EGMS	Agenda komunikasi GMF bersama para pemegang saham. Agenda yang bertujuan antara lain Persetujuan Laporan Tahunan dan pengesahan Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2024, Penetapan penggunaan laba bersih Tahun Buku 2024, Penetapan tantiem Tahun Buku 2024 serta remunerasi Direksi dan Dewan Komisaris untuk Tahun Buku 2025, Penunjukan Kantor Akuntan Publik untuk mengaudit Laporan Keuangan Tahun Buku 2025, dan Perubahan susunan pengurus Perseroan. A communication agenda betwen GMF and shareholders aimed, among others, at the approval of the Annual Report and ratification of the Company's Consolidated Financial Statements for the 2024 financial year, determination of the use of net profit for the 2024 financial year, determination of tantiem for the 2024 financial year as well as remuneration for the Board of Directors and Board of Commissioners for the 2025 financial year, appointment of a Public Accounting Firm to audit the 2025 financial statements, and changes in the composition of the Company's management.	100
11-14 Juni 2025 June 11-14, 2025	Indo Defence Expo & Forum	GMF menyusun langkah strategisnya di sektor pertahanan dengan menandatangani serangkaian nota kesepahaman bersama mitra nasional dan global dalam ajang pameran internasional berskala besar yang berfungsi sebagai platform bagi pelaku industri pertahanan, kedirgantaraan, kemaritiman, dan keamanan untuk memamerkan kapabilitas. GMF formulated its strategic initiatives in the defense sector by signing a series of memorandum of understanding with national and global partners at a large-scale international exhibition serving as a platform for defense, aerospace, maritime, and security industry players to showcase their capabilities.	50
10 September 2025 September 10, 2025	Kunjungan Sekda Provinsi Jawa Barat – BIJB Visit from Regional Secretary of the West Java Province – BIJB	Silaturahmi dalam rangka memperkuat langkah transformasi bisnis dalam rangka penandatanganan Perjanjian Kerja Sama Operasi (KSO) bersama PT Bandarudara Internasional Jawa Barat (BIJB) untuk pengembangan Kertajati Aerospace Park. A gathering was held to strengthen business transformation efforts through the signing of an Operational Cooperation Agreement (KSO) with PT Bandarudara Internasional Jawa Barat (BIJB) for the development of Kertajati Aerospace Park.	50
16 September 2025 September 16, 2025	Kunjungan Kasau TNI Visit from the Kasau of Indonesian Armed Forces	Apel persiapan dalam rangka memperingati HUT TNI yang dilaksanakan untuk memastikan kesiapan seluruh pihak yang terlibat, serta dilanjutkan dengan sesi ramah tamah di GMF sebagai ajang mempererat silaturahmi, memperkuat sinergi, dan membangun komunikasi yang lebih solid antar instansi. A preparatory assembly was conducted in commemoration of the Indonesian National Armed Forces (TNI) Anniversary to ensure the readiness of all parties, followed by a gathering session at GMF to strengthen relationships, enhance synergy, and build more solid inter-agency communication.	700
16-18 September 205 September 16-18, 2025	MRO Asia Pacific	Momentum bagi GMF untuk memperkuat kerja sama strategis dalam rangka meningkatkan pelayanan, mengeksplorasi peluang bisnis baru, serta meresmikan proyek *maintenance* bersama maskapai pelanggan di kawasan Asia Pasifik. This served as a momentum for GMF to strengthen strategic partnerships in order to enhance services, explore new business opportunities, and inaugurate joint maintenance projects with airline customers in the Asia-Pacific region.	30

Aktivitas Publikasi Informasi
Information Disclosures Events

Tanggal Date	**Nama Aktivitas** Event	**Deskripsi** Explanation	**Peserta (orang)** Participants (people)
26 September 2025 September 26, 2025	RUPSLB EGMS	Ajang komunikasi GMF dengan para pemegang saham. Agenda ini bertujuan untuk persetujuan pemegang saham terkait rencana penambahan modal melalui mekanisme Penambahan Modal Dengan Memberikan Hak Memesan Efek Terlebih Dahulu (PMHMETD - *Right Issue*). A communication forum between GMF and its shareholders aimed at obtaining shareholder approval for a capital increase plan through the mechanism of a Rights Issue (PMHMETD).	70
10 Oktober 2025 October 10, 2025	Kunjungan Komisaris Angkasa Pura Indonesia Visit from Commissioners of Angkasa Pura Indonesia	Agenda ini merupakan peninjauan langsung terhadap lahan yang akan di-inbreng sebagai bagian dari proses verifikasi sebelum penandatanganan dokumen resmi. Kunjungan ini memastikan luas dan kondisi aktual lahan, kesesuaian data dengan dokumen pendukung, serta kelengkapan aspek administratif dan legal sebelum dokumen tersebut ditandatangani. This agenda involved a direct inspection of land to be contributed in-kind as part of the verification process prior to the signing of official documents. The visit ensured the land's actual size and condition, the consistency of data with supporting documents, and the completeness of administrative and legal aspects before execution.	15
10 Oktober 2025 October 10, 2025	Kunjungan Kementerian Koordinator Bidang Perekonomian Indonesia Visit from the Coordinating Ministry of Economic of Indonesia	Kunjungan perwakilan Kementerian Koordinator Bidang Perekonomian, DKPPU, Bea Cukai, dan Kementerian Perindustrian ini dilaksanakan dalam rangka menindaklanjuti usulan pembebasan Bea Masuk untuk spare parts aviasi, guna mendalami aspek regulasi, kesiapan implementasi, serta dampaknya terhadap peningkatan daya saing industri penerbangan nasional. A visit by representatives from the Coordinating Ministry for Economic Affairs, DKPPU, Customs and Excise, and the Ministry of Industry was conducted to follow up on the proposal for import duty exemption on aviation spare parts, aiming to further examine regulatory aspects, implementation readiness, and its impact on enhancing the competitiveness of the national aviation industry.	25
24 Oktober 2025 October 24, 2025	RUPSLB EGMS	Ajang komunikasi GMF dengan para pemegang saham. Agenda ini bertujuan untuk persetujuan pemegang saham terkait dua agenda utama, yaitu rencana Penambahan Modal dengan Memberikan Hak Memesan Efek Terlebih Dahulu (PMHMETD) serta perubahan Anggaran Dasar Perseroan sehubungan dengan penyesuaian struktur permodalan. A communication forum between GMF and its shareholders aimed at obtaining approval for two main agendas, namely the capital increase plan through a Rights Issue (PMHMETD) and amendments to the Company's Articles of Association in relation to adjustments to the capital structure.	70
13 November 2025 November 13, 2025	Kunjungan Direktur Utama Danantara Visit from the President Director of Danantara	Kunjungan Direktur Utama Danantara, Dony Oskaria, dilaksanakan dalam rangka menindaklanjuti aliran dana SHL yang dialokasikan untuk program reaktivasi armada Garuda Indonesia dan Citilink. Agenda ini bertujuan untuk memastikan kesiapan, mekanisme penyaluran yang tepat, serta percepatan implementasi program. A visit by the President Director of Danantara, Dony Oskaria, was conducted to follow up on the SHL funding allocated for the fleet reactivation program of Garuda Indonesia and Citilink. This agenda aimed to ensure readiness, proper disbursement mechanisms, and the acceleration of program implementation.	40

Kode Etik [ESG G-07]

Code of Conduct [ESG G-07]

Kode Etik berlaku untuk seluruh insan GMF dari seluruh level organisasi, tanpa terkecuali.

Pedoman Perilaku (*Code of Conduct*/COC) menjadi salah satu upaya Perseroan dalam menegakan prinsip-prinsip tata kelola bagi seluruh insan GMF. Pedoman Perilaku telah disosialisasikan ke seluruh tingkatan di dalam Perseroan dan tertulis dalam kontrak kerja perekrutan karyawan yang harus dipahami dan ditandatangani oleh seluruh karyawan. Seluruh karyawan diharapkan dapat berperilaku sesuai nilai-nilai Perseroan dan menerapkan kode etik dalam kegiatan sehari-hari. Perseroan secara berkala mengadakan acara untuk mengingatkan dan menekankan penerapan kode etik bagi para pegawai.

The Code of Conduct shall be followed by all personnel of GMF from all levels within the organizational structure, without exception.

The Code of Conduct (COC) becomes a method for the Company to uphold the principles of governance for all employees. The Code of Conduct has been distributed to all organizational levels and become part of the recruitment contract that all employees must understand and signed. All employees are expected to behave according to the Company's core values and follow the code of conduct in their daily activities. The Company also organizes periodic events to remind and emphasize the application of a code of conduct among employees.

PENGESAHAN PEDOMAN ETIKA PERUSAHAAN

CODE OF CONDUCT RATIFICATION

Pedoman Etika Perusahaan telah diunggah di website resmi GMF dan dapat diakses oleh publik
The Code of Conduct has been uploaded to the official website of GMF and accessible for the public

CLICK HERE

Pedoman Etika Perusahaan ditetapkan melalui Keputusan Direktur Utama tanggal 20 Agustus 2024 No. GMF/DT-2134/2024 tentang Pemberlakukan dan Penerapan Pedoman Perilaku (Code of Conduct). COC telah diperbaharui dan disahkan oleh Direksi dan Dewan Komisaris pada tanggal 6 September 2024. Pelaksanaan etika perusahaan yang berkesinambungan diharapkan dapat:

1. Menjadi landasan bagi seluruh insan GMF dalam mengatur dan membentuk tingkah laku yang bersahaja baik di dalam maupun di luar Perseroan.
2. Menciptakan suasana kerja yang sehat dan nyaman dalam lingkungan Perseroan.
3. Menjadi acuan perilaku bagi insan GMF untuk melaksanakan tugas dan tanggung jawab masing masing dan berinteraksi dengan pemangku kepentingan.
4. Sebagai pedoman yang mengatur, mengawasi sekaligus mencegah penyalahgunaan wewenang dan jabatan setiap insan GMF.
5. Sebagai acuan bagi seluruh insan GMF dalam proses pengambilan keputusan.

The Code of Conduct was validated August 20, 2024, with the issuance of the President Director Decree No. GMF/DT-2134/24 concerning Enforcement and Implementation of Code of Conduct. COC has been updated and ratified by the Board of Directors and the Board of Commissioners on September 6, 2024. Continuous implementation of corporate conduct is expected to:

1. As the foundation for all personnel in regulating and shaping modest behavior both inside and outside the Company.
2. Create a healthy and comfortable work atmosphere in the Company's environment.
3. Become a reference for employees to carry out their duties and responsibilities and interact with stakeholders.
4. As a guideline that regulates, supervises, and prevents abuse of authority and position of each employee.
5. As a reference for all GMF personnel in the decision-making process.

POKOK -POKOK ISI KODE ETIK

Secara umum muatan Kode Etik yang dimiliki GMF memuat pokok-pokok isi sebagai berikut:

I. Komitmen Dewan Komisaris dan Direksi

II. Nilai-nilai Inti GMF (Core Values)
III. Etika Bisnis
   a. Kepatuhan terhadap peraturan perundangan
   b. Penerimaan hadiah, suap dan gratifikasi
   c. Kepedulian terhadap kesehatan, keselamatan dan lingkungan kerja
   d. Komitmen Perusahaan kepada Stakeholders
IV. Etika Kerja
   a. Komitmen Insan GMF di dalam dan di luar Perseroan
   b. Komitmen sebagai Atasan
   c. Komitmen sebagai Bawahan
   d. Komitmen terhadap Implementasi Safety & Quality Policy
   e. Komitmen terhadap Kerahasiaan Data dan Informasi Perseroan
   f. Komitmen terhadap Perlindungan Hak Atas Kekayaan Intelektual dan Intangible Assets
   g. Komitmen terhadap Aset Perseroan
   h. Menjaga Rahasia Perseroan dan Perilaku Insiders
   i. Komitmen terhadap Benturan Kepentingan
   j. Komitmen terhadap Kegiatan Politik
   k. Perilaku Asusila, Narkoba, Obat Terlarang, Perjudian dan Merokok
   l. Komitmen terhadap Keberagaman
   m. Komitmen terhadap Corporate Social Responsibility
   n. Penggunaan Media Sosial
   o. Penerapan dan Penegakan

SOSIALISASI PEDOMAN ETIKA DAN PERILAKU

Sosialisasi COC pada tahun 2025 merupakan upaya berkelanjutan yang relatif sama dengan upaya sosialisasi di tahun-tahun sebelumnya. Perseroan menilai bahwa upaya ini patut untuk dilanjutkan karena dinilai efektif untuk menegakan pedoman etika dan perilaku yang berlaku bagi seluruh karyawan.

Upaya sosialisasi melibatkan segenap karyawan di seluruh jenjang organisasi di Kantor Pusat dan Kantor Perwakilan. Sosialisasi COC juga dilakukan melalui website korporat yang dapat diakses oleh pihak internal maupun eksternal dan juga dilakukan melalui pelatihan karyawan baru dan pejabat struktural serta media internal GMF lainnya.

Selain itu, sosialisasi COC juga disosialisasikan kepada Pemasok dan Pelanggan, melalui acara gathering dan dimuat dalam website Perseroan serta media portal internal Perseroan.

OUTLINE OF CODE OF CONDUCT

In general, the Code of Conduct of GMF contains the following main points:

I. Commitment of the Board of Commissiones and Board of Directors
II. GMF Core Values
III. Business Ethics
   a. Compliance with laws and regulations
   b. Acceptance of gifts, bribes, and gratifications
   c. Concern for health, safety and the work environment
   d. Company Commitments to Stakeholders
IV. Work Ethics
   a. Commitments of GMF employees inside and outside the Company
   b. Commitment as a Superior
   c. Commitment as a Subordinate
   d. Commitment to implement Safety & Quality Policy
   e. Commitment to the Secrecy of Company's Data and Information
   f. Commitment on the Protection of Rights on Intellectual Property and Intangible Assets
   g. Commitment to Company assets
   h. Commitment on Company Secrets and Insiders Behaviour
   i. Commitment to conflicts of interest
   j. Commitment to political activities
   k. Immoral behavior, drugs, illegal drugs, gambling and smoking
   l. Commitment to Diversity
   m. Commitment to Corporate Social Responsibility
   n. Social Media Use
   o. Implementation and Enforcement

SOCIALIZATION OF CODE OF CONDUCT

The COC socialization in 2025 was an ongoing effort that is relatively the same as the socialization efforts in previous years. The Company believes that it needs to be continued since it effectively enforced ethical and behavioral attitudes to all employees.

Socialization involves all employees at all organizational levels at the Head Office and Representative Offices. CoC socialization is also carried out through the corporate website that internal and external parties can access.

Socialization was also carried out through training of new employees and structural officers, and other internal GMF media.

Sosialisasi COC dilaksanakan dalam rangkaian agenda sosialisasi pegawai baru GMF sebagai bentuk komitmen Perseroan untuk memastikan seluruh karyawan memahami dan menerapkan standar etika, integritas, serta kepatuhan yang berlaku sejak hari pertama bekerja, sehingga tercipta budaya kerja yang profesional, transparan, dan bertanggung jawab.

PENANDATANGANAN PAKTA INTEGRITAS

Perseroan mewajibkan setiap karyawan dan manajemen untuk menandatangani Pakta Integritas mengenai kepatuhan terhadap Kode Etik dan Perilaku. Seluruh anggota Direksi juga diwajibkan untuk menandatangani Pakta Integritas Tahunan sebagai bukti bahwa Direksi tidak terlibat dalam perbuatan-perbuatan ataupun hubungan yang berpotensi menimbulkan benturan kepentingan dan senantiasa mematuhi COC. Seluruh anggota Direksi yang menjabat pada tahun 2025 telah menandatangani pakta integritas dimana masing-masing pakta integritas tersebut ditandangani dengan rincian sebagai berikut:

1. Direktur Utama tertanggal 9 Januari 2025;
2. Direktur Keuangan tertanggal 10 Januari 2025
3. Direktur Human Capital & Corporate Affairs tertanggal 10 Januari 2025;
4. Direktur Line Operation tertanggal 9 Januari 2025;
5. Direktur Base Operation tertanggal 9 Januari 2025.

SANKSI PELANGGARAN KODE ETIK

Berdasarkan Perjanjian Kerja Bersama PT GMF Aero Asia Tbk, terdapat sanksi bagi setiap insan GMF yang melanggar kode etik, yang dikategorikan ke dalam 3 (tiga) jenis sebagai berikut:

1. Sanksi Ringan, berupa Surat Peringatan Tertulis;
2. Sanksi Sedang, berupa penurunan Base Salary sebesar 5-10% selama 4 (empat) bulan atau pembebasan dari Jabatan Struktural selama 6 (enam) bulan;
3. Sanksi Berat, berupa Penurunan Base Salary sebesar 10% selama 12 (dua belas) bulan atau pembebasan dari Jabatan Struktural selama 3 (tiga) tahun atau Pemutusan Hubungan Kerja (PHK).

PELANGGARAN KODE ETIK

GMF memiliki Fungsi Compliance Officer yang bertugas menindaklanjuti laporan mengenai adanya indikasi pelanggaran COC. Setiap laporan akan dikaji dan disampaikan kepada Direksi yang akan memutuskan sanksi yang berlaku sesuai dengan ketentuan dalam Perjanjian Kerja Bersama (PKB).

Sampai dengan 31 Desember 2025 terdapat pelanggaran disiplin terhadap PKB dalam lingkungan GMF, yaitu pelanggaran kategori ringan sebanyak 34, pelanggaran kategori sedang sebanyak 25, pelanggaran kategori berat sebanyak 44. Semua pelanggaran tersebut telah dikenakan sanksi sebagaimana mestinya.

The COC socialization is conducted as part of the GMF new employee orientation program as a form of the Company's commitment to ensuring that all employees understand and implement the applicable standards of ethics, integrity, and compliance from their first day of work, thereby fostering a professional, transparent, and accountable work culture.

SIGNING OF THE INTEGRITY PACT

The Company requires employees and the management to sign an Integrity Pact in compliance with the Code of Ethics and Conduct. All members of the Board of Directors are also required to sign the Annual Integrity Pact as evidence that the Board of Directors is not involved in any action or relationship that can create conflicts of interest and always comply with the COC. All serving members of the Board of Directors in 2025 have signed the integrity pact.

1. President Director dated January 9, 2025;
2. Director of Finance dated January 10, 2025;
3. Director of Human Capital & Corporate Affairs dated January 10, 2025;
4. Director of Line Operation dated January 9, 2025;
5. Director of Base Operation dated January 9, 2025.

Sanction for Violating Code of Conduct

Based on the Joint Work Agreement with PT GMF Aero Asia Tbk, here is a sanction for all personnel of GMF if they broke a code of conduct, which can be categorized into the following 3 (three) types:

6. Light Sanction, through a Written Warning;
7. Moderate Sanctions, reducing 12% of the Basic Salary for 4 (four) months or release from structural positions for 6 (six) months;
8. Severe Sanctions, in reducing 12% of the Basic Salary for 12 (twelve) months or release from structural positions for 3 (three) years or termination of employment.

VIOLATION ON CODE OF CONDUCT

GMF has a Compliance Officer Function whose job is to follow up on reports regarding indications of COC violations. Each report will be reviewed and submitted to the Board of Directors who will decide on the applicable sanctions in accordance with the provisions of the Collective Work Agreement (PKB).

As of December 31, 2025, there were violations of discipline within the PKB within GMF, namely light category violations as many as 34, medium category violations as many as 25, and serious category violations as many as 44. All these violations have been subject to appropriate sanctions.

Kebijakan Anti Korupsi dan Pengendalian Gratifikasi [ESG G-07]

Anti-Corruption and Gratuities Control [ESG G-07]

Pengendalian Gratifikasi telah diunggah di website resmi GMF dan dapat diakses oleh publik
The Control of Gratuities has been uploaded to the official website of GMF and accessible for the public

CLICK HERE

GMF berkomitmen untuk melaksanakan berbagai upaya guna mencegah tindak korupsi, gratifikasi, dan penyelewengan (fraud) di dalam tubuh Perusahaan demi menciptakan praktik tata kelola Perusahaan yang bersih dan patuh kepada hukum. Dalam rangka menciptakan praktik bisnis yang bersih dan terhindar dari segala bentuk kecurangan (fraud) serta memenuhi seluruh aspek regulasi yang berlaku di Indonesia, Perseroan memiliki dan menerapkan kebijakan pengendalian gratifikasi. Himbauan kepada seluruh insan Perseroan untuk tidak menerima gratifikasi dan melakukan tindakan korupsi tertuang dalam Keputusan Direktur Utama No. DT/KEP-5002/16 tanggal 27 Juni 2016 tentang Pengendalian Gratifikasi di Lingkungan PT Garuda Maintenance Facility Aero Asia Tbk yang telah dimutakhirkan sesuai dengan Surat Keputusan Direktur Utama No. DT/SKEP-5032/25 tanggal 12 Desember 2025 tentang Kebijakan Pengendalian Gratifikasi dan Penerapan Manajemen Anti Penyuapan PT Garuda Maintenance Facility Aero Asia Tbk.

GMF is committed to undertaking various measures to prevent corruption, gratification, and fraud within the Company in order to foster clean corporate governance practices and ensure compliance with the law. In line with this commitment, and to promote clean business practices while avoiding all forms of fraud and complying with all applicable regulations in Indonesia, the Company has established and implemented a gratification control policy. An appeal to all Company personnel to refrain from accepting gratuities and engaging in corrupt practices is stipulated in the President Director's Decree No. DT/KEP-5002/16 dated June 27, 2016 concerning Gratification Control within PT Garuda Maintenance Facility Aero Asia Tbk, which has been updated pursuant to the President Director's Decree No. DT/SKEP-5032/25 dated December 12, 2025 concerning the Gratification Control Policy and the Implementation of Anti-Bribery Management at PT Garuda Maintenance Facility Aero Asia Tbk.

Perseroan berkomitmen untuk menciptakan iklim usaha yang sehat, menghindari tindakan, perilaku ataupun perbuatan-perbuatan yang dapat menimbulkan konflik kepentingan, Korupsi, Kolusi dan Nepotisme (KKN). Perseroan selalu mengutamakan kepentingan perusahaan di atas kepentingan pribadi, keluarga, kelompok ataupun golongan. Perseroan juga senantiasa memperhatikan kebijakan tentang anti korupsi seperti yang tertulis dalam Undang-Undang No. 20 Tahun 2001 tentang Perubahan atas Undang-Undang No. 31 Tahun 1999 tentang Pemberantasan Tindak Pidana Korupsi. [205-1]

The Company is committed in creating a healthy business climate, evading action or behavior that might cause a conflict of interest, corruption, collusion, and nepotism. The Company always puts its interest above any interest, be it personal, family, group, or class. The Company also pays attention to the policy concerning anti-corruption such as Law No. 20 of 2001 concerning the Amendment on Law No. 31 of 1999 concerning Eradication of Corruption Act. [205-1]

Pengelolaan pelaporan dan tindak lanjut atas korupsi dan gratifikasi ini dilakukan oleh Compliance Officer, yakni Fungsi Legal & Corporate Governance.

The management and follow-up on the corruption and gratification is conducted by the Compliance Officer from Legal & Corporate Governance function.

Sepanjang tahun 2025, terdapat 12 (dua belas) laporan gratifikasi yang dilaporkan karyawan diantaranya 2 (dua) laporan gratifikasi berupa uang dan 10 (sepuluh) laporan gratifikasi berupa barang. Laporan ini meningkat dari 4 (empat) laporan gratifikasi yang diterima pada tahun 2024.

Throughout 2025, there were 12 (twelve) reports of gratification reported by employees, including 2 (two) report of gratification in the form of money and 10 (ten) report of gratification in the form of goods. This report is an increase from 4 (four) gratification reports received in 2024.

KOMUNIKASI DAN PELATIHAN TENTANG KEBIJAKAN & PROSEDUR ANTI KORUPSI [205-2]

Perseroan memiliki kebijakan untuk melarang keterlibatan individu, atas nama GMF, dalam kegiatan politik, termasuk memberikan donasi untuk kepentingan politik. Secara tegas, Perseroan tidak mengizinkan insan GMF menggunakan fasilitas atau sumber daya milik Perseroan untuk tujuan kampanye politik, penggalangan dana politik maupun untuk tujuan partisipasi politik. Penegasan ini sesuai dengan yang telah diatur dalam Pedoman Etika dan Perilaku Perseroan.

Komitmen Perseroan terhadap pencegahan korupsi dan fraud salah satunya dibuktikan tidak ditemukan insiden korupsi yang berdampak signifikan terhadap reputasi dan kinerja Perseroan sepanjang tahun 2025. [205-3]

COMMUNICATION AND TRAINING REGARDING ANTI-CORRUPTION POLICY & PROCEDURE [205-2]

The Company has a policy of prohibiting individual involvement, on behalf of GMF, in political activities, including making donations for political purposes. Strictly speaking, the Company does not allow GMF personnel to use the Company's facilities or resources for political campaign purposes, raising political funds or for political participation purposes. This confirmation is in accordance with what is regulated in the Company's Code of Ethics and Conduct.

The Company's commitment to preventing corruption and fraud, one of which is evident through the fact that there were no incidents of corruption with significant impact on the Company's reputation and performance throughout 2025. [205-3]

Informasi Pemberian Dana Untuk Kegiatan Politik

Information on Funding for Political Activities

Perseroan memiliki kebijakan untuk melarang keterlibatan individu, atas nama GMF, dalam kegiatan politik, termasuk memberikan donasi untuk kepentingan politik. Secara tegas, Perseroan tidak mengizinkan insan GMF menggunakan fasilitas atau sumber daya milik Perseroan untuk tujuan kampanye politik, penggalangan dana politik maupun untuk tujuan partisipasi politik. Penegasan ini sesuai dengan yang telah diatur dalam Pedoman Etika dan Perilaku Perseroan.

The Company has a policy to prohibit individual involvement, on behalf of GMF, in political activities, including making donations for political purposes. Strictly speaking, the Company does not allow GMF personnel to use the Company's facilities or resources for the purpose of political campaigns, political fundraising or for the purpose of political participation. This affirmation is in accordance with what has been regulated in the Company's Code of Ethics and Conduct.

Laporan Harta Kekayaan Penyelenggara Negara (LHKPN)

State Officers' Asset Reports (LHKPN)

PRINSIP DASAR

Sebagai anak usaha dari BUMN yang dimiliki oleh Negara melalui Pemerintah Indonesia, Perseroan berkewajiban untuk menyampaikan Laporan Harta Kekayaan Penyelenggara Negara (LHKPN). Pelaporan dituangkan dalam formulir LHKPN yang ditetapkan oleh Komisi Pemberantasan Korupsi (KPK) dalam Keputusan KPK No. KEP 07/KPK/02/2005 tentang Tata Cara Pendaftaran, Pemeriksaan dan Pengumuman Laporan Harta Kekayaan Penyelenggara Negara. Para wajib lapor LHKPN disesuaikan dengan Undang-Undang No. 28 Tahun 1999 pasal 2 (7) beserta penjelasannya. Dalam UU tersebut diuraikan bahwa pejabat yang memiliki fungsi strategis dalam kaitannya dengan penyelenggara negara termasuk Dewan Komisaris, Direksi, dan pejabat struktural lainnya pada BUMN dan BUMD adalah merupakan wajib lapor LHKPN.

PELAPORAN LHKPN

Sesuai dengan Peraturan KPK Nomor 7 Tahun 2016, para pejabat wajib lapor Perseroan menyampaikan laporan melalui aplikasi LHKPN secara elektronik untuk selanjutnya dipublikasikan oleh KPK. Pada tahun 2025, seluruh Direksi GMF telah menyampaikan pelaporan LHKPN. Dengan demikian persentase pelaporan LHKPN Perseroan tahun 2025 adalah 100%.

BASIC PRINCIPLES

As the subsidiary of SOE, owned by the State through the Indonesian Government, the Company is obligated to submit the State Officer's Asset Report (LHKPN). The report is submitted through the LHKPN form regulated by the Commission of Corruption Eradication (KPK) in the Decree of KPK No. KEP 07/KPK/02/2005 concerning Registration Procedure, Inspection, and Announcement of the State Officer's Asset Report, which is accustomed to Law No. 28 of 1999 chapter 2 (7) and its explanation. The Law states that the strategic officers related with state officials including Board of Commissioners, Board of Directors, and structural officers of SOE or ROE are obligated to submit LHKPN report.

LHKPN REPORTING

In accordance with KPK Regulation No. 7/2016, the Company's mandatory reporting officials submit reports through the LHKPN application electronically to be published by the KPK. In 2025, all GMF Directors have submitted LHKPN reporting. Thus the percentage of the Company's LHKPN reporting in 2025 is 100%.

Kebijakan Pengadaan Barang dan Jasa

Procurement Policy

Kebijakan Pengadaan Barang dan Jasa telah diunggah di website resmi GMF dan dapat diakses oleh publik
The Procurement Policy has been uploaded to the official website of GMF and accessible for the public

CLICK HERE

Proses pengadaan barang dan jasa Perseroan mengacu pada kebijakan mengenai Pengadaan Barang dan Jasa sesuai Keputusan Direktur Utama melalui KB-01-015 yang disahkan pada tanggal 26 September 2013 sebagai Pedoman Pengadaan Barang dan Jasa. Revisi terakhir (Edisi D Revisi 0) dilakukan pada tanggal 12 Juli 2023 sebagai upaya penyesuaian perkembangan organisasi Perseroan.

GMF berupaya mewujudkan kegiatan pengadaan yang efisien, efektif, kompetitif, transparan, adil, wajar, terbuka dan akuntabel, dengan melakukan hal-hal sebagai berikut:

1. Senantiasa tunduk dan patuh terhadap regulasi internal maupun eksternal;
2. Berpedoman terhadap Budaya Perseroan dan Code of Conduct;
3. Menggunakan sistem teknologi informasi.

METODE PENGADAAN BARANG DAN JASA

Pengadaan barang dan jasa yang dilakukan oleh GMF dikategorikan ke dalam beberapa metode sebagai berikut:

The Company's goods and services procurement refers to the Goods and Services Procurement policy according to the President Director's Decree of KB-01-015, which was validated on September 26, 2013, and treats as a guideline ever since. The latest revision (Edition, Revision 0) was on July 12, 2023, as an adjustment to the Company's organizational development.

GMF tries to create an efficient, effective, competitive, transparent, fair, open, and accountable procurement activity through the followings:

1. Follows and complies with the internal and external regulations;
2. Use the Corporate Culture and Code of Conduct as guidelines;
3. Utilize the information technology system.

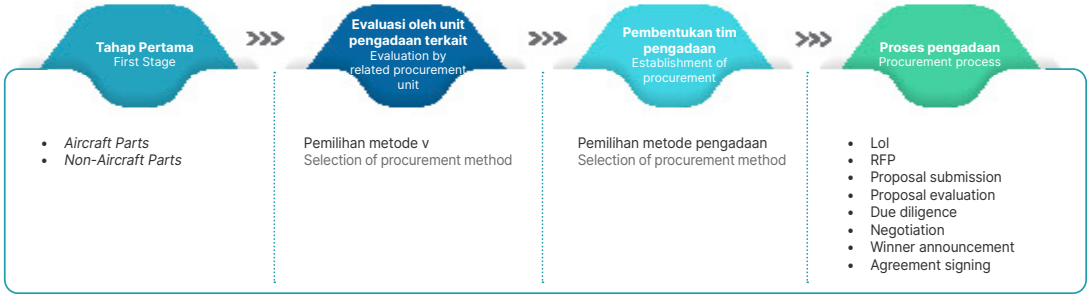
PROCUREMENT METHOD

The goods and services procurement by GMF is categorized into several methods as follows:

Tender/Seleksi Umum Tender/General Selection	Dilaksanakan untuk pengadaan barang dan/atau jasa non spesifik dan dilaksanakan bilamana memenuhi kondisi dengan nilai PO/Annual Value kontrak di atas USD2.000.000,00 (dua juta dollar Amerika Serikat) atau setara dengan nilai tukar mata uang lain pada saat transaksi.	Applied for the non-specific goods and/or services procurement and if it meets the conditions with a PO/Annual Value contract above USD2,000,000.00 (two million United States dollars) or equivalent to the exchange rate of other currencies at the time of the transaction.

Penunjukan Langsung Direct Appointment	Penunjukan langsung adalah pengadaan yang dilaksanakan dengan menunjuk langsung 1 (satu) penyedia barang dan jasa atau penunjukan melalui beauty contest. Metode pengadaan barang dan jasa ini dilakukan dengan ketentuan barang dan jasa yang dibutuhkan merupakan produk atau layanan sesuai dengan bidang usaha dari penyedia barang dan jasa bersangkutan dan dimungkinkan dalam peraturan sektoral. Penunjukan langsung dilaksanakan bilamana memenuhi salah satu kondisi dibawah ini: • Barang dan jasa yang dibutuhkan bagi kinerja utama perusahaan dan tidak dapat ditunda keberadaannya (business critical asset). • Hanya terdapat satu Penyedia barang dan jasa yang dapat melaksanakan pekerjaan sesuai kebutuhan pengguna (user requirement) atau sesuai dengan ketentuan peraturan perundangan yang berlaku. • Barang dan jasa yang bersifat knowledge intensive dimana untuk menggunakan dan memelihara produk tersebut membutuhkan kelangsungan pengetahuan dari penyedia barang dan jasa. • Bila pelaksanaan pengadaan barang danjasa dengan menggunakan metode tender/seleksi umum atau tender terbatas/seleksi terbatas telah 2 (dua) kali dilakukan dan tidak mendapatkan Penyedia barang dan jasa yang dibutuhkan atau tidak ada pihak yang memenuhi kriteria atau tidak ada pihak yang mengikuti tender/seleksi. • Barang dan jasa yang dimiliki oleh pemegang hak atas kekayaan intelektual (HAKI) atau yang memiliki jaminan (warranty) dari Original Equipment Manufacture (OEM). • Penanganan darurat untuk keamanan, keselamatan masyarakat dan aset strategis perusahaan. • Barang dan jasa merupakan pembelian berulang (repeat order) sepanjang harga yang ditawarkan menguntungkan dengan tidak mengorbankan kualitas barang dan jasa. • Penanganan darurat akibat bencana alam, baik yang bersifat lokal maupun nasional (force majeure). • Barang dan jasa lanjutan yang secara teknis merupakan satu kesatuan yang sifatnya tidak dapat dipecah-pecah dari pekerjaan yang sudah dilaksanakan sebelumnya. • Penyedia barang dan jasa adalah BUMN, Anak perusahaan atau Perusahaan Terafiliasi BUMN, sepanjang kualitas, harga, dan tujuannya dapat dipertanggungjawabkan dan barang dan jasa yang dibutuhkan merupakan produk atau layanan sesuai dengan bidang usaha dari Penyedia barang dan jasa bersangkutan. • Pengadaan barang dan jasa dalam jumlah dan nilai tertentu yang ditetapkan Direksi dengan terlebih dahulu mendapatkan persetujuan Dewan Komisaris. • Konsultan yang tidak direncanakan sebelumnya untuk menghadapi permasalahan tertentu yang sifat pelaksanaan pekerjaannya harus segera dan tidak dapat ditunda.	A direct appointment is a procurement carried out by directly appointing 1 (one) provider of goods and services or through a beauty contest. This method is carried out if the goods and services are in accordance with the business sector of the providers and possible by sectoral regulations. A direct appointment is feasible only when one of the conditions below is met: • Goods and services are required to support the company's core performance and cannot be delayed (business-critical assets). • There is only one provider of goods and services who can work according to user requirements or according to the applicable laws and regulations. • Goods and services that are knowledge-intensive require these products to be used and maintained continuously using the providers' knowledge. • If the procurement of goods and services uses the tender/general selection method or limited tender/ limited selection has been carried out 2 (two) times and fail to obtain the required goods and services or no vendors able to meet the criteria or no vendors show up to participate in the selection process. • Goods and services owned by holders of intellectual property rights (IPR) or which have a warranty from an Original Equipment Manufacture (OEM). • Emergency handling for security, community safety and company's strategic assets. • Goods and services are categorized as repeat orders for as long as the price is profitable without sacrificing the quality of goods and services. • Emergency handling due to natural disasters, both local and national (force majeure). • Advanced goods and services that considered a unit of one entity (insperable) from the previous work. • Providers of goods and services are SOE, Subsidiaries, or Affiliated Companies of SOE, as long as the quality, price, and purpose can be accounted for and the goods and services are in line with the provider's business. • Procurement of goods and services in a certain amount and value as determined by the Board of Directors with prior approval from the Board of Commissioners. • Consultants who have not planned in advance to face certain problems that the nature of the work must be immediate and cannot be postponed.
Tender Terbatas/Seleksi Terbatas Limited Tender/Selection	• Tender Terbatas/Seleksi Terbatas adalah pelaksanaan peengadaan barang dan jasa yang dilakukan dengan menawarkan sekurang-kurangnya 2 (dua) peserta penyedia barang dan jasa. • Tender Terbatas/Seleksi Terbatas dilaksanakan bilamana memenuhi salah satu kondisi dibawah: a. Pengadaan barang dan jasa umum (barang dan/ atau jasa non spesifik) yang nilai PO/Annual Value kontrak sampai dengan USD2.000.000,00 (dua juta dollar Amerika Serikat) atau setara dengan nilai tukar mata uang lain pada saat transaksi. b. Pengadaan barang dan jasa yang termasuk dalam kategori barang spesifik.	• Limited Tender/Limited Selection is the procurement of goods and services from at least 2 (two) participants. • Limited Tender/Limited Selection is carried out if it meets one of the conditions below: a. Procurement of general goods and services (non-specific goods and/or services) with a PO/Annual Value up to USD2,000,000.00 (two million United States dollars) or equivalent to the exchange rate of other currencies at the time of the transaction. b. Procurement of goods and services that fall into a specific category of goods.
Pengadaan Langsung Direct Purchase	Pembelian terhadap barang yang terdapat di pasar, dengan demikian nilainya berdasarkan harga pasar, termasuk E-Purchasing.	Purchase of goods available at the market will make the value determined based on the market, including E-Purchasing.

Alur Pengadaan Barang dan Jasa
Procurement Flow



PROGRAM BAGI PEMASOK

Perseroan menjaga hubungan yang harmonis dengan para pemasok melalui penyediaan fasilitas Kawasan Berikat dan selanjutnya diubah menjadi Pusat Logistik Berikat. Upaya ini diharapkan memberi kemudahan bagi para pemasok untuk melakukan proses ekspor dan impor.

Perseroan memiliki program penilaian kinerja dan kepuasan penyedia barang & jasa yang disusun oleh tim untuk mengetahui tingkat kinerja pemasok yang diadakan secara konsisten setiap tahunnya dan mendapatkan kepuasan pemasok selama melakukan Kerjasama dengan GMF. Program tersebut telah diatur dan ditetapkan dalam kebijakan Perusahaan.

Penilaian kinerja dan kepuasan penyedia barang & jasa dilakukan terhadap penyedia yang sudah masuk kategori penilaian perusahaan baik yang memiliki kontrak kerja sama maupun transaksi retail. Harapannya yaitu guna mengevaluasi kinerja pemasok, mengidentifikasi area yang perlu ditingkatkan, dan membangun hubungan yang lebih kuat dengan pemasok, yang pada akhirnya dapat meningkatkan kualitas produk dan layanan

AUDIT PENGADAAN BARANG DAN JASA

GMF juga memiliki audit tahunan terkait pengadaan barang dan jasa yang telah dilakukan pada tahun 2024 yaitu Audit Pengadaan Barang dan Jasa Umum. Hasil dari audit tersebut adalah pelaksanaan pengadaan barang dan jasa secara umum telah sesuai dengan prosedur, namun beberapa hal perlu dilakukan perbaikan diantaranya penyimpanan dan distribusi dokumen pengadaan kepada tim pengelola dokumen perusahaan serta pembuatan form SPK (Surat Perintah Kerja) yang lebih jelas dan terpisah dari surat pengumuman pengadaan.

PROGRAM FOR SUPPLIERS

The Company maintains a harmonious relationship with suppliers through Bonded Facility, which will then be changed to Bonded Logistics Center. Hopefully, the suppliers will find this facility useful to make them easier in conducting export and import.

The Company has a performance and satisfaction assessment program for goods & services providers that is prepared by a team to determine the level of supplier performance that is held consistently every year and to obtain supplier satisfaction during the Cooperation with GMF. The program has been regulated and stipulated in the Company's policy.

Performance and satisfaction assessments for goods & services providers are carried out on providers that have entered the company's assessment category, both those who have cooperation contracts and retail transactions. The hope is to evaluate supplier performance, identify areas that need to be improved, and build stronger relationships with suppliers, which can ultimately improve the quality of products and services

PROCUREMENT AUDIT

GMF also has an annual audit related to the procurement of goods and services that has been carried out in 2024, namely the General Goods and Services Procurement Audit. The result of the audit is the general implementation of procurement of goods and services has generally been in accordance with procedures, however, several things need to be improved, including the storage and distribution of procurement documents to the company's document management team and the creation of a clearer SPK (Work Order) form that is separate from the procurement announcement letter.

Whistleblowing System [2-16, 2-25, 2-26]

Whistleblowing System [2-16, 2-25, 2-26]

KEBIJAKAN

POLICY

Kebijakan Whistleblowing System telah diunggah di website resmi GMF dan dapat diakses oleh publik
The Whistleblowing System has been uploaded to the official website of GMF and accessible for the public

CLICK HERE

Sebagai upaya mendorong pendeteksian secara dini atas setiap tindakan penyimpangan, GMF telah memiliki kebijakan yang mengatur tentang Whistleblowing System (WBS). Pengelolaan WBS Perseroan mengacu pada Kebijakan Bisnis KB-01-017 Kebijakan Pengelolaan Sistem Pelaporan Pelanggaran yang disahkan pada tanggal 6 Agustus 2020 dan Prosedur Bisnis PB-13-010 Pengelolaan Sistem Pelanggaran yang disahkan pada tanggal 6 Agustus 2020. Sebagai bagian dalam membangun Fraud Control System (FCS), penyusunan kebijakan WBS memiliki tujuan:

1. Sebagai wadah dan panduan untuk penerimaan pelaporan dari berbagai dugaan pelanggaran hukum dan peraturan Perseroan, benturan kepentingan, kecurangan, korupsi, suap serta pencurian yang terjadi di lingkungan kerja Perseroan;
2. Membangun sistem penanganan pengaduan yang tanggap, transparan, aman dan bertanggung jawab;
3. Memberi pemahaman yang sama tentang fungsi, peran dan proses-proses Sistem Pelaporan Pelanggaran serta menjamin kesinambungan sistem manajemen meskipun terjadi perubahan organisasi dan rotasi sumber daya manusia dengan menciptakan budaya GCG;
4. Menyediakan cara penyampaian yang efektif untuk informasi penting dan kritis bagi Perseroan kepada pihak yang harus segera menanganinya secara aman;
5. Menciptakan keengganan untuk melakukan pelanggaran, dengan semakin meningkatnya kesediaan untuk melaporkan terjadinya pelanggaran, dan kepercayaan terhadap Sistem Pelaporan Pelanggaran yang efektif;
6. Menyediakan mekanisme deteksi dini (*early warning system*) atas kemungkinan terjadinya suatu pelanggaran;
7. Menyediakan kesempatan untuk menangani masalah pelanggaran secara internal terlebih dahulu, sebelum meluas menjadi masalah pelanggaran yang bersifat publik dan melibatkan aparat yang berwenang;

To encourage early detection of fraud, GMF owns a policy regulating the Whistleblowing System (WBS). The WBS management refers to the Business Policy KB-01-017 concerning the Whistleblowing Policy and the PB-13-010 Business Procedure concerning Whistleblowing System, which all were validated on August 6, 2020. As part of building the Fraud Control System (FCS), the preparation of WBS policies has the objectives of:

1. As a forum and guide for receiving reports on various alleged violations of the Company's laws and regulations, conflicts of interest, fraud, corruption, bribery and theft that occur in the Company's work environment;
2. Building a complaint handling system that is responsive, transparent, safe and responsible;
3. Providing the same understanding of the functions, roles and processes of the Violation Reporting System and ensuring the sustainability of the management system despite changes in organization and rotation of human resources by creating a culture of Good Corporate Governance;
4. Providing an effective way to deliver important and critical information for the Company to those who must handle it safely;
5. Creating reluctance to commit violations, with increasing willingness to report violations, and trust in an effective Violation Reporting System;
6. Provide an early detection mechanism (early warning system) of the possibility of a violation;
7. Providing an opportunity to handle the problem of violations internally first, before expanding into problems of violations that are public and involve the authorities;

8. Mengurangi risiko yang dihadapi Perseroan, akibat dari pelanggaran baik dari segi keuangan, operasi, hukum, keselamatan kerja, dan reputasi;
9. Mengurangi biaya dalam menangani suatu perkara akibat dari terjadinya pelanggaran;
10. Meningkatnya reputasi Perseroan di mata pemangku kepentingan (stakeholders), regulator, dan masyarakat umum;
11. Memberikan masukan kepada Perseroan untuk melihat lebih jauh area kritikal dan proses kerja yang memiliki kelemahan pengendalian internal, serta untuk merancang tindakan perbaikan yang diperlukan.

8. Reducing the risks faced by the Company, as a result of violations in terms of financial, operational, legal, work safety, and reputation;
9. Reducing costs in handling a case due to violations;
10. Increasing the Company's reputation in the eyes of stakeholders, regulators and the general public;
11. Provide input to the Company to look further at critical areas and work processes that have internal control weaknesses, as well as to design the necessary corrective actions.

Ruang Lingkup
Coverage

Lingkup kebijakan WBS yang berlaku di GMF mencakup pelanggaran terhadap kebijakan internal Perseroan terkait GCG dan COC. Selain itu lingkup kebijakan juga mencakup perbuatan yang membahayakan keselamatan penerbangan, keamanan dan kesehatan kerja atau keamanan Perseroan, pelanggaran terhadap SOP yang berpotensi merugikan keuangan Perseroan maupun yang dapat menimbulkan efek negatif terhadap citra korporat. Lingkup kebijakan WBS secara umum meliputi pelaporan terhadap perbuatan pelanggaran seperti korupsi, kecurangan, ketidakjujuran, perbuatan melanggar hukum dan peraturan perundangan yang berlaku.

The scope of WBS policies at GMF includes violations of the Company's internal policies concerning GCG and COC. In addition, the policy also includes actions that might endanger aviation safety, occupational safety and health or the security of the Company, violations of SOPs that may harm the Company's finances or the corporate image. In general, the WBS policy includes violations of corruption, fraud, dishonesty, or those injuring the applicable laws and regulations.

Kebijakan WBS mengatur peran dan tanggung jawab semua pihak yang terkait, jenis pelanggaran yang bisa dilaporkan, ketentuan perlindungan pelapor pelanggaran, penerimaan laporan pelanggaran, tindak lanjut laporan pelanggaran dan penerimaan serta pengelolaan gratifikasi.

The WBS policy regulates the roles and responsibilities of all related parties, types of violations, protection of whistleblowers, reports, follow-up, and gratification management.

SOSIALISASI WBS

Sosialisasi WBS telah dilakukan melalui pertemuan tatap muka yang dilakukan secara periodik sejak tahun 2018. Sosialisasi dihadiri oleh seluruh insan GMF termasuk Dewan Komisaris, Direksi, dan pejabat struktural. Perseroan juga menyebarkan pamphlet dan informasi yang dimuat dalam artikel GMF News, Buletin Bulanan yang dibagikan kepada seluruh pegawai. Pada website Perseroan juga terdapat informasi mengenai WBS di www.gmf-aeroasia.co.id bagian *corporate governance (whistleblowing system)*.

WBS SOCIALIZATION

WBS was socialized through periodic face-to-face meetings since 2018. All personnel attended the socialization, including the Board of Commissioners, Board of Directors, and structural officers. The Company also distributes pamphlets and published information through GMF News article and Monthly Bulletin to all employees. Information about WBS is also available at the website www.gmf-aeroasia.co.id at the corporate governance section (whistleblowing system).

Sosialisasi WBS akan terus dilakukan secara berkelanjutan dan bertahap kepada seluruh pemangku kepentingan dalam rangka meningkatkan efektivitas pelaksanaan WBS.

WBS will be socialized continuously and gradually to all stakeholders to increase the effectiveness of its implementation.

Pada tahun 2025, sosialisasi *Whistleblowing System* (WBS) dilakukan secara komprehensif dan terintegrasi. Kegiatan ini mencakup penyampaian materi WBS dalam Orientation Training dan pelatihan internal, serta kampanye peningkatan kesadaran melalui email blast secara berkala kepada seluruh karyawan GMF dengan media digital seperti infografis dan poster. Perseroan juga memproduksi video WBS yang diunggah melalui media sosial GMF serta menayangkan video WBS dan gratifikasi di berbagai area kerja.

In 2025, the Whistleblowing System (WBS) was disseminated through a comprehensive and integrated approach. This included the delivery of WBS materials during orientation and internal training programs, as well as periodic awareness campaigns supported by email blasts featuring digital media such as infographics and posters distributed to all GMF employees. The Company also developed WBS videos, which were uploaded to GMF's social media platforms and displayed across various work areas alongside gratification awareness content.

Selain itu, sosialisasi dilakukan melalui sesi khusus bersama berbagai unit kerja di GMF, dengan dukungan pemanfaatan *platform* komunikasi internal seperti WhatsApp dan Microsoft Teams. Perseroan juga menyediakan dokumen resmi terkait WBS yang dapat diakses dengan mudah oleh karyawan melalui SharePoint maupun situs resmi Perseroan, sehingga mendukung pemahaman dan penerapan WBS secara berkelanjutan di seluruh lingkungan kerja.

Further socialization efforts were carried out through dedicated sessions with different departments within GMF, supported by the utilization of internal communication platforms such as WhatsApp and Microsoft Teams. In addition, official WBS documents were made readily accessible to employees via SharePoint and the Company's website, ensuring ease of access and continuous reinforcement of WBS implementation across the organization.

PIHAK PENGELOLA PENGADUAN

GMF telah menunjuk pihak eksternal yaitu PT Integrity Indonesia sebagai pihak independen yang mengelola laporan pelanggaran di lingkungan GMF. Pengelola laporan menganalisis laporan untuk mengumpulkan bukti dan informasi sebelum kemudian disampaikan kepada internal GMF untuk ditindaklanjuti.

COMPLAINTS MANAGER

GMF has appointed an external party, PT Integrity Indonesia, as an independent party that manages reports of violations within GMF. The report manager analyses the report to gather evidence and information before submitting it to GMF internal for follow-up.

Penyampaian Laporan
Report Submission

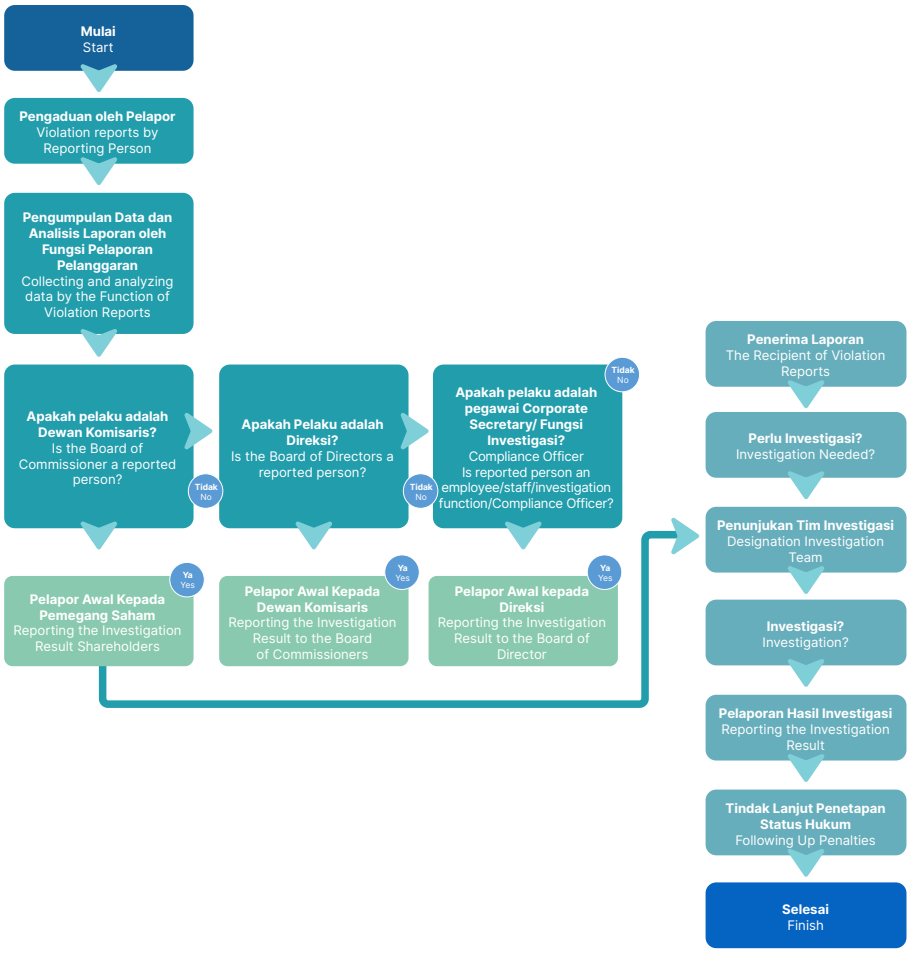
Seluruh insan GMF wajib melaporkan setiap dugaan tindakan penyimpangan yang terjadi di lingkungan Perseroan. Pelapor dapat melaporkan pelanggaran yang terjadi melalui jalur sebagai berikut:

1. Atasan pelapor masing-masing
2. Fungsi *Compliance Officer*
   Fungsi *Compliance Officer* adalah pegawai yang ditunjuk oleh Perseroan yang berasal dari unit dua tingkat di bawah Direksi yang membidangi *Legal* & *Corporate Governance*. Fungsi *Compliance Officer* yang bertanggungjawab atas program kepatuhan Perseroan dan memastikan bahwa seluruh Insan GMF mematuhi peraturan dan ketentuan baik peraturan perundang-undangan, peraturan, ketentuan dan kebijakan lain yang berlaku di Perseroan termasuk juga Pedoman Perilaku *(Code of Conduct)*.
3. *Whistleblowing System* dengan alamat *website* http://www.gmf-whistleblower.com dan email gmf-aeroasia@whistleblowing.link

All personnel must report every allegation of fraud at the Company. The whistleblower may report any violation through the following channels:

1. Their own superior
2. Through Compliance Officer
   The Compliance Officer is appointed by the Company who came from the units two levels under the Board of Directors regarding Legal & Corporate Governance. The Compliance Officer is responsible for the Company's compliance program and ensures all personnel follows the rules, regulations, and other policies, including the Code of Conduct.
3. Whistleblowing System with website address http://www.gmf-whistleblower.com and email gmf-aeroasia@whistleblowing.link

Alur Whistleblowing System GMF
Whistleblowing Flow at GMF



PERLINDUNGAN WHISTLEBLOWER

Seluruh pemangku kepentingan Perseroan dapat melaporkan pelanggaran. Seluruh insan Perseroan mulai dari Dewan Komisaris, Direksi, hingga karyawan dapat dilaporkan jika terbukti bersalah.

Perseroan akan melindungi setiap pelapor dari segala macan tekanan, ancaman, dan tindakan pembalasan lainnya. Perseroan juga akan melindungi pelapor dari perlakuan yang merugikan seperti pemecatan yang tidak wajar, penurunan jabatan atau pangkat, pelecehan atau diskriminasi dalam segala bentuknya, dan catatan yang merugikan *Personal File Record*. Apabila tidak dapat diselesaikan secara internal Perseroan, pelapor dijamin haknya untuk membawa ke lembaga independen di luar Perusahaan, seperti mediator, kepolisian atau Lembaga Perlindungan Saksi dan Korban (LPSK) dan dibiayai Perusahaan.

PROTECTION FOR WHISTLEBLOWER

All stakeholders can report the violations. All personnel, from the Board of Commissioners, Board of Directors, and employees, can be reported if proven guilty.

The Company will protect the whistleblower from all kinds of pressure, threats, and other retaliations. The Company will also protect the whistleblowers from adverse treatment such as improper dismissal, demotion, harassment, or discrimination in all its forms and records detrimental to the Personal File. When the Company cannot resolve the issue internally, the whistleblower can take the case to an independent institution outside the Company, such as a mediator, the police, or the Witness and Victim Protection Agency (LPSK), under the Company's cost.

Bagi pelapor yang terlibat dalam Pelanggaran akan mendapat keringanan sanksi. Perseroan juga akan menyediakan perlindungan hukum jika diperlukan, sejalan dengan yang diatur pada UU No. 8 tahun 2010 tentang Pencegahan dan Pemberantasan Tindak Pidana Pencucian Uang dan UU No. 1 tahun 2023 tentang Kitab Undang-Undang Hukum Pidana dan UU No. 13 Tahun 2006 sebagaimana telah diubah dengan UU No. 31 tahun 2014 tentang Perlindungan Saksi dan Korban, dan Pasal 5 PP No. 57 tahun 2003 tentang Tata Cara Perlindungan Khusus bagi Pelapor dan Saksi dalam Tindak Pidana Pencucian Uang.

For whistleblowers involved in the Offence will receive sanction relief. The Company will also provide legal protection if necessary, in line with what is stipulated in Law No. 8 of 2010 on Prevention and Eradication of Money Laundering and Law No. 1 of 2023 on the Criminal Code and Law No. 13 of 2006 as amended by Law No. 31 of 2014 on Witness and Victim Protection, and Article 5 of Government Regulation No. 57 of 2003 on Special Protection Procedures for Whistleblowers and Witnesses in the Crime of Money Laundering.

SANKSI BAGI PELANGGAR

Sanksi bagi terlapor yang terbukti melakukan pelanggaran telah diatur dalam Perjanjian Kerja Bersama (PKB) yang disahkan pada bulan 20 Juni 2025. Sanksi bagi pegawai yang terbukti melakukan pelanggaran antara lain berupa teguran, peringatan tertulis, penurunan kelas jabatan, hingga pemecatan. Sanksi bagi pihak lain yang bekerja sama dengan GMF antara lain berupa pemutusan kontrak kerja sama.

SANCTIONS FOR VIOLATORS

Sanctions for the object of allegation have been stipulated in the Collective Labor Agreement (PKB), which was ratified on June 20, 2025. Sanctions for employees who are proven to have committed violations are in many forms, including reprimands, written warnings, demotion, and dismissal. Sanctions for those collaborating with GMF include termination of the contract.

PENGADUAN YANG MASUK

INCOMING COMPLAINTS

Media Pelaporan Reporting Channel	2025		2024		2023	
	Jumlah Total	**Penerima** Receiver	**Jumlah** Total	**Penerima** Receiver	**Jumlah** Total	**Penerima** Receiver
Email Email	-	PT Integrity Indonesia	-	PT Integrity Indonesia	3	PT Integrity Indonesia
Web WBS Web WBS	6	PT Integrity Indonesia	5	PT Integrity Indonesia	2	PT Integrity Indonesia
Jumlah Laporan Masuk Number of Incoming Report	6	PT Integrity Indonesia	5	PT Integrity Indonesia	5	PT Integrity Indonesia
Jumlah Laporan Dihentikan (Tidak Terbukti Number of Stopped Report (No proof)	0		2		5	
Jumlah Laporan Diproses Number of Processed Report	6		3		0	
Komposisi Laporan Masuk dan Laporan Diproses Composition of Incoming & Processed Report	100%		100%		0%	

Transparansi Praktik *Bad Governance*

Transparency on Bad Governance

Laporan atas Aktivitas Perusahaan yang Mencemari Lingkungan

Selama tahun 2025, tidak terdapat laporan atas pencemaran lingkungan yang dapat disampaikan pada laporan ini.

Pengungkapan Pemenuhan Kewajiban Perpajakan

Nilai kontribusi pajak Perseroan pada tahun 2025 mencapai Rp316,454,037,114.

Pada tahun 2025, pembayaran pajak belum sepenuhnya dilakukan secara tepat waktu mengingat likuiditas Perseroan setelah pandemi masih dalam proses pemulihan.

Ketidaksesuaian Penyajian Laporan Tahunan dan Laporan Keuangan dengan Peraturan yang Berlaku dan Standar Akuntasi Keuangan (SAK)

Seluruh penyajian informasi dalam Laporan Tahunan ini, khususnya terkait kinerja keuangan dan hal-hal lainnya, mengacu pada Laporan Keuangan untuk tahun-tahun yang berakhir 31 Desember 2025 dan 31 Desember 2024 yang telah diaudit oleh Kantor Akuntan Publik Purwanto Susanti & Surja. Penyajian dan pengungkapan laporan keuangan Perseroan disusun dan disajikan sesuai Standar Akuntansi Keuangan di Indonesia, yaitu Pernyataan Standar Akuntansi Keuangan (PSAK), yang diterbitkan oleh Ikatan Akuntan Indonesia (IAI) dan Peraturan Badan Pengawas Pasar Modal dan Lembaga Keuangan (Bapepam-LK) No. VIII.G.7 tentang Pedoman Penyajian Laporan Keuangan, dengan Surat Keputusan Ketua Bapepam-LK No. KEP-347/BL/2012 tentang Penyajian dan Pengungkapan Laporan Keuangan Emiten atau Perusahaan Publik.

Kasus Terkait dengan Buruh dan Karyawan

Sepanjang 2025, tidak terdapat kasus terkait dengan buruh dan karyawan.

Reports on Company's Activities Polluting the Environment

Throughout 2025, there were no reports of environmental pollution that can be disclosed in this report.

Disclosure of Tax Compliance

The value of the Company's tax contribution in 2025 reached Rp316,454,037,114.

In 2025, tax payments were not yet fully made in a timely manner, considering the Company's liquidity was still in the recovery process following the pandemic.

Incompatibility of Annual Report Presentation and Financial Statements with Applicable Regulations and Financial Accounting Standards (SAK)

The entire presentation of information in this Annual Report, particularly related to financial performance and other matters, refers to the Financial Statements for the years ended December 31, 2025 and December 31, 2024 which have been audited by the Public Accounting Firm Purwanto Susanti & Surja. The presentation and disclosure of the Company's financial statements are prepared and presented in accordance with Indonesian Financial Accounting Standards, namely the Statement of Financial Accounting Standards (PSAK), issued by the Indonesian Institute of Accountants (IAI) and the Regulation of the Capital Market Supervisory Agency and Financial Institutions (Bapepam-LK) No. VIII.G.7 concerning Guidelines for the Presentation of Financial Statements, with the Decree of the Chairman of Bapepam-LK No. KEP-347/BL/2012 concerning Presentation and Disclosure of Financial Statements of Issuers or Public Companies.

Cases Related to Labor and Employees

Throughout 2025, there were no cases related to labor and employees.

Pengungkapan Segmen Operasi pada Laporan Keuangan

Sebagaimana yang tercantum dalam PSAK No. 5 tentang Segmen Operasi dan untuk kepentingan manajemen, Perseroan telah menyajikannya menurut pengelompokkan (segmen) jasa yang diberikan, yaitu jasa pemeliharaan dan perbaikan pesawat airframe, engine, component; serta jasa pemeliharaan dan perbaikan pesawat line maintenance dan technical ground handling, sebagaimana telah disampaikan dalam Laporan Keuangan Teraudit tahun 2025. Perseroan tidak melaporkan informasi terkait kinerja berdasarkan daerah geografis.

Kesesuaian Buku Laporan Tahunan dan Laporan Tahunan Digital

Laporan Tahunan digital Perseroan, baik yang disampaikan kepada pemegang saham, pemangku kepentingan, maupun yang telah diunggah pada situs web resmi Perseroan telah sesuai dengan buku Laporan Tahunan yang dicetak dan diterbitkan oleh Perseroan.

Disclosure of Operating Segments in Financial Statements

As stated in PSAK No. 5 concerning Operating Segments and for the management's interest, the Company has presented them according to the grouping (segment) of services, namely maintenance and repair services for airframe aircraft, engines and components; as well as maintenance and repair services for line maintenance and technical ground aircraft handling, as stated in the 2025 Audited Financial Statements. The Company does not report information related to performance based on geographic areas.

Suitability of the Annual Report between the Book and Digital Version

The Company's digital Annual Reports, whether submitted to shareholders, stakeholders, or those uploaded on the Company's official website, are according to the Annual Report book that is printed and published by the Company.

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GMF
Instructor
GMF
GMF

Laporan Keberlanjutan

Sustainability Report





Ikhtisar Kinerja Keberlanjutan 2025

Highlights of Sustainable Performance in 2025

IKHTISAR KINERJA EKONOMI [OJK B.1]

HIGHLIGHTS OF ECONOMIC PERFORMANCE [OJK B.1]

Keterangan Description	Satuan Unit	2025	2024	2023
Jumlah Produk/Jasa yang Ditawarkan* Number of Products/Sales Offered	Segmen Segment	2	2	2
Pelibatan Pemasok Lokal (Barang dan Jasa)* Local Suppliers (Goods and Services)	Perusahaan/Mitra Company/Partner	56	110	38
Jumlah Pendapatan Usaha Total Operating Revenues	USD	491,882,794	421,223,186	373,206,984
Laba Bersih Tahun Berjalan Profit for the Year	USD	33,967,745	26,900,045	20,168,689

*) Selama tiga tahun terakhir, GMF mengoperasikan dua segmen, yaitu (1) Perbaikan dan Overhaul, dan (2) Pemeliharaan. Tidak satu pun dari kedua segmen tersebut dikategorikan sebagai ramah lingkungan, sehingga pemasok lokal yang terlibat dalam kegiatan usaha tidak berkaitan dengan produksi produk atau jasa yang terkait dengan keberlanjutan. | In the past three years, GMF has operated two segments, including (1) Repair and Overhaul, and (2) Maintenance. None of those two segments are categorized as environmentally friendly, and thus the local suppliers involved in the business are not engaged in the production of sustainability-related products/services.

IKHTISAR KINERJA LINGKUNGAN [OJK B.2]

HIGHLIGHTS OF ENVIRONMENTAL PERFORMANCE [OJK B.2]

Keterangan Description	Satuan Unit	2025	2024	2023
Penggunaan Energi (Listrik dan BBM) Energy Usage (Electricity and Fuel)	GigaJoule (GJ)	81,549.08	73,916.99	81,734
Penggunaan Air Water Usage	M3	269,606	162,439	466,284
Total Limbah Dihasilkan Total Waste Generated	Ton	1,155.37	1,136.42	1,012.732
Emisi Gas Rumah Kaca Greenhouse Gas Emissions	TonCO2eq	22,205.4	1,077.4	1,382.5
Pelestarian Keanekaragaman Hayati (Penanaman Pohon) Conservation of Biodiversity (Tree Planting)	Batang Pohon Trees	868	825	1,140
Pengaduan Lingkungan Environmental Complaints	Kasus Cases	Nihil None	Nihil None	Nihil None

IKHTISAR KINERJA SOSIAL [OJK B.3]

HIGHLIGHTS OF SOCIAL PERFORMANCE [OJK B.3]

Keterangan Description	Satuan Unit	2025	2024	2023
Jumlah Total Pegawai* Total Employees	Orang Person	5,026	5,134	4,875
Jumlah Pegawai Wanita* Total Female Employees	Orang Person	568	555	502
Jumlah Pegawai Pria* Total Male Employees	Orang Person	4,458	4,579	4,373

Keterangan Description	Satuan Unit	2025	2024	2023
Jumlah Rekrutmen Total Recruitment	Orang Person	**275**	631	436
Jumlah Karyawan Meninggalkan Perseroan Total Resigned Employees	Orang Person	**224**	312	141
Turnover Pegawai Employee Turnover	Persen Percentage	**4.46**	2.98	2.94
Jumlah Kecelakaan Kerja yang Menyebabkan Kematian Work Accidents Leading to Death	Kasus Cases	**Nihil**	Nihil None	Nihil None
Jumlah Pengaduan Pelanggan Customer Complaints	Persen Percentage	**5**	26	19
Jumlah Penyaluran Dana TJSL Funding to Finance the TJSL	Rp Juta Rp Million	**354.440**	352.50	201.54
Kepuasan Konsumen Customer Satisfaction	Target 4	**4**	4	3.97

Keterangan | Notes:
*Jumlah pegawai yang tercatat di sini merupakan pegawai secara keseluruhan Perseroan saja (pegawai tetap dan pegawai tidak tetap), tidak beserta entitas anak. | *This is the total employees of the Company only (permanent and non-permanent employees), excluding subsidiaries.

Hubungan Dengan Pemangku Kepentingan [GRI 2-29]

Stakeholders Engagement [GRI 2-29]

UJI TUNTAS

Perseroan memiliki tujuan agar kegiatan TJSL dapat memenuhi kebutuhan pemangku kepentingan yang terdampak aktivitas operasional dari sisi sosial, ekonomi, dan lingkungan. Hal ini membuat Perseroan senantiasa melakukan pemetaan secara internal terkait kondisi lingkungan masyarakat dari berbagai sisi agar program TJSL berjalan tepat sasaran dan memberikan manfaat maksimal.

Perseroan melakukan uji tuntas (*due diligence*) secara internal terhadap kegiatan operasional dan dampaknya terhadap ekonomi, lingkungan, maupun sosial berdasarkan tingkat materialitas serta dampak negatif yang mungkin timbul. Isu prioritas dirumuskan untuk kemudian dirancang sebagai program yang dapat memastikan keberlanjutan manfaat bagi para pemangku kepentingan. Aktivitas *due diligence* dari kegiatan TJSL meliputi:

1. Survei Kepuasan Karyawan;
2. Survei Pelanggan;
3. Survei Kepuasan Pemasok;
4. *Focus Group Discussion*;
5. Rencana Kerja dan Anggaran Perseroan (RKAP).

PEMANGKU KEPENTINGAN DAN ISU PENTING [OJK E.4]

Perseroan melibatkan pemangku kepentingan internal dan eksternal dalam menerapkan strategi operasional serta menyelaraskan tujuan korporasi dalam mewujudkan bisnis yang berkelanjutan. Keterlibatan pemangku kepentingan menjadi kunci dari keberlanjutan Perusahaan. Hubungan baik, sikap saling menghormati, dan komunikasi dua arah dengan pemangku kepentingan sangat penting untuk kestabilan operasional Perusahaan. Perseroan terbuka terhadap berbagai kesempatan untuk berdialog, menerima umpan balik, dan mempertimbangkan masukan pemangku kepentingan dalam pengambilan keputusan.

Perseroan telah mengidentifikasi tujuh pemangku kepentingan utama yang terdiri dari klien, pemegang saham dan investor, pegawai, pemerintah/regulator, mitra kerja, media massa, masyarakat. Identifikasi tersebut didapatkan dari analisa pola interaksi dan sifat keterlibatan dengan kegiatan bisnis GMF serta mereka yang memiliki pengaruh signifikan terhadap bisnis GMF pada tahun 2025.

DUE DILIGENCE

The Company has an objective to make TJSL activities fulfill the needs of stakeholders who are affected by operational activities from a social, economic, and environmental perspective. This makes the Company continue making internal mapping on the community's conditions from various sides to maximize TJSL program to those who truly deserve it.

The Company has internal due diligence activities on the operation and assesses its impact on the economy, environment, and society based on the materiality level and negative impacts. Priority issues are formulated and then designed as programs that can ensure the stakeholders receive continuous benefits. The due diligence activities are:

1. Employee Satisfaction Survey;
2. Customer Survey;
3. Vendor Performance Evaluation;
4. Focus Group Discussion;
5. Company's Work and Budget Plan.

KEY STAKEHOLDERS AND IMPORTANT ISSUES [OJK E.4]

The Company actively engages both internal and external stakeholders in implementing operational strategies and aligning corporate goals to realize sustainable business practices. Stakeholder involvement is important to the Company's sustainability efforts. Maintaining strong relationships, fostering mutual respect, and facilitating two-way communication with stakeholders are crucial for ensuring operational stability. The Company remains open to various opportunities for dialogue, welcomes feedback, and considers stakeholder input in decision-making processes.

Seven main stakeholders have been identified, including clients, shareholders and investors, employees, government/regulators, partners, mass media, and the public. This identification stems from an analysis of interaction patterns and the nature of involvement with GMF's business activities, as well as those who are anticipated to exert significant influence on GMF's business in 2025.

Tabel berikut ini menggambarkan interaksi Perseroan dengan para pemangku kepentingan, yang dipilih berdasarkan rentang pengaruh dan kepentingannya terhadap keberlanjutan Perseroan.

The following table outlines the Company's interactions with stakeholders, selected based on their level of influence and importance to the Company's sustainability.

Pemangku Kepentingan Stakeholders	**Topik/Harapan terhadap Perseroan** Topics/Expectation to the Company	**Metode dan Frekuensi Pelibatan** Engagement Methods and Frequencies
Klien Clients	• Kualitas produk dan layanan yang terjaga dan optimal Quality of products and services is maintained and optimal • Harga pelayanan yang kompetitif Competitive maintenance rate	• Pertemuan pelanggan (sesuai kebutuhan) Customer gathering (as required) • Survei kepuasan pelanggan (minimal setahun sekali) Customer satisfaction survey (at least once a year) • Mekanisme pengaduan (sesuai kebutuhan) Complaint mechanism (as required)
Pemegang Saham dan Investor Shareholders and Investors	• Kinerja Perseroan The Company's performance • Perolehan dividen Earnings of dividends • Transparansi laporan kondisi Perseroan Transparency of the Company's condition report • Inovasi layanan Maintenance services innovation	• Rapat Umum Pemegang Saham (minimal setahun sekali) General Meeting of Shareholders (at least once a year) • Paparan Publik (minimal setahun sekali) Public Expose (at least once a year) • Laporan Tahunan dan Laporan Keberlanjutan (setahun sekali) Annual Report and Sustainability Report (once a year) • Laporan Keuangan (4 kali setahun) Financial Statements (4 times a year) • Keterbukaan informasi dalam situs web Perusahaan (sesuai kebutuhan) Information disclosure in the Company's website (as required)
Pegawai Employees	• Kesejahteraan Welfare • Kesetaraan dan keadilan dalam penilaian kinerja, pengembangan kompetensi, jenjang karir dan remunerasi Equality and fairness in performance appraisal, competency development, career path and remuneration • Tempat kerja yang sehat, aman dan nyaman A healthy, safe and comfortable workplace	• Pendidikan dan pelatihan (sesuai kebutuhan) Education and training (as required) • Reviu Kinerja (tahunan) Performance review (annually) • Perlakuan yang adil dan setara dalam pengembangan karir dan remunerasi Fair and equal treatment in career development and remuneration
Pemerintah/Regulator Government/Regulator	• Terjalinnya hubungan yang harmonis dan konstruktif dengan regulator Establishing a harmonious and constructive relationship with regulators • Pemenuhan ijin usaha Fulfillment of business license • Kepatuhan terhadap peraturan perundang-undangan Compliance to prevailing regulations	• Laporan berkala dan insidentil yang disampaikan tepat waktu (sesuai kebutuhan) Regular and incidental report submitted on time (as required) • Rapat konsultasi (sesuai kebutuhan) Meeting consultation (as required)
Mitra Bisnis (Pemasok) Business Partners (Suppliers)	Proses tender dan seleksi. Tender and selection process.	• Tender pengadaan (sesuai kebutuhan) Procurement tender (as required) • Evaluasi pemasok (sekali setahun) Supplier evaluation (once a year) • Pertemuan (sesuai kebutuhan) Gathering (as required) • Perjanjian kerja sama (sesuai kebutuhan) Work agreement (as required)
Media Massa Mass Media	Pembaruan informasi tepat waktu. Timely information update.	Keterbukaan informasi dalam website Perseroan (sesuai kebutuhan) Information disclosure on the Company's website (as required)

Pemangku Kepentingan Stakeholders	**Topik/Harapan terhadap Perseroan** Topics/Expectation to the Company	**Metode dan Frekuensi Pelibatan** Engagement Methods and Frequencies
Masyarakat Community	• Terjalinnya hubungan yang harmonis dengan masyarakat sekitar menara Perusahaan Establishing a harmonious relationship with the community around the Company's towers • Meminimalisir dampak operasional Perusahaan terhadap lingkungan Minimizing the impact of the Company's operations to the environment • Berkontribusi terhadap kehidupan ekonomi, sosial dan lingkungan masyarakat sekitar Contributing to the economic, social and environmental life of the surrounding communities	Pelibatan masyarakat dalam perencanaan dan pelaksanaan kegiatan tanggung jawab sosial perusahaan (sesuai kebutuhan). Community involvement in planning and implementing corporate social responsibility activities (as required).

Menanamkan Budaya Keberlanjutan Secara Berkesinambungan [GRI 2-24] [OJK F.1]

Embedding the Sustainability Culture Continously [GRI 2-24] [OJK F.1]

GMF memiliki sejumlah budaya korporasi untuk membantu menjalankan bisnis Perseroan dengan lebih baik. Hal ini penting untuk memastikan aktivitas operasional Perseroan berjalan sesuai dengan nilai korporasi yang baik untuk memastikan pencapaian tujuan usaha yang bermanfaat bagi pemegang saham dan seluruh pemangku kepentingan.

Budaya korporasi yang berlaku di GMF adalah:
1. Visi dan Misi Usaha
2. Nilai Perusahaan AKHLAK
3. GMF Spirit
4. Respectful Workplace Policy

Budaya korporasi tersebut telah menjadi satu kesatuan dan saat ini telah digunakan Perseroan untuk menjadi budaya keberlanjutan yang membantuk praktik bisnis sehari-hari. Menjadi tanggung jawab seluruh pegawai untuk mengamalkan setiap budaya korporasi sebagai budaya keberlanjutan dalam praktik bisnis sehari-hari. Setiap pernyataan dari budaya korporasi telah menjadi prinsip dasar dalam berinteraksi baik antar sesama karyawan maupun terhadap mitra kerja serta menjadi landasan dalam berperilaku di tempat kerja.

Budaya korporasi GMF telah diinformasikan kepada seluruh pegawai dan berlaku bagi seluruh Insan GMF termasuk anggota Dewan Komisaris dan Direksi, serta para organ pendukungnya. Upaya penanaman budaya korporasi dan internalisasi yang lebih intensif terus dilakukan melalui berbagai saluran media internal GMF mencakup intranet khusus untuk pegawai, *email blast*, serta spanduk.

GMF upholds several corporate cultures to enhance the Company's operation to be better. This ensures that operational activities align with strong corporate values, facilitating the achievement of business objectives beneficial to shareholders and stakeholders.

The corporate cultures at GMF are:
1. Business Vision and Mission
2. AKHLAK Corporate Values
3. GMF Spirit
4. Respectful Workplace Policy

These corporate cultures are integrated into the Company's practices to foster a sustainable culture that governs daily business operations. It is the responsibility of all employees to embody these corporate cultures in their daily practices. Each statement of corporate culture serves as a fundamental principle guiding interactions among employees and partners, forming the foundation for workplace behavior.

GMF's corporate culture is communicated to and applicable for all employees, including members of the Board of Commissioners and Directors, and their supporting organs. Continuous efforts are made to reinforce and internalize corporate culture through various internal media channels of GMF, including a dedicated intranet for employees, email communication, and banners.

Kendala, Tantangan, dan Peluang [OJK E.5]

Obstacles, Challenges, and Opportunities [OJK E.5]

Secara keseluruhan, upaya keberlanjutan Perseroan sangat erat kaitannya dengan kondisi eksternal yang mempengaruhi industri. Saat ini, industri menghadapi tantangan yaitu kekurangan tenaga kerja serta gangguan rantai pasok, yang berdampak pada peningkatan biaya dan tekanan inflasi.

Overall, the Company's sustainability endeavors are closely linked to external conditions shaping the industry. Currently, the industry is facing labor shortages and supply chain disruptions, which have led to rising costs and inflation.

Kekurangan tenaga kerja menjadi perhatian yang semakin besar seiring dengan tantangan industri yang dihadapkan pada tenaga kerja yang menua serta keterbatasan jumlah teknisi terampil. Kondisi ini menimbulkan kesenjangan pengetahuan yang sulit untuk segera diisi oleh tenaga kerja baru. Kegiatan perawatan pesawat sangat bergantung pada ketersediaan komponen secara berkelanjutan, namun industri mengalami berbagai tantangan rantai pasok, salah satunya akibat ketidakstabilan geopolitik. Kedua faktor tersebut turut mendorong peningkatan biaya dan memperberat tantangan yang dihadapi industri MRO.

Labor shortages have become a growing concern as the industry struggles with an aging workforce and a lack of skilled technicians, resulting in a knowledge gap that is difficult to fill with new recruits. Aircraft maintenance relies on a steady flow of components and the industry has experienced supply chain challenges, one of which has been driven by geopolitical instability. These two factors have contributed to rising costs and increased challenges in the MRO industry.

Selain itu, perhatian global terhadap isu lingkungan dan keberlanjutan juga semakin meningkat, disertai dengan regulasi yang semakin ketat. Perseroan harus mematuhi perkembangan peraturan lingkungan yang menuntut pengurangan emisi, peningkatan pengelolaan limbah, serta penggunaan material ramah lingkungan dalam proses pemeliharaan. Hal ini tidak hanya menimbulkan tantangan internal, tetapi juga berdampak pada hubungan Perseroan dengan seluruh mitra dalam rantai pasok, seiring dengan upaya bersama untuk bertransisi menuju operasional yang lebih hijau.

In addition, global awareness and regulatory scrutiny regarding environmental and sustainability issues are becoming increasingly stringent. The Company must comply with evolving environmental regulations that require reduced emissions, improved waste management, and the use of eco-friendly materials in maintenance processes. This situation leads not only to internal challenges, but also affects our relationships with supply chain partners, as all parties strive to transition toward greener operations.

Perseroan menyadari bahwa keberlanjutan juga menghadirkan peluang yang signifikan dan berkomitmen untuk senantiasa mematuhi regulasi yang berlaku serta praktik terbaik di industri. Setelah pulih dari dari krisis industri dan pencapaian kinerja keuangan yang solid dengan laba yang konsisten selama tiga tahun terakhir, Perseroan siap memberikan dampak positif yang lebih besar bagi industri dan masyarakat.

We recognize that sustainability also presents significant opportunities, and we are committed to complying with current regulations and industry best practices. As we rebound from industry-wide crises and achieve strong financial performance with consistent profitability over the past three years, we are ready to deliver more positive impacts to the industry and the communities we serve.

Komitmen Penanganan Risiko Atas Penerapan Keberlanjutan [OJK E.3]

Risk Management Commitment on Sustainability Implementation [OJK E.3]

Pada tahun 2025, GMF menilai risiko dan peluang terkait iklim berdasarkan sejumlah kerangka kerja. Selain POJK dan GRI, GMF juga merujuk pada Task Force on Climate-related Financial Disclosures (TCFD) sebagai upaya menerapkan praktik terbaik yang berlaku saat ini di industri. Kerangka kerja ini memiliki fokus yang sama, yaitu Tata Kelola, Strategi, Manajemen Risiko, dan Metrik & Target, dalam menangani dampak iklim yang mungkin berdampak terhadap Perseroan.

TATA KELOLA

Perseroan menjalankan proses manajemen risiko internal untuk mengidentifikasi risiko dan peluang terkait keberlanjutan, termasuk yang berkaitan dengan perubahan iklim. Direksi dan Dewan Komisaris terlibat dalam proses ini dengan mengambil keputusan berdasarkan laporan yang dihasilkan melalui koordinasi internal antar departemen.

Dewan Komisaris memiliki peran dan tanggung jawab sebagai berikut:
1. Melakukan evaluasi dan persetujuan kebijakan serta strategi manajemen risiko;
2. Melakukan evaluasi terhadap proses pertanggungjawaban Direksi atas pelaksanaan kebijakan dan strategi manajemen Risiko;
3. Melaksanakan pengawasan dan pemberian nasihat terhadap pelaksanaan Fungsi Manajemen Risiko sesuai dengan ketentuan peraturan perundang-undangan, anggaran dasar, dan/atau keputusan RUPS/Menteri.

Direksi memiliki peran dan tanggung jawab sebagai berikut:
1. Memastikan bahwa Fungsi Manajemen Risiko telah beroperasi secara independen;
2. Menyusun dan mengusulkan kebijakan serta strategi manajemen risiko secara komprehensif kepada Dewan Komisaris;
3. Melaksanakan kebijakan manajemen risiko;
4. Mengembangkan budaya manajemen risiko pada seluruh jenjang organisasi;
5. Melaksanakan peningkatan kompetensi sumber daya manusia yang terkait dengan manajemen risiko;
6. Melaksanakan kaji ulang secara berkala untuk memastikan keakuratan metodologi penilaian risiko, kecukupan implementasi sistem informasi manajemen risiko, ketepatan kebijakan dan prosedur manajemen risiko (*risk limit*) dan ambang batas (*threshold*);
7. Melaksanakan Fungsi Manajemen Risiko lainnya sesuai dengan peraturan perundang-undangan, anggaran dasar, dan/atau keputusan RUPS/Menteri.

In 2025, GMF assessed climate-related risks and opportunities based on various frameworks. In addition to POJK and GRI, GMF also refers to the Task Force on Climate-related Financial Disclosures (TCFD) as our effort in applying best industry's practice. These frameworks share common focus areas, namely Governance, Strategy, Risk Management, and Metrics & Targets, in addressing climate-related information that may affect the Company.

GOVERNANCE

The Company conducts internal risk management processes to identify sustainability-related risks and opportunities, including those related to climate change. The Board of Directors and Board of Commisisoners are involved in this process by making decisions based on reports generated through internal coordination among departments.

The Board of Commissioners has the following roles and responsibilities:
1. To evaluate and approve risk management policies and strategies;
2. To evaluate the accountability process of the Board of Directors in implementing risk management policies and strategies;
3. To supervise and provide advice on the implementation of the Risk Management Function in accordance with applicable laws and regulations, the articles of association, and/or resolutions of the GMS/Minister.

The Board of Directors has the following roles and responsibilities:
1. To ensure that the Risk Management Function operates independently;
2. To develop and propose comprehensive risk management policies and strategies to the Board of Commissioners;
3. To implement risk management policies;
4. To foster a risk management culture at all levels of the organization;
5. To enhance the competencies of human resources related to risk management;
6. To conduct periodic reviews to ensure the accuracy of risk assessment methodologies, the adequacy of risk management information system implementation, and the appropriateness of risk management policies and procedures (risk limits) and thresholds;
7. To carry out other Risk Management Functions in accordance with applicable laws and regulations, the articles of association, and/or resolutions of the GMS/Minister.

STRATEGI [GRI 201-2]

Sebagai perusahaan yang bergerak di bidang *Maintenance, Repair, and Overhaul* (MRO), GMF menyadari bahwa keberhasilan jangka panjang tidak hanya bergantung pada kinerja operasional, tetapi juga pada kemampuan dalam mengelola risiko yang berkaitan dengan keberlanjutan secara menyeluruh, mencakup aspek ekonomi, lingkungan, dan sosial. Dalam kerangka manajemen risiko keberlanjutan, GMF menerapkan pendekatan terintegrasi melalui tahapan identifikasi, pengukuran, pemantauan, dan pengendalian risiko. Proses ini menjadi bagian dari strategi Perusahaan dan mendukung komitmen terhadap keselamatan penerbangan, efisiensi sumber daya, serta tanggung jawab sosial dan lingkungan.

Pada tahap identifikasi, GMF memetakan risiko yang muncul dari kegiatan operasional MRO, kemudian diukur secara kuantitatif dan kualitatif untuk menilai tingkat dampaknya terhadap keberlangsungan usaha. GMF menggunakan pendekatan matriks risiko ESG serta indikator khusus industri aviasi seperti emisi karbon karena penggunaan listrik dan BBM, tingkat insiden keselamatan kerja, dan kepatuhan terhadap regulasi otoritas penerbangan (DGCA, EASA, FAA, dll).

Sebagai bentuk pengendalian risiko, GMF melakukan berbagai upaya strategis seperti pengurangan emisi karbon, efisiensi penggunaan air dan listrik, pengelolaan limbah yang sesuai regulasi, serta peningkatan kapasitas teknisi melalui pelatihan keberlanjutan dan digitalisasi. Melalui manajemen risiko keberlanjutan yang terstruktur, GMF berkomitmen untuk memperkuat ketahanan bisnis, mendukung keselamatan penerbangan, dan menciptakan nilai tambah jangka panjang bagi seluruh pemangku kepentingan, termasuk pelanggan, pemasok, regulator, karyawan, dan masyarakat luas.

Tabel berikut menyajikan risiko fisik dan transisi serta peluang terkait iklim yang telah diidentifikasi, potensi dampaknya terhadap bisnis GMF, serta tindakan yang diambil untuk memitigasi risiko dan memanfaatkan peluang yang ada.

Strategy [GRI 201-2]

As a company engaged in the Maintenance, Repair, and Overhaul (MRO) sector, GMF recognizes that long-term success depends not only on operational performance, but also on the ability to manage sustainability-related risks comprehensively covering economic, environmental, and social aspects. Within its sustainability risk management framework, GMF adopts an integrated approach through the stages of risk identification, measurement, monitoring, and control. This process forms an integral part of the Company's strategy and supports its commitment to flight safety, resource efficiency, and social and environmental responsibility.

In the identification stage, GMF maps out risks arising from MRO operations, which are then assessed both quantitatively and qualitatively to determine their impact on business continuity. GMF utilizes an ESG risk matrix approach along with aviation industry-specific indicators such as carbon emissions from electricity and fuel consumption, workplace safety incident rates, and compliance with aviation authority regulations (DGCA, EASA, FAA, etc.).

As part of its risk control efforts, GMF undertakes various strategic initiatives such as reducing carbon emissions, optimizing water and electricity usage, managing waste in accordance with regulations, and enhancing technician capabilities through sustainability training and digitalization. Through its structured sustainability risk management, GMF is committed to strengthening business resilience, supporting flight safety, and creating long-term value for all stakeholders, including customers, suppliers, regulators, employees, and the wider community.

The following table presents the identified climate-related physical and transition risks and climate-related opportunities, their potential impacts on GMF's business, as well as the actions taken to mitigate risks and utilize existing opportunities.

MANAJEMEN RISIKO FISIK TERKAIT PERUBAHAN IKLIM

CLIMATE-RELATED PHYSICAL RISKS MANAGEMENT SYSTEM

Banjir Flood	Bencana alam seperti banjir dapat mengakibatkan kerusakan pada fasilitas operasional sehingga memengaruhi kelancaran operasi dan reputasi Perseroan. Dampak finansial: Sedang, dalam hal kerugian finansial akibat kerusakan aset dan fasilitas operasional, peningkatan biaya perbaikan infrastruktur, serta potensi gangguan pendapatan akibat terhentinya layanan MRO. Jangka waktu dan rantai nilai: berdampak di operasional Perseroan sendiri dalam jangka pendek. Inggrisnya Natural disasters such as floods may cause damage to operational facilities, thereby affecting the continuity of operations and the Company's reputation. Financial impact: Moderate, in terms of financial losses arising from damage to assets and operational facilities, increased infrastructure repair costs, and potential revenue disruption due to interruptions in MRO services. Time horizon and value chain: Impacts the Company's own operations in the short term.	Melakukan identifikasi potensi bahaya melalui Prosedur *Hazard identification, Risk Assessment & Determining Control* (HIRADC), serta menyediakan Prosedur Level 2, yaitu *Manual Emergency Response Plan* (ERP) terkait dengan bencana Banjir, dengan pelaksanaan *drill* minimal 1x dalam setahun baik dalam bentuk on desk maupun on site untuk memastikan kondisi bencana alam seperti banjir dapat dimitigasi dengan cepat dan tepat sehingga tidak berpengaruh signifikan terhadap operasional dan proses bisnis Perusahaan. The Company conducts hazard identification through the Hazard Identification, Risk Assessment & Determining Control (HIRADC) Procedure. It also provides a Level 2 Procedure, namely the Emergency Response Plan (ERP) Manual related to natural disasters, with drills conducted at least once a year, both on desk and on-site, to ensure that natural disaster conditions, such as floods, can be mitigated promptly and effectively, thereby minimizing any significant impact on the Company's operations and business processes.
Cuaca Ekstrem Extrem Weather	Curah hujan yang tinggi, diiringi badai dan angin kencang dapat mengakibatkan kerusakan pada fasilitas operasional dan memengaruhi kesehatan para pegawai sehingga berdampak pada kelancaran operasi dan reputasi Perseroan. Dampak finansial: Sedang , dalam hal kerugian finansial akibat kerusakan fasilitas, peningkatan biaya perbaikan aset, serta penurunan produktivitas akibat gangguan operasional dan risiko keselamatan tenaga kerja Jangka waktu dan rantai nilai: berdampak di operasional Perseroan sendiri dalam jangka pendek. High rainfall, accompanied by storms and strong winds, may cause damage to operational facilities and affect employee health, thereby impacting operational continuity and the Company's reputation. Financial impact: Moderate, in terms of financial losses resulting from damage to facilities, increased asset repair costs, as well as reduced productivity due to operational disruptions and workforce safety risks. Time horizon and value chain: Impacts the Company's own operations in the short term.	Melakukan identifikasi potensi bahaya melalui Prosedur Hazard identification, Risk Assessment & Determining Control 9HIRADC) serta menyediakan Prosedur Level 2, yaitu Manual Emergency Response Plan (ERP) terkait dengan bencanaCuaca Eksterm / Hurricane, dengan pelaksanaan drill minimal 1x dalam setahun baik dalam bentuk on desk maupun on site untuk memastikan kondisi bencana alam seperti Cuaca Ekstrem / Hurricane dapat dimitigasi dengan cepat dan tepat sehingga tidak berpengaruh signifikan terhadap operasional dan proses bisnis Perusahaan. Selain itu, dilakukan Preventive Maintenance Inspection (PMI) untuk seluruh fasilitas seperti atap, elektrikal, Gedung/ bangunan, pemipaan, dan lain-lain. The Company conducts hazard identification through the Hazard Identification, Risk Assessment & Determining Control (HIRADC) Procedure. It also provides a Level 2 Procedure, namely the Emergency Response Plan (ERP) Manual related to natural disasters such as extreme weather (storms), with drills conducted at least once a year, both on-desk and on-site, to ensure that natural disaster conditions such as extreme weather (storms) can be mitigated promptly and effectively, thereby minimizing any significant impact on the Company's operations and business processes. In addition, Preventive Maintenance Inspections (PMI) are carried out for all facilities, including roofs, electrical systems, buildings/structures, pipelines, and others.

MANAJEMEN RISIKO TRANSISI TERKAIT PERUBAHAN IKLIM

CLIMATE-RELATED TRANSITION RISKS MANAGEMENT SYSTEM

Risiko Transisi Transition Risks	**Dampak terhadap Perseroan** Impacts on the Company	**Langkah Mitigasi** Mitigation Measures
Regulasi Regulation	Perubahan regulasi terkait industri penerbangan dan MRO berdampak pada keberlangsungan Perseroan. Dampak finansial: Tinggi Jangka waktu dan rantai nilai: berdampak di operasional Perseroan dan rantai nilai dalam jangka pendek dan panjang. Changes in regulations related to the aviation and MRO industry may impact the Company's sustainability. Financial impact: High Time horizon and value chain: Impacts the Company's operations and value chain in both the short and long term.	Melakukan review secara berkala (minimal 1 kali dalam setahun) atau jika terdapat perubahan / Prosedur Management of Change terkait dengan peraturan perundangan atau peraturan terkait lainnya. Serta melakukan evaluasi dan penyesuaian regulasi nasional, internasional maupun penerbangan serta sertifikasi (DKPPU, CASR, EASA, FAA, Kementerian, ISO dsb); Memastikan kesesuaian prosedur operasional; mengikutsertakan *key person* dalam pelatihan dan sertifikasi regulasi terkini; menjalin komunikasi aktif dengan otoritas penerbangan; serta mengalokasikan anggaran kepatuhan regulasi dalam perencanaan tahunan. The Company conducts periodic reviews (at least once a year) or whenever there are changes through the Management of Change Procedure related to laws and regulations or other relevant policies. It also evaluates and aligns with national, international, and aviation regulations and certifications (e.g., DKPPU, CASR, EASA, FAA, Ministries, ISO, etc.). The Company ensures that operational procedures remain compliant, involves key personnel in up-to-date regulatory training and certification, maintains active communication with aviation authorities, and allocates a regulatory compliance budget within its annual planning.
Harga Energi Energy Price	Peningkatan harga energi berdampak pada biaya operasional Perseroan bila tidak dikelola secara efisien. Dampak finansial: Tinggi Jangka waktu dan rantai nilai: berdampak di operasional Perseroan dan rantai nilai dalam jangka panjang. Rising energy prices may impact the Company's operational costs if not managed efficiently. Financial impact: High Time horizon and value chain: Impacts the Company's operations and value chain in the long term.	Melakukan kajian atas peluang penggunaan enrgi terbarukan dengan penerapan Solar Cell / Panel di atap area gedung Maintenance Support Facility (MSF) dan Ground Support Equipment (GSE) dengan energi yang dihasilkan sebesar 1.235.831 kWh dan melakukan upaya efisiensi energi bulanan maupun tahunan sebagai target program korporasi. The Company assess the opportunities to utilize renewable energy, including the implementation of solar cells/panels on the rooftops of the Maintenance Support Facility (MSF) and Ground Support Equipment (GSE) areas, generating 1,235,831 kWh of energy. In addition, the Company implements monthly and annual energy efficiency initiatives as part of its corporate program targets.
Emisi Emission	Kurangnya perhatian terhadap emisi berdampak pada reputasi Perseroan terkait keberlanjutan. Dampak finansial: Sedang Jangka waktu dan rantai nilai: berdampak di operasional Perseroan dan rantai nilai dalam jangka panjang. A lack of attention to emissions may affect the Company's reputation in terms of sustainability. Financial impact: Moderate Time horizon and value chain: Impacts the Company's operations and value chain in the long term.	Menyusun laporan emisi GRK (Gas Rumah Kaca) secara berkala; menetapkan target pengurangan emisi karbon yang terukur dan sejalan dengan Garuda Indonesia Group; melakukan optimalisasi penggunaan energi melalui pengaturan konsumsi listrik dan pemadaman listrik pada fasilitas secara berkala; berpartisipasi aktif dalam kampanye Earth Hour sebagai bentuk komitmen penghematan energi; mengadopsi penggunaan kendaraan operasional rendah emisi seperti kendaraan listrik; serta mengungkapkan kinerja emisi dalam laporan keberlanjutan sesuai standar Global Reporting Initiative (GRI) The Company prepares periodic greenhouse gas (GHG) emissions reports and sets measurable carbon emission reduction targets aligned with the Garuda Indonesia Group. It also optimizes energy use through electricity consumption management and scheduled power shutdowns across facilities, while actively participating in the Earth Hour campaign as a demonstration of its commitment to energy conservation. In addition, the Company has invested in low-emission operational vehicles, such as electric vehicles. The Company also discloses its emissions performance in its sustainability report in accordance with Global Reporting Initiative (GRI) standards.

Risiko Transisi Transition Risks	**Dampak terhadap Perseroan** Impacts on the Company	**Langkah Mitigasi** Mitigation Measures
Preferensi Pasar Market Preference	Dinamika pasar yang dipengaruhi oleh berbagai aspek terkait keberlanjutan, berpengaruh terhadap keberlangsungan bisnis Perseroan. Dampak finansial: Sedang Jangka waktu dan rantai nilai: berdampak di operasional Perseroan dan rantai nilai dalam jangka panjang. Market dynamics influenced by various sustainability-related factors may affect the Company's business continuity. Financial impact: Moderate Time horizon and value chain: Impacts the Company's operations and value chain in the long term	Mengembangkan kapabilitas layanan MRO yang berorientasi pada keberlanjutan, termasuk perawatan pesawat generasi mendatang. The Company develops its capabilities on sustainability-oriented MRO service, including maintenance for next-generation aircraft.

PEMANFAATAN PELUANG TERKAIT PERUBAHAN IKLIM

UTILIZATION OF CLIMATE-RELATED OPPORTUNITIES

Peluang Opportunities	**Dampak terhadap Perseroan** Impacts on the Company	**Langkah Pemanfaatan** Measures to Capture Opportunities
Pemanfaatan Bahan Bakar Pesawat Ramah Lingkungan Utilization of Environmentally Friendly Aircraft Fuel	Permintaan pasar akan penggunaan avtur yang lebih ramah lingkungan berdampak pada peningkatan permintaan MRO jika Perseroan memiliki kapabilitas untuk melakukan perawatan yang sesuai dengan tren pasar. Dampak finansial: Tinggi Jangka waktu dan rantai nilai: berdampak di operasional Perseroan dan rantai nilai dalam jangka panjang. Market demand for more environmentally friendly aviation fuel may drive increased demand for MRO services if the Company possesses capabilities aligned with these market trends. Financial impact: High Time horizon and value chain: Impacts the Company's operations and value chain in the long term.	teknis dan infrastruktur pendukung untuk perawatan pesawat berbahan bakar yang Sustainable dan teknologi rendah emisi; menjalin kemitraan dengan produsen mesin dan airframe, dalam program perawatan pesawat berbahan bakar alternatif; mengikuti perkembangan regulasi dan standar teknis internasional; serta mengintegrasikan kapabilitas ini ke dalam portofolio layanan MRO Perseroan. The Company develops technical capabilities and supporting infrastructure for the maintenance of aircraft using sustainable fuels and low-emission technologies, while also establishing partnerships with engine and airframe manufacturers in alternative-fuel aircraft maintenance programs. In addition, the Company follows every update regarding international regulatory and technical standards developments and integrates these capabilities into its MRO service portfolio.

Peluang Opportunities	Dampak terhadap Perseroan Impacts on the Company	Langkah Pemanfaatan Measures to Capture Opportunities
Perkembangan Teknologi Technological Development	Perkembangan teknologi berdampak pada kelancaran operasional dan keberlangsungan usaha Perseroan. Dampak finansial: Tinggi Jangka waktu dan rantai nilai: berdampak di operasional Perseroan dalam jangka panjang. inggrisnya: Technological advancements may affect the Company's operational continuity and business sustainability. Financial impact: High Time horizon and value chain: Impacts the Company's operations in the long term.	Memanfaatkan teknologi untuk memantau kondisi lingkungan dan performa aset di area operasional secara real-time, serta mengimplementasikan sistem berbasis kecerdasan buatan untuk meningkatkan efisiensi. Perseroan juga terus mengembangkan kapabilitas Sumber Daya Manusia dalam penguasaan teknologi dan digital dan menjalin kolaborasi dengan lembaga riset dan institusi pendidikan dalam pengembangan inovasi teknologi MRO berkelanjutan. The Company leverages technology to monitor environmental conditions and asset performance in operational areas in real time, and implements artificial intelligence systems to be more efficient. The Company also continuously develops human capital capabilities in technology and digital expertise, while collaborates with research institutions and educational organizations to advance sustainable MRO technology innovation.

MANAJEMEN RISIKO: RENCANA TRANSISI, METRIK & TARGET

Rencana transisi merupakan bagian tidak terpisahkan dari strategi bisnis Perseroan yang juga dirancang untuk mendukung transisi bertahap menuju ekonomi rendah karbon. Melalui pendekatan ini, Perseroan berupaya menyeimbangkan pertumbuhan finansial dengan tanggung jawab lingkungan.

Berdasarkan identifikasi dan penilaian risiko dan peluang terkait iklim, Perseroan bertujuan untuk secara proaktif memanfaatkan potensi nilai dengan mendorong inovasi dalam pelayanan, adopsi teknologi, dan penggunaan peralatan yang tangguh. Pada saat yang sama, inovasi ini dikembangkan dengan penekanan kuat pada keberlanjutan lingkungan, termasuk peningkatan efisiensi energi, pengurangan konsumsi sumber daya, dan emisi karbon yang lebih rendah di seluruh aktivitas operasional.

Meskipun demikian, Perseroan saat ini tidak menganggap perlu untuk melakukan perubahan signifikan atau sesegera mungkin pada model bisnis intinya. Manajemen risiko terkait iklim telah tertanam dalam proses operasional, memungkinkan Perseroan untuk mengatasi potensi dampak. Direksi secara teratur meninjau informasi terkait iklim dan mengintegrasikannya ke dalam pengambilan keputusan strategis secara berkala, termasuk evaluasi jangka panjang yang dilakukan bila diperlukan.

Ke depannya, Perseroan akan terus memantau perkembangan terkait perubahan iklim, persyaratan regulasi, dan ekspektasi pasar. Perseroan tetap berkomitmen untuk mengelola risiko terkait secara bertanggung jawab sambil mempertahankan operasi yang stabil sesuai dengan aspek keberlanjutan.

RISK MANAGEMENT: TRANSITION PLAN, METRICS & TARGETS

The transition plan forms an integral part of the Company's overall business strategy and is designed to support the gradual transition toward a low-carbon economy. Through this approach, the Company seeks to balance financial growth with environmental responsibility.

Based on the identification and assessment of climate-related risks and opportunities, the Company aims to proactively capture potential value by encouraging innovation in services, technology adoption, and the use of equipment that is resilient. At the same time, these innovations are developed with a strong emphasis on environmental sustainability, including improved energy efficiency, reduced resource consumption, and lower carbon emissions across operational activities.

Nevertheless, the Company does not currently deem it necessary to undertake significant or immediate changes to its core business model. Climate-related risk management has been embedded into operational processes, allowing the Company to address potential impacts. The Board of Directors regularly reviews climate-related information and integrates the information into strategic decision-making on a periodic basis, including long-term evaluations conducted whenever needed.

Going forward, the Company will continue to closely monitor developments related to climate change, regulatory requirements, and market expectations. The Company remains committed to managing associated risks responsibly while maintaining stable operations in accordance with sustainability aspects.

PERNYATAAN KECUKUPAN MANAJEMEN RISIKO

Proses manajemen risiko yang saat ini dijalankan Perseroan telah berjalan secara efektif dan akan terus disempurnakan guna membangun nilai jangka panjang bagi para pemangku kepentingan, sejalan dengan standar global serta berkontribusi terhadap tujuan pembangunan berkelanjutan baik di tingkat nasional maupun internasional.

STATEMENT OF RISK MANAGEMENT ADEQUACY

The Company's current risk management process has been operating effectively and will continue to be improved to build long-term value for stakeholders, aligning with global standards, and contributing to national and international sustainable development goals.

Kinerja Finansial dan Kontribusi Ekonomi
Financial Performance and Economic Contribution

PENGUNGKAPAN MANAJEMEN TOPIK MATERIAL [GRI 3-3]

Kinerja ekonomi merupakan salah satu topik material yang menjadi perhatian utama dalam pelaporan keberlanjutan Perseroan. Hal ini dikarenakan kinerja ekonomi tidak hanya mencerminkan keberlanjutan bisnis, tetapi juga memiliki dampak luas bagi pemegang saham, pemangku kepentingan, dan masyarakat. Dengan memastikan pertumbuhan ekonomi yang stabil, Perseroan dapat terus menjalankan operasionalnya secara berkelanjutan serta memberikan manfaat jangka panjang bagi berbagai pihak.

Pencapaian kinerja ekonomi yang positif berdampak langsung pada peningkatan nilai bagi pemegang saham, kontribusi terhadap pendapatan negara melalui pembayaran pajak, kesejahteraan karyawan melalui pemberian remunerasi yang layak, serta kesinambungan hubungan bisnis dengan para mitra usaha. Selain itu, kinerja ekonomi yang solid juga memungkinkan peningkatan anggaran program TJSL, yang pada akhirnya memberikan manfaat bagi masyarakat sekitar.

Dalam mengelola kinerja ekonomi, Perseroan menjunjung tinggi transparansi dan akuntabilitas. Setiap informasi mengenai kinerja keuangan diungkapkan secara jelas melalui laporan berkala, paparan publik, serta mekanisme komunikasi lainnya yang dapat diakses oleh pemegang saham, pemangku kepentingan, regulator, dan masyarakat luas. Pendekatan ini tidak hanya mencerminkan komitmen Perseroan terhadap tata kelola perusahaan yang baik, tetapi juga mendorong seluruh karyawan untuk menjalankan tugasnya dengan penuh integritas dan kepatuhan terhadap kebijakan pengendalian internal yang berlaku.

DISCLOSURE OF MATERIAL TOPIC MANAGEMENT [GRI 3-3]

Economic performance is one of the material topics that becomes a key focus in the Company's sustainability reporting. This is because economic performance not only reflects business sustainability but also has a broad impact on shareholders, stakeholders, and society. By ensuring stable economic growth, the Company can continue its operations sustainably and provide long-term benefits to various parties.

The achievement of positive economic performance directly contributes to increasing shareholder value, supporting national revenue through tax payments, ensuring employee welfare through fair remuneration, and maintaining stable business relationships with partners. Additionally, a strong economic performance enables an increased budget allocation for TJSL programs, ultimately benefiting the surrounding communities.

In managing economic performance, the Company upholds transparency and accountability. All financial information is clearly disclosed through periodic reports, public presentations, and other communication mechanisms accessible to shareholders, stakeholders, regulators, and the public. This approach not only reflects the Company's commitment to good corporate governance but also encourages all employees to perform their duties with integrity and adherence to the internal control policies in place.

NILAI EKONOMI [GRI 201-1]

ECONOMIC VALUE [GRI 201-1]

Nilai Ekonomi yang Diperoleh dan Didistribusikan
Generated and Distributed Economic Value

Dalam USD*
In USD

KETERANGAN DESCRIPTION	2025	2024	2023
Nilai Ekonomi yang Dihasilkan Generated Economic Value			
Pendapatan Usaha Revenue	**491,882,794**	421,223,186	373,206,984
Jumlah Nilai Ekonomi yang Dihasilkan (A) Total Generated Economic Value (A)	**491,882,794**	421,223,186	373,206,984

Nilai Ekonomi yang Diperoleh dan Didistribusikan
Generated and Distributed Economic Value

Dalam USD*
In USD

KETERANGAN DESCRIPTION	2025	2024	2023
Nilai Ekonomi yang Didistribusikan Distributed Economic Value			
Beban Usaha Operating Expenses	**431,312,252**	379,219,103	345,505,584
Beban Pajak Penghasilan Income Tax Expense	**6,764,057**	2,155,930	438,665
Jumlah Penyaluran Dana TJSL Funding to finance the TJSL	**21,120.25**	21,810.41	12,713.18
Jumlah Nilai Ekonomi yang Didistribusikan (B) Total Distributed Economic Value (B)	**438,097,429**	381,396,843	355,450,487
Nilai Ekonomi yang Ditahan (A-B) Retained Economic Value (A-B)	**53,785,365**	39,826,343	17,756,497

*)Perhitungan dalam USD sesuai dengan Kurs USD Laporan Keuangan Per 31 Desember 2025
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Jumlah nilai ekonomi yang dihasilkan Perseroan didapatkan hanya dari pendapatan usaha yang dapat dianalisa dalam tiga komponen utama yaitu Reparasi dan *Overhaul,* Perawatan, dan Operasi Lain-Lain. Perseroan tidak menghasilkan pendapatan dari sumber lain, termasuk instrumen keuangan dari hasil penawaran umum bersifat ekuitas. Selain itu, jumlah nilai ekonomi yang didistribusikan mencakup beban usaha, beban pegawai (biaya gaji dan tunjangan pegawai, insentif, biaya kontribusi dana pensiun, imbalan kerja, dan biaya pegawai lainnya), pembayaran pajak penghasilan, dan penyaluran dana TJSL.

Pada tahun 2025, nilai ekonomi yang ditahan mencapai USD53.78 juta. Nilai ini lebih tinggi 134.9% dari tahun sebelumnya ketika GMF mencatatkan nilai positif pada nilai ekonomi yang ditahan, yaitu sebesar USD39.83 juta. Terjadi peningkatan pada pendapatan usaha yang menyebabkan perbedaan nilai ekonomi yang ditahan pada tahun 2025 dibandingkan 2024.

Seiring dengan peningkatan pendapatan, Perseroan mampu memberikan kontribusi lebih besar kepada negara melalui peningkatan pembayaran pajak menjadi USD15.3 juta dibandingkan tahun sebelumnya sebesar USD13.1 juta.

IMBALAN PASCA-KERJA PEGAWAI [GRI 2-30, 201-3]

Perseroan memberikan imbalan pascakerja untuk karyawan sesuai dengan Undang-Undang Ketenagakerjaan No. 13/2003. Pada tahun 2021, Perusahaan telah menerapkan Undang-Undang No. 11 Tahun 2020 tentang Cipta Kerja.

The economic value generated by the Company primarily stems from business income, which can be divided into three main components: Repairs and Overhaul, Maintenance, and Other Operations. The Company does not generate income from other sources, such as financial instruments resulting from equity public offerings. Meanwhile, the distributed economic value was paid for business expenses, employee expenses (including salaries and employee benefits, incentives, pension fund contribution costs, employee rewards, and other employee costs), income tax payments, and fundings for TJSL.

In 2025, the retained economic value reached USD53.78 million. This figure marks a 134.9% increase compared to the previous year when GMF reported a retained economic value of USD39.83 million. This increase in retained economic value between 2025 and 2024 occurred primarily due to the increase in revenues.

Furthermore, in line with the revenue increase, the Company has substantially increased its contribution to the country by enhancing income tax payments to USD15.3 million compared to USD13.1 million in the previous year.

EMPLOYEES POST-EMPLOYMENT BENEFITS [GRI 2-30, 201-3]

The Company provides post-employment benefits to employees in accordance with Employment Law No. 13/2003. In 2021, the Company has implemented Law No. 11 of 2020 concerning Job Creation.

Perseroan menyediakan imbalan pasca-kerja berupa program iuran pasti dan manfaat pasti dan imbalan kerja jangka panjang lain untuk karyawan yang memenuhi persyaratan program. Sesuai dengan amandemen Perjanjian Kerja Bersama (PKB) dan Peraturan Grup (PP) pada tahun 2016, Perseroan menyelenggarakan tambahan program pensiun iuran pasti. Oleh karena itu Perseroan mengikutsertakan karyawannya dalam program pensiun iuran pasti yang dikelola BNI. Perseroan membayar kontribusi iuran sebesar 6% dari gaji dasar pegawai dan ditambah iuran khusus untuk pegawai yang akan pensiun.

Beban iuran pasti yang diakui dalam beban operasi sebesar USD4,04 juta pada tahun 2025.

BANTUAN FINANSIAL YANG DITERIMA DARI PEMERINTAH [GRI 201-4]

Sepanjang tahun 2025, Perseroan tidak mendapatkan bantuan finansial dari pemerintah. Namun demikian, dengan Kebijakan Ekonomi yang dikeluarkan oleh pemerintah yaitu "*Bonded & Inventory Control*" terkait penetapan tarif 4 HS serta pembebasan/perubahan persentase Bea Masuk (BM) 21 HS Code menjadi 0% sangat meringakan beban Perseroan karena diberlakukan untuk kategori *part* yang sering diimpor oleh GMF guna menunjang perawatan pesawat.

PROPORSI PENGELUARAN UNTUK PEMASOK LOKAL [GRI 204-1]

Pendekatan pengadaan GMF dirancang untuk memenuhi standar industri. Oleh karena itu, Perseroan terkadang memilih untuk membeli barang dan jasa dari luar negeri apabila produk atau jasa lokal tidak tersedia atau tidak memenuhi standar. Mengingat sifat material dan suku cadang dalam sektor MRO penerbangan yang sangat spesifik, hanya sejumlah kecil pemasok lokal yang mampu memenuhi spesifikasi teknis GMF. Sebaliknya, penyedia jasa relatif lebih banyak tersedia di dalam negeri, mengingat GMF membutuhkan berbagai layanan pendukung selain untuk kegiatan usaha intinya di sektor MRO.

Pada tahun 2025, Perseroan menghabiskan total sebesar Rp 127.508.076.076 untuk pengadaan barang dan jasa dari pemasok lokal dan nasional, yang melibatkan sebanyak 19 perusahaan pemasok.

The Company provides post-employment defined contribution plans, defined post-employment plans and other long-term benefits covering its qualifying employees for each program. In accordance with the amendments to the Cooperation Employment Agreement (PKB) and the Company Regulation (PP) in 2016, the Company provides an additional defined contribution pension plan. Accordingly, the Company enrolled its employees in the defined contribution pension program which is managed by Dana Pensiun Lembaga Keuangan (DPLK) BNI. The Company pays a contribution fee of 6% of employees' basic salaries and additional specific contributions for retiring employees.

Contribution expenses recognised under operating expenses amounted to USD4,04 million in 2025.

FINANCIAL ASSISTANCE RECEIVED FROM GOVERNMENT [GRI 201-4]

Throughout 2025, the Company did not receive financial assistance from the government. However, the "Bonded & Inventory Control" policy issued by the government regarding the 4 HS tariff and the exemption/amendment of the 21 HS Code of Import Duty (BM) to 0% greatly eased the Company's expenses in terms of imported parts for aircraft maintenance.

SPENDING PROPORTION FOR LOCAL SUPPLIERS [GRI 204-1]

GMF's purchasing approach is designed to comply with industry standards. As a result, the Company may at times procure goods and services from overseas when local products or services are either unavailable or do not meet the required standards. Given the highly specific nature of materials and spare parts in the airline MRO sector, only a limited number of local suppliers are able to meet GMF's technical specifications. In contrast, service providers are more readily available locally, as GMF requires various supporting services in addition to its core MRO business activities.

In 2025, the Company spent Rp 127.508.076.076 billion on goods and services sourced from local and national suppliers, involving a total of 19 supplier companies.

Pemasok Barang dan Jasa
Suppliers of Goods and Services

Asal Pemasok Suppliers' Origins	**Jumlah Pemasok** Total Suppliers		**Nilai Kontrak Pekerjaan (Rp Juta) di luar PPN 10%** Contract Values (Rp Million) Excluding 10% VAT	
	2025	**2024**	**2025**	**2024**
Pemasok Barang Supplier of Goods				
Nasional National	**12**	0	**84,925,245,795**	0
Lokal Local	**2**	2	**197,037,250**	54,124,981,650
Jumlah Total	**14**	**2**	**85,122,283,045**	**54,124,981,650**
Pemasok Jasa Supplier of Services				
Nasional National	**0**	94	**-**	28,270,102,425
Lokal Local	**5**	14	**42,385,793,031**	80,396,213,975
Jumlah Total	**5**	**108**	**42,385,793,031**	**108,666,316,400**

Upaya Pelestarian Lingkungan
Environmental Conservation Efforts

PENGUNGKAPAN MANAJEMEN TOPIK MATERIAL [GRI 3-3]

Perseroan memastikan bahwa proses operasional tidak memberikan dampak negatif terhadap lingkungan hidup, terutama daerah sekitar operasi. Pengelolaan kegiatan sosial bidang lingkungan dan kesehatan dilaksanakan oleh unit Quality, Health, Safety and Environment (QHSE), yang berada di bawah Dinas Corporate Affairs & HSE. Unit ini mengelola sejumlah aspek yang berkaitan dengan lingkungan hidup dan kesehatan, keselamatan kerja (K3) yang sesuai sertifikasi ISO 14001:2015 Sistem Manajemen Lingkungan (SML). Pembahasan kali ini difokuskan kepada fungsi pengelolaan di bidang lingkungan, sedangkan pembahasan terkait K3 dapat dibaca di pembahasan mengenai Menghargai dan Melindungi Pegawai setelah pembahasan ini. Sedangkan pembahasan program lingkungan yang bermanfaat bagi masyarakat telah diungkapkan dalam program TJSL.

Perseroan memiliki sertifikasi ISO 14001:2015 Sistem Manajemen Lingkungan (SML) yang baru diperpanjang pada tanggal 13 September 2024 dan berlaku hingga tanggal 3 April 2027 setelah proses *renewal* Audit ISO 14001:2015 selesai dilaksanakan. Sertifikasi ini merupakan sertifikasi berstandar internasional mengenai pengelolaan lingkungan untuk mengidentifikasi isu internal, eksternal, dan dampak lingkungan.

Sistem ini diharapkan dapat membantu Perseroan meminimalkan dampak negatif dari kegiatan operasional dan memberikan dampak positif bagi lingkungan. Sistem ini juga menjadi bagian integrasi dari sistem manajemen perusahaan secara keseluruhan yang meliputi struktur organisasi, tanggung jawab, prosedur, proses, serta sumber daya dalam mewujudkan kebijakan lingkungan.

AKTIVITAS TAHUN 2025

Perseroan telah menjalankan sejumlah aktivitas untuk menjaga lingkungan hidup dari dampak negatif aktivitas operasi sebagai berikut:

1. Diperolehnya Hasil Verifikasi Rincian Teknis Penyimpanan Limbah B3 (TPS Limbah B3) dari DLHK Provinsi Banten dengan status kelengkapan dan muatan dinyatakan lengkap dan sesuai, sebagai bentuk penguatan kepatuhan Perseroan terhadap regulasi pengelolaan Limbah B3.

DISCLOSURE OF MATERIAL TOPIC MANAGEMENT [GRI 3-3]

The Company always makes sure that the operation does not harm the environment, especially the surrounding area. The environmental and health management is under the Quality, Health, Safety and Environment (QHSE) unit that lies under the Corporate Affairs & HSE Department. This unit manages several aspects of environment and occupational health and safety (OHS) according to the ISO 14001:2015 of Environmental Management System (SML). The discussion this time focuses on the management function in the environmental sector, while the discussion related to OHS is available in the Appreciation and Protection of Our Employees after this discussion. Additionally, the environmental program with impact on the community has been disclosed in the TJSL programs.

The Company has ISO 14001:2015 Environmental Management System (SML) certification which has been extended on September 13, 2024, and is valid until April 3, 2027 after a renewal Audit of ISO 14001:2015 has completed. This certification is an international certification on environmental management to identify internal, external, and environmental issues.

This system is expected to help the Company minimize the negative impact of the operation and bring a positive impact on the environment. This system is also integrated with the overall management system which includes the organizational structure, responsibilities, procedures, processes, and resources in realizing environmental policies.

ACTIVITIES IN 2025

The Company has conducted several activities to protect the environment from the negative impacts of operations as follows:

1. The Company obtained the results of the Technical Verification of Hazardous Waste Storage (TPS Limbah B3) from the Banten Provincial DLHK, with the status of completeness and content declared complete and compliant, as a form of strengthening the Company's compliance with hazardous waste management regulations.

2. Pelaksanaan Earth Hour 2025 dan pelaksanaan *Continuous Saving Energy* selama 1 jam setiap bulannya melalui pemadaman area operasional, seperti Hangar, *workshop*, dan perkantoran.
3. Pelaksanaan pelaporan kinerja lingkungan secara triwulanan, semesteran, dan tahunan kepada *stake holder* sebagai bagian dari monitoring pencapaian KPI lingkungan Perseroan.
4. Optimalisasi pemanfaatan sistem Pembangkit Listrik Tenaga Surya (PLTS) yang terpasang di Gedung Maintenance Support Facility (MSF) dan Gedung Ground Support Equipment (GSE) sebagai sumber energi tambahan, termasuk pemantauan kinerja pengurangan konsumsi listrik konvensional Perseroan.
5. Pemanfaatan kendaraan listrik sebagai bagian dari komitmen Perseroan dalam mendukung pengurangan emisi karbon dan peningkatan efisiensi energi.
6. Pelaksanaan Program Penguatan 5R (Ringkas, Rapi, Resik, Rawat, Rajin) sebagai upaya membangun budaya kerja yang tertib, bersih, dan efisien, serta pengendalian potensi limbah dan pencemaran.
7. Implementasi program digitalisasi dokumen melalui optimalisasi sistem akun pengguna (*user-based printing control*) guna membatasi pencetakan hardcopy sesuai kebutuhan operasional demi meningkatkan efisiensi penggunaan kertas.

PERIZINAN LINGKUNGAN

Perseroan telah memiliki izin lingkungan untuk melaksanakan kegiatan operasional yang diterbitkan oleh Pemerintah Kota Tangerang. Izin tersebut mencakup Dokumen Izin Lingkungan berupa Dokumen Evaluasi Lingkungan Hidup (DELH) dan Analisis Mengenai Dampak Lingkungan (AMDAL) ketika melakukan pembangunan Hangar 4. Perseroan telah memenuhi kewajiban pembuatan Laporan Rencana Pengelolaan dan Pemantauan Lingkungan (RKL-RPL) ketika memenuhi perizinan lingkungan tersebut. Laporan telah diberikan pada instansi terkait, yaitu Dinas Lingkungan Hidup dan Kehutanan Provinsi Banten, Dinas Lingkungan Hidup Kota Tangerang, dan Pusat Pengendalian Pembangunan Ekoregion Jawa.

PENANGANAN INSIDEN YANG MENCEMARI LINGKUNGAN

Perseroan terus berupaya untuk mengelola dan memantau lingkungan dari dampak negatif operasional usaha melalui Prosedur HSE 6-01 tentang Pemantauan dan Pengukuran Kinerja HSE. Pengukuran dilaksanakan berdasarkan dokumen DELH dan AMDAL yang telah dimiliki Perseroan. Jika terjadi ketidaksesuaian, seperti hasil pengukuran tidak memenuhi baku mutu, maka akan dilaksanakan Inspeksi K3L sesuai dengan Prosedur HSE 5-13 yang berujung pada penerbitan evaluasi dan rekomendasi dalam dokumen QHSE Report.

2. Implementation of Earth Hour 2025 and Continuous Saving Energy for 1 hour every month by turning off electricity in operational areas, such as hangars, workshops, and offices.
3. Implementation of quarterly, half-yearly, and annual environmental performance reporting to stakeholders as part of monitoring the Company's environmental KPI achievements.
4. Pptimizing the use of the Solar Power Plant (PLTS) system installed in the Maintenance Support Facility (MSF) Building and Ground Support Equipment (GSE) Building as an additional energy source, including monitoring the Company's conventional electricity consumption reduction performance.
5. Utilization of electric vehicles as part of the Company's commitment to supporting carbon emission reduction and increasing energy efficiency
6. Implementation of the 5R Strengthening Program as an effort to build an orderly, clean, and efficient work culture, as well as control potential waste and pollution.
7. Implementation of a document digitization program through optimization of the user-based printing control system to limit hardcopy printing according to operational needs in order to improve paper usage efficiency.

ENVIRONMENTAL PERMIT

The Company has an environmental permit issued by the Tangerang City Government to carry out operational activities. Those permits include Environmental Permit Documents of Environmental Evaluation Documents (DELH) and Environmental Impact Analysis (AMDAL) when finished constructing the new Hangar 4. The Company has fulfilled the obligation to prepare the Environmental Management and Monitoring Plan Report (RKL-RPL) when filling out the environmental permit. Those reports have been submitted to the relevant agencies including the Banten Province Environment and Forestry Service, the Tangerang City Environmental Service, and the Java Ecoregion Development Control Center.

HANDLING INCIDENTS THAT POLLUTE THE ENVIRONMENT

The Company continues to manage and monitor the environment from any negative impact of operation through HSE Procedure 6-01 concerning Monitoring and Measurement of HSE Performance. The measurement is based on DELH and AMDAL that the Company owns. If there is a discrepancy, when the result does not meet the quality standard, an HSE Inspection will be carried out according to the HSE 5-13 Procedure as a basis for evaluation and recommendations in the QHSE Report.

Pada tahun 2025, secara garis besar, hasil pengukuran lingkungan memenuhi baku mutu yang menjadi acuan (kualitas air limbah, kualitas udara ambien, kualitas emisi udara dari sumber tidak bergerak, dan kebisingan lingkungan).

PENGGUNAAN MATERIAL DAN UPAYA EFISIENSI [OJK F.5]

Material merupakan bahan-bahan/materi-materi dasar yang digunakan dalam kegiatan yang dilakukan Perseroan. Material yang digunakan dalam proses bisnis mencakup bahan bakar minyak (solar) untuk transportasi *ground support equipment*, bahan berbahaya dan beracun (B3) atau kimia, serta penggunaan kertas untuk administrasi. Bahan baku tersebut bukan bahan baku yang langsung diambil dari alam (*raw material*), melainkan dibeli dari pemasok eksternal (*supplier*).

Informasi volume penggunaan material dalam adalah sebagai berikut:

In 2025, in general, the environmental measurement had met the standards reference (wastewater quality, ambient air quality, air emission-quality from stationary sources, and environmental noise).

MATERIAL USAGE AND EFFICIENCY EFFORTS [OJK F.5]

Materials are the basic materials that the Company used in the operation. The materials in business processes include fuel oil (diesel) for transportation of ground support equipment, hazardous and toxic materials (B3) or chemicals, and paper for administration purposes. These raw materials are not taken directly from nature but are purchased from suppliers.

Information on how much material the Company used in the past two years is as follows:

Jenis Material Material Type	Satuan Unit	2025	2024	YoY 2024-2025
Solar Diesel Fuel	Liter	**299,196**	207,778	43,99%
Kimia Chemistry	Ton	**216,231**	273,062	(20,8%)
Kertas Paper	Rim	**25,889**	24,137.71	7,25%

Pada tahun 2025, pemakaian solar meningkat menjadi 299.196 liter, atau kenaikan sebesar 43,99% dibandingkan tahun 2024. Peningkatan ini sejalan dengan bertambahnya intensitas kegiatan operasional serta peningkatan utilisasi peralatan dan kendaraan *ground support equipment* berbahan bakar solar selama periode pelaporan, sebagai bagian dari kebutuhan operasional Perseroan. Penggunaan material kimia Perseroan pada tahun 2025 mengalami penurunan menjadi sebesar 216,231 ton ton atau 20,8% lebih rendah dibandingkan tahun 2024. Hal ini terjadi karena karena pelaksanaan kegiatan operasional di area produksi yang menggunakan bahan kimia relatif berkurang atau tidak ada kebutuhan project pekerjaan yang membutuhkan bahan kimia dalam jumlah besar.

In 2025, diesel fuel consumption will increase to 299,196 liters, or an increase of compared to 2024. This increase is in line with the increased intensity of operational activities and increased utilization of diesel-fueled ground support equipment and vehicles during the reporting period, as part of the Company's operational needs. The Company's chemical material usage in 2025 also decreased to 216,231 tons or 20,8% lower than in 2024. This is due to operational activities in the production area that use chemicals were relatively reduced, or there were no project requirements that required large quantities of chemicals.

Perseroan terus menjaga penggunaan material kimia dengan terus mempertahankan sistem *consignment* yang terbilang efektif. Melalui sistem ini, ketika material tersebut tidak digunakan di Perseroan maka dapat dikembalikan kembali ke pihak *supplier*. Ini merupakan upaya Perseroan dalam mengurangi timbulan limbah B3 dari sumber.

The Company continues to maintain the use of chemical materials by maintaining an effective consignment system. Through this system, when the material is not used in the Company, it can be returned back to the supplier. This is the Company's effort to reduce the generation of B3 waste from the source.

Sementara itu, penggunaan material kertas tahun 2025 mengalami peningkatan menjadi sebesar 25.889 rim atau naik 7,25 % dibandingkan tahun 2024. Hal ini dikarenakan beberapa aktivitas perkantoran mengalami

Meanwhile, the use of paper material in 2025 has increased to 25,889 reams or increased by 7,25 % compared to 2024. This is due to Several office activities experienced an increase in the need for paper usage in

kenaikan kebutuhan penggunaan kertas dalam kegiatan keseharian. Berbagai inisiatif yang terus dilakukan dari tahun ke tahun yaitu:

1. Dokumen internal dan eksternal dibuat dalam bentuk *soft copy* dengan pengesahan berupa *barcode* atau *e-signature*;
2. Pembatasan penggunaan printer, dokumen diarahkan dalam bentuk *soft copy*;
3. Penggunaan printer *log-in system* sehingga karyawan dapat memilih terlebih dahulu file yang akan dicetak dan dapat membatalkan rencana pencetakan;
4. Efisiensi penggunaan kertas dalam aktivitas Perseroan;
5. Penggunaan kertas *reuse* dan cetak bolak-balik untuk dokumen kerja;
6. Kampanye penghematan kertas melalui stiker yang ditempelkan pada mesin printer dan *fotocopy*.

EFISIENSI PENGGUNAAN ENERGI [GRI 302-1, 302-3, 302-4] [OJK F.6, F.7]

Perseroan membutuhkan energi listrik dan Bahan Bakar Minyak (BBM) yang berasal dari sumber tidak terbarukan untuk menjalankan kegiatan usahanya. Perseroan menggunakan energi listrik yang dihasilkan oleh Perusahaan Listrik Negara (PLN) sebagai sumber daya fasilitas, sarana, dan prasarana yang terdapat di lingkungan operasional. Sedangkan BBM digunakan untuk kendaraan operasional.

Selain menghitung penggunaan energi dalam satuan masing-masing, Perseroan juga menghitung penggunaan energi yang dikonversikan ke dalam satuan energi GigaJoule (GJ) dengan nilai konversi sebagai berikut:

1. 28.58 liter BBM = 1 GJ Energi
2. 277.78 kwh listrik = 1 GJ Energi

Informasi volume penggunaan energi pada tahun 2025 adalah sebagai berikut:

daily operations. Various initiatives that continue to be carried out from year to year are:

1. Internal and external documents are made in soft copy with attestation in the form of a barcode or e-signature;
2. Restrictions on the use of printers, documents are directed in the form of soft copies;
3. The use of a printer log-in system so that employees can pre-select files to be printed and can cancel printing plans;
4. Efficiency of paper usage in the Company's activities;
5. Use of reuse paper and back-to-back printing for work documents;
6. Paper saving campaign through stickers attached to printers and photocopiers.

EFFICIENT ENERGY USAGE [GRI 302-1, 302-3, 302-4] [OJK F.6, F.7]

The Company needs electricity and fuel (BBM) from non-renewable sources. The Company uses electricity from the State Electricity Company (PLN) to power the operational facilities and infrastructures. Meanwhile, BBM is used for operational vehicles.

In addition to calculating the energy individually, the Company also converted the unit into GigaJoule (GJ) with the following values:

1. 28.58 liters of fuel = 1 GJ of Energy
2. 277.78 kwh of electricity = 1 GJ of Energy

Information on the volume of energy usage in 2025 is as follows:

Penggunaan Energi Pada Tahun 2025
Energy Usage in 2025

Jenis Material Material Type	Satuan Unit	Volume 2024 2024 Volume	Volume 2023 2023 Volume	YoY 2024-2025
BBM Fuel	Liter	**412,692.00**	309,807.00	33.21%
Listrik [ESG E-03] Electricity	Kwh	**22,652.539**	20,532,551	10.33%
BBM Fuel	GJ	**14,440.59**	10,839.99	33.21%
Listrik Electricity	GJ	**81,549.08**	73,916.5	10.33%
Jumlah Total	GJ	**95,989.67**	84,756.49	13.25%
Pendapatan Revenue	USD	**491,882,794**	425,058,841	15.72%
Intensitas Penggunaan Energi Energy Usage Intensity	GJ/USD	**0.000195147**	0.000199398	-2.13%

Tabel menunjukkan bahwa total penggunaan energi Perseroan pada tahun 2025 meningkat menjadi 95.989,67 GJ, atau 13,25% lebih tinggi dibandingkan tahun 2024. Kenaikan ini sejalan dengan meningkatnya intensitas kegiatan operasional sepanjang tahun pelaporan, khususnya pada aktivitas perawatan pesawat untuk segmen GA maupun NGA, sebagaimana diuraikan dalam Tinjauan Operasi per Segmen Usaha pada Laporan Terintegrasi ini.

Perseroan menyadari bahwa pertumbuhan operasional memiliki implikasi terhadap peningkatan konsumsi energi. Oleh karena itu, secara konsisten Perseroan tetap mengimplementasikan berbagai program efisiensi dan pengendalian energi guna memastikan bahwa penggunaan energi dikelola secara terukur, terkendali, dan selaras dengan komitmen terhadap praktik operasional yang berkelanjutan: [OJK F.12]

1. Penerapan program *Continuous Saving Energy*, yaitu pengurangan penggunaan energi listrik berupa pemadaman lampu kantor pada jam istirahat, pengurangan penggunaan AHU setelah *office hour* (setelah pukul 16.00 WIB).
2. Penerapan program pemadaman area Perseroan setiap akhir bulan selama 1 jam. Program ini berhasil melakukan efisiensi atau penghematan sebesar total 4,888.69 kWh selama tahun 2025.
3. Pelaksanaan program *Walk to Work* untuk mengurangi konsumsi BBM.
4. Penggunaan *forklift* bertenaga baterai untuk area *logistic* dan *warehouse*.

PENGGUNAAN ENERGI SURYA [OJK F.5, F.12]

Perseroan memanfaatkan energi surya sebagai bagian dari inisiatif untuk mengurangi konsumsi energi yang bersumber dari sumber daya tidak terbarukan. Sel surya tersebut dipasang di gedung Maintenance Support Facility (MSF) dan Ground Support Equipment (GSE).

Pada tahun 2025, pemanfaatan *solar cell* menghasilkan energi sebesar 1,235,831 kWh, yang relatif konsisten dibandingkan dengan produksi energi sebesar 1.268,8 kWh yang dihasilkan pada tahun 2024.

EMISI YANG DIHASILKAN [GRI 305-1, 305-2, 305-4, 305-5] [OJK F.11]

Emisi Gas Rumah Kaca (GRK) memiliki dampak negatif yang dapat memicu pemanasan global dan perubahan iklim. Perseroan berkomitmen untuk turut berpartisipasi mengurangi emisi dengan mengurangi konsentrasi karbondioksida (CO2) karena penggunaan listrik dan BBM.

Dalam Laporan Keberlanjutan ini, emisi yang dilaporkan adalah emisi GRK langsung (cakupan 1) yang dihasilkan dari penggunaan bahan bakar minyak dan emisi GRK (cakupan 2) tidak langsung yang bersumber dari

The table shows that the Company's total energy consumption in 2025 will increase to 95,989.67 GJ, or 13.25% higher than in 2024. This increase is in line with the increased intensity of operational activities throughout the reporting year, particularly in aircraft maintenance activities for the General Aviation (GA) and Non-General Aviation (NGA) segments, as described in the Review of Operations by Business Segment in this Integrated Report.

The Company recognizes that operational growth has implications for increased energy consumption. Therefore, the Company consistently implements various energy efficiency and control programs to ensure that energy use is managed in a measured, controlled manner and in line with its commitment to sustainable operational practices: [OJK F.12]

1. Implementation of the Continuous Saving Energy program, which is a reduction in the use of electrical energy in the form of turning off office lights during breaks, reducing the use of AHU after office hour (after 16.00 WIB).
2. Implementation of the Company's area blackout program at the end of each month for 1 hour. This program succeeded in making efficiency or savings of a total of 4,888.69 kWh during 2025.
3. Implementation of Walk to Work program to reduce fuel consumption.
4. Use of battery-powered forklifts for logistics and warehouse areas.

SOLAR CELL USAGE [OJK F.5, F.12]

The Company utilizes solar cells as part of its initiative to reduce energy consumption from non-renewable resources. These solar cells are installed at the Maintenance Support Facility (MSF) and Ground Support Equipment (GSE) buildings.

In 2025, the solar cells generated 1,235,831 kWh of energy, which remained relatively consistent with the 1,268.8 kWh generated in 2024.

GENERATED EMISSION [GRI 305-1, 305-2, 305-4, 305-5] [OJK F.11]

Greenhouse Gas (GHG) emissions are detrimental to global warming and climate change. The Company is dedicated to contribute in reducing emission of carbon dioxide (CO2) concentrations resulting from electricity and fuel usage.

In this Sustainability Report, the disclosed emissions include direct GHG emissions (scope 1) from the use of fuel and indirect GHG emissions (scope 2) from electricity consumption. The Company has decided

penggunaan listrik. Perseroan belum memutuskan untuk melaporkan emisi GRK (cakupan 3) tidak langsung lainnya dari perjalanan dinas dengan pesawat terbang. Emisi GRK dominan yang dihasilkan dari cakupan 1 dan 2 adalah CO2. Perseroan menggunakan metode penghitungan emisi GRK cakupan 1 dari *Intergovernmental Panel on Climate Change* (IPCC) dengan menggunakan faktor emisi lokal (tier 2) yang telah ditetapkan Badan Penelitian dan Pengembangan Energi dan Sumber Daya Mineral (Balitbang ESDM) dan Direktorat Jenderal Ketenagalistrikan di bawah naungan Kementerian ESDM.

Dalam melaporkan emisi hasil penggunaan listrik, Perseroan menggunakan faktor konversi emisi listrik *average grid emission factor* yang dikeluarkan Kementerian ESDM pada dokumen Rencana Usaha Penyediaan Tenaga Listrik (RUPTL) PLN 2015-2024.

Perseroan memiliki komitmen untuk mengurangi emisi dan mendukung Pemerintah Indonesia dalam mencapai *Net Zero Emissions* (NZE) 2060, namun Perseroan tidak memiliki target khusus ataupun tahun pencapaian target internal untuk menurunkan emisi GRK. Selain itu, Perseroan juga tidak memiliki manajemen untuk mengawasi pengendalian iklim. Perseroan juga belum memiliki target khusus terkait pencapaian target NZE. Selain itu, Perseroan juga tidak memiliki peraturan atau dokumen internal perusahaan terkait hal tersebut. [E-06, E-07]

not to report other indirect GHG emissions (scope 3) related to business travel by airplane. The GHG emissions from scopes 1 and 2 are dominated by CO2. The Company utilizes the Intergovernmental Panel on Climate Change (IPCC) method for calculating scope 1 GHG emissions, employing local emission factors (tier 2) specified by the Energy and Mineral Resources Research and Development Agency (Balitbang ESDM) and the Directorate General of Electricity under the Ministry of EMR.

When reporting emissions from electricity consumption, the Company adopted the electricity emission conversion factor based on the average grid emission factor provided by the Ministry of Energy and Mineral Resources in the 2015-2024 PLN Electricity Procurement Plan (RUPTL) document.

The Company is committed to reducing emissions and supporting the Indonesian Government in achieving Net Zero Emissions (NZE) 2060, however, the Company does not have specific internal targets or a timeline for reducing GHG emissions. Additionally, the Company does not have a management system to oversee climate control efforts and has not set specific targets for NZE achievement. Additionally, there are also no internal regulations or company documents related to this matter. [E-06, E-07]

Jumlah Emisi [ESG E-01, E-02]
Total Emission

Uraian Description	Satuan Unit	2025	2024	YoY 2024-2025
ENERGI BAHAN BAKAR (CAKUPAN 1) FUEL (SCOPE 1)				
BBM Fuel	GJ	**14,440.59**	10,839.99	33,21%
Emisi BBM Fuel Emission	kg CO2eq	**1,048,387**	650,800	61,15%
ENERGI LISTRIK (CAKUPAN 2) ELECTRICITY (SCOPE 2)				
Listrik Electricity	GJ	**81,549.0**	73,916.5	10.33%
Emisi Listrik Electricity Emission	kg CO2eq	**21,157,388.3**	19,177,402.6	10.33%
Jumlah Emisi Cakupan 1 & 2 Total Emission of Scope 1 & 2	kg CO2eq	**22.205.775**	19,251,319.1	15.35%
Pendapatan Revenue	USD	**491,882,794**	425,058,841	15.72%
Intensitas Penggunaan Energi Energy Usage Intensity	kg CO2eq/USD	**0,045144444**	0.04	-0,32%

Catatan | Remarks:
- Faktor konversi emisi bahan bakar menggunakan standar IPCC (UNEP) 2006 dan Balitbang ESDM 2017 | Conversion factors for fuel emission used the IPCC standard (UNEP) 2006 and Balitbang ESDM 2017
- Faktor konversi | Conversion factor:
  - 1 GJ = 0.001 Tj | 1 G = 0.001 TJ
  - Faktor emisi bahan bakar bensin RON 92 per kg CO2eq = 72,600 | Emission factor of fuel type RON 92 every kg CO2eq = 72,600
- Faktor konversi emisi listrik menggunakan average grid emission factor yang dikeluarkan Kementerian ESDM pada dokumen Rencana Usaha Penyediaan Tenaga Listrik (RUPTL) PLN 2015-2024 | Conversion factors for electricity emission used the average grid emission factor specified by the Ministry of Energy and Mineral Resources as issued by PLN in its Electricity Procurement Plan (RUPTL) 2015-2024.
- Faktor konversi | Conversion factor:
  - 1 kWh = 0.934 kg CO_2 | 1 kWh = 0,934 kg CO_2

EFISIENSI PENGGUNAAN AIR [GRI 303-5] [OJK F.8]

Perseroan membutuhkan air untuk berbagai keperluan operasional mencakup sanitasi karyawan, bangunan kantor, rumah dinas, serta pencucian pesawat dan *spare part*. Sejak awal beroperasi hingga tahun pelaporan, Perseroan tidak menggunakan air tanah dan hanya menggunakan sumber air yang berasal dari Perusahaan Daerah Air Minum (PDAM). Dengan demikian, pada tahun 2025, tidak terdapat pelaporan mengenai adanya sumber air yang secara signifikan dipengaruhi oleh pengambilan air oleh GMF.

Perseroan tetap mengukur volume penggunaan air dengan menggunakan metode observasi dan pencatatan angka yang tertera pada *flowmeter* karena cara ini dinilai paling akurat. Pencatatan dilakukan dengan melihat angka yang tertera pada awal dan akhir bulan untuk dihitung selisih nilainya. Berdasarkan pencatatan tersebut, volume penggunaan air pada tahun 2025 adalah sebesar 269,606 m3. Terjadi kenaikan 65,98% dari pemakaian sebesar 162,439 m3 pada tahun 2024 dikarenakan peningkatan intensitas kegiatan operasional serta bertambahnya kebutuhan air untuk mendukung aktivitas produksi dan fasilitas penunjang selama periode pelaporan. [ESG E-04]

Perseroan memiliki kebijakan efisiensi penggunaan air yang diatur dalam Surat Edaran Nomor: DC/SE-7002/18 tentang Penghematan Energi Listrik dan Air Bersih di Lingkungan Perseroan. Surat ini mewajibkan kepada seluruh karyawan di lingkungan GMF agar melakukan upaya penghematan penggunaan air dalam setiap kegiatannya. Upaya penghematan air merupakan upaya berkelanjutan dari tahun ke tahun yang dilakukan melalui kampanye penghematan air melalui stiker hemat air yang ditempelkan pada wastafel, toilet dan keran wudu musala.

PENGELOLAAN LIMBAH [OJK F.14]

Aktivitas operasional Perseroan menghasilkan limbah, baik cair maupun padat, B3 maupun non-B3. Perseroan mengelola limbah operasional secara sistematis guna mencegah terjadinya pencemaran dan kerusakan lingkungan. Komitmen tersebut diwujudkan melalui kebijakan Health, Safety and Environment (HSE) yang telah ditandatangani oleh Direktur Utama pada 1 Juni 2017, serta penerapan Prosedur HSE 5-02 tentang Pengelolaan Limbah Bahan Berbahaya dan Beracun (B3) yang disusun mengacu pada Peraturan Pemerintah Nomor 101 Tahun 2014 tentang Pengelolaan Limbah B3 dan peraturan terkait lainnya yang berlaku di Indonesia.

Sebagai penguatan aspek kepatuhan, pada tahun pelaporan Perseroan juga telah memperoleh Hasil Verifikasi Teknis atas Rincian Teknis Penyimpanan Limbah B3 (TPS Limbah B3) dari DLHK Provinsi Banten, dengan status kelengkapan dan muatan dinyatakan lengkap dan sesuai.

EFFICIENT WATER USAGE [GRI 303-5] [OJK F.8]

The Company needs water to operate and that includes sanitation for employees, office buildings, boarding houses, and clean aircraft and spare parts. From its establishment until the current reporting year, the Company did not use groundwater and has only been using water from the Regional Drinking Water Company (PDAM). Hence, in 2025, there were no reports of a Company's action that had significantly reduced water resources.

The Company continues to measure water use through observation and record the numbers on the flowmeter since this is still the most accurate method for the Company. The recording is done through calculation between the numbers at the beginning and end of the month. Based on these records, water usage in 2025 will be 269,606 m3. This represents a 65.98% increase from the 162,439 m3 used in 2024 due to increased operational intensity and additional water requirements to support production activities and supporting facilities during the reporting period. [ESG E-04]

The Company has a policy to make water usage more efficient through a Circular Letter Number: DC/SE-7002/18 concerning Energy Saving of Electricity and Clean Water. This letter requires all employees working at the GMF to save water. Conserving water are carried out on an ongoing basis from year to year through water-saving campaigns, including the placement of water conservation stickers on washbasins, toilets, and ablution faucets in the prayer rooms.

WASTE MANAGEMENT [OJK F.14]

The Company's operational activities generate both liquid and solid waste, hazardous and non-hazardous. The Company manages operational waste systematically to prevent pollution and environmental damage. This commitment is manifested through the Health, Safety and Environment (HSE) policy signed by the President Director on June 1, 2017, as well as the implementation of HSE Procedure 5-02 concerning the Management of Hazardous and Toxic Waste (B3), which was prepared with reference to Government Regulation No. 101 of 2014 concerning the Management of B3 Waste and other relevant regulations applicable in Indonesia.

To strengthen compliance, during the reporting year the Company also obtained Technical Verification Results for Technical Details of B3 Waste Storage (TPS Limbah B3) from the Banten Provincial DLHK, with the status of completeness and content declared complete and compliant.

Pencapaian ini menegaskan bahwa pengelolaan Limbah B3 Perseroan telah memenuhi persyaratan teknis dan regulatif yang ditetapkan oleh otoritas lingkungan hidup. [306-1]

This achievement confirms that the Company's hazardous waste management has met the technical and regulatory requirements set by the environmental authorities. [306-1]

Perseroan mengelola limbah non-B3 yang terdiri dari kertas tidak terpakai dan *grey water* berupa air kotor berdasarkan Ketentuan Kementerian Lingkungan Hidup (KLH) dan standar industri terkait agar tidak menimbulkan dampak negatif terhadap lingkungan. Perseroan mengelola limbah kertas menggunakan metode *reuse and reduce*, sedangkan limbah *grey water* dari limbah domestik seperti air cucian piring, *flushing* toilet, dan sebagainya disalurkan ke STP (*Sewage Water Treatment*) Angkasa Pura II. Perseroan juga menerapkan cara *composting* untuk mengelola sampah organik berupa dedaunan menjadi pupuk kompos. Cara ini terbilang efektif untuk mengurangi timbunan sampah organik yang diangkut ke Tempat Pemrosesan Akhir (TPA) untuk dibakar sehingga mengurangi gas CH4 hasil pembakaran sampah. [306-1]

The Company manages its non-B3 waste, comprised of unused paper and dirty water, according to the Ministry of Environment (KLH) regulation and industry standards to protect the environment. The Company manages its paper waste using the reuse and reduce method, while gray water waste from domestic waste that came from dishwashing, toilets, etc, is channeled to Angkasa Pura II's STP (Sewage Water Treatment). The Company also uses composting methods to turn leaves into compost. This is an effective method to reduce the volume of organic waste to be burned at the Final Processing Site (TPA), hence reducing CH4 gas coming from the burning. [306-1]

Informasi volume limbah yang dihasilkan adalah sebagai berikut: [F.13]

Information on the waste volume generated is as follows: [F.13]

Jenis Limbah Waste Type	**Satuan** Unit	**2025**	**204**	**YoY 2024-2025**
Limbah B3 Hazardous waste	Ton	**329.77**	286.14	15.25%
Limbah non-B3 Non-hazardous waste	Ton	**825.60**	850.28	(2.90%)
[Jumlah [ESG E-05 Total	**Ton**	**1,155.37**	**1,136.42**	**1.67%**

Pengelolaan penggunaan material kimia melalui sistem *consignment* seperti yang telah dijelaskan sebelumnya turut membantu menjaga tingkat volume limbah berbahaya yang dihasilkan dari aktivitas operasional. Salah satunya adalah pada Turco Oil. Dalam mengelola limbah B3, GMF mengacu pada Peraturan Pemerintah No. 22 Tahun 2021 tentang Penyelenggaraan Perlindungan dan Pengelolaan Lingkungan Hidup tersebut dilakukan dari mulai proses pengemasan, penyimpanan, hingga pengangkutan dan pengolahan oleh badan usaha yang memiliki izin dari KLH dan Departemen Perhubungan RI. [306-2]

The chemical materials are managed through a consignment system, as discussed earlier, to maintain the volume of hazardous waste from operational activities. One of them is Turco Oil. In managing hazardous waste, GMF refers to Government Regulation No. 22 of 2021 concerning Environmental Protection and Management from the packaging, storage, transportation, and processing which are all done by a business entity that has a license from KLH and the Ministry of Transportation of the Republic of Indonesia. [306-2]

Berikut disampaikan informasi mengenai volume dan metode pengelolaan limbah B3: [306-5]

Here is information on the volume and management method of handling hazardous waste: [306-5]

Nama Limbah B3 Hazardous Waste Type	**Tempat Pengolahan** Handling Site	**Metode Pengelolaan** Handling Method	**Tujuan Akhir** Final Disposal	**Volume Limbah B3 (Kg)** Hazardous Waste Volume (Kg)
Limbah B3 Padat Solid Hazardous Waste				
Majun & plastik terkontaminasi B3 Dust cloth & plastic contaminated with hazardous waste	PT Wahana Pamunah Limbah Industri (WPLI), Serang	Mixing dan pencacahan limbah dan dikirimkan untuk diinsinerasi (dibakar) Wastes are mixed and grined before sent for incineration	PT Wahana Pamunah Limbah Industri (WPLI), Serang	48,210
Bekas kemasan B3 Used container of hazardous waste				27,200
Paint stripper				22,940
B3 padat kadaluarsa Expired solid hazardous waste				0
B3 cair kadaluarsa Expired liquid hazardous waste				35,500
Kaleng B3 bekas				36,450
AluminiumOxide				5,500
Baterai bekas Used battery	PT Muhtomas, Cikarang		PT Muhtomas, Cikarang	2,308
Lampu TL TL Lamps				760,5
Limbah B3 Cair Liquid Hazardous Waste				
Bahan bakar terkontaminasi (avtur & oli) Contaminated fuel (avtur & oil)	PT Angkasa Tunggal Selaras Nugratama	Recycle menjadi solar industri dan dimanfaatkan kembali Recycled into industrial diesel and reuse	Pelanggan Customers	150,900

PEMANTAUAN DAMPAK LINGKUNGAN

Perseroan memiliki Prosedur HSE 6-01 tentang Pemantauan dan Pengukuran Kinerja K3L dimana terdapat indikator lingkungan yang wajib dipantau dan dilaporkan secara periodik melalui Laporan RKL-RPL GMF per enam bulan yaitu:

1. Indikator lingkungan yang dipantau per bulan:
   a. Influen dan effluent air limbah industri
   b. Limbah cair domestik
2. Indikator lingkungan yang dipantau per enam bulan:
   a. Udara lingkungan kerja
   b. Udara ambien
   c. Kebisingan
   d. Pencahayaan
   e. Emisi boiler
   f. Emisi isokinetik
3. Mikrobiologi (angka kuman)
   a. Indikator lingkungan yang dipantau per satu tahun:
   b. Getaran
   c. Iklim kerja
   d. Emisi kendaraan bermotor
   e. Ergonomi

ENVIRONMENTAL IMPACT MONITORING

The Company has an HSE 6-01 Procedure concerning Monitoring and Measurement of K3L Performance with environmental indicators that must be monitored and reported periodically through the GMF RKL-RPL Report every six months, namely:

1. Monthly environmental indicators:
   a. Industrial wastewater influent and effluent
   b. Domestic liquid waste
2. Biannually environmental indicators:
   a. Work environment's air quality
   b. Ambient air
   c. Noise
   d. Lighting
   e. Boiler emissions
   f. Isokinetic emission
3. Microbiology (germs figure)
   a. Annual environmental indicators:
   b. Vibration
   c. Work climate
   d. Vehicle emissions
   e. Ergonomics

KEANEKARAGAMAN HAYATI [OJK F.9, F.10]

Perseroan tidak memiliki wilayah operasional, yang terletak atau berdekatan dengan kawasan dilindungi dan/atau kawasan konservasi keanekaragaman hayati. Akan tetapi, Perseroan melaksanakan program penghijauan secara rutin dan berkesinambungan untuk membantu melestarikan lingkungan hidup dan mengurangi dampak pemanasan global. Pada akhir tahun 2025, GMF telah memiliki 868 pohon dalam beragam varietas dengan informasi sebagai berikut:

BIODIVERSITY [OJK F.9, F.10]

The Company does not have operational areas located or adjacent to protected areas and/or biodiversity conservation areas. Nonetheless, the Company conducted a regular and continuous reforestation program to preserve the environment and reduce the global warming impact. By the end of 2025, GMF has 868 trees of many varieties planted with the following information:

No.	Nama Pohon Tree Name	Jumlah Total
1.	Kiara Payung	53
2.	Bungur	32
3.	Tabebuya	21
4.	Angsana	24
5.	Sengon	14
6.	Tanjung	53
7.	Sawo kecik	20
8.	Palem	107
9.	Pule	29
10.	Jakaranda	8
11.	Ketapang Kencana	16
12.	Bintaro	49
13.	Mangga	21
14.	Kelapa	28
15.	Salam	94
16.	Sawo Belanda	2
17.	Glodokan Tiang	65
18.	Beringin	2
19.	Kamboja	54
20.	Flamboyan	12
21.	Jambu	12
22.	Nangka	12
23.	Mahoni	126
24.	Bisbul	9
25.	Pinus	5
	Jumlah Total	**868**

BIAYA TERKAIT PENGELOLAAN ASPEK LINGKUNGAN HIDUP [OJK F.3, F.4]

Biaya yang dikeluarkan Perseroan untuk mengelola aspek lingkungan hidup pada tahun 2025 berjumlah Rp14,115,715,346 miliar untuk sejumlah kegiatan yang telah disusun berdasarkan hasil Identifikasi Aspek dan Dampak Lingkungan untuk memperkecil dampak lingkungan dari aktivitas Perseroan yaitu:

1. Pelaksanaan Zero Budget untuk pengelolaan Hazardous Waste Management
2. Pelaksanaan program Earth Hour
3. Pelaksanaan audit internal berdasarkan ISO 14001:2015
4. Pelaksanaan audit surveillance ISO 14001:2015
5. Pelaksanaan pengendalian dan pemantauan lingkungan, bekerjasama dengan penyedia jasa laboratorium lingkungan bersertifikasi
6. Pelaksanaan pelaporan elektronik pengelolaan limbah B3 per 3 bulan kepada Kementerian Lingkungan Hidup dan Kehutanan melalui sistem SIMPEL Kementerian Lingkungan Hidup dan Kehutanan
7. Melakukan pengangkutan limbah secara rutin untuk meminimalisir pencemaran
8. Penyediaan fasilitas TPS limbah organik, anorganik, dan B3 termasuk di dalamnya kelengkapan symbol/ label
9. Penerapan program Continuous Saveing Energy , yaitu pengurangan penggunaan energi Listrik berupa pemadaman lampu ruangan kerja pada waktu istirahat , pengurangan AHU setelah office hours (setelah pukul 16.00 WIB)
10. Penerapan program pemadaman area Perseroan setiap akhir bulan selama 1 jam
11. Penggunaan solar cell sebagai penghasil energi tambahan yang terpasang di Gedung Maintenance Support Facility (MSF) dan Gedung Ground Support Equipment (GSE)
12. Kebijakan Walk to Work di area kantor dan perjalanan kedinasan dengan meminimalisir utilisasi shuttle bus karyawan.

COST ON ENVIRONMENTAL MANAGEMENT [OJK F.3, F.4]

The costs spent by the Company to manage environmental aspects in 2025 amounted to Rp14,115,715,346 billion for a number of activities that were formulated based on the results of the Environmental Aspects and Impacts Identification to minimize the environmental impact of the Company's activities, which included:

1. Implementation of Zero Budget policy for Hazardous Waste Management.
2. Implementation of the Earth Hour program.
3. Conducting internal audits based on ISO 14001:2015.
4. Conducting ISO 14001:2015 surveillance audits.
5. Carrying out environmental control and monitoring in collaboration with certified environmental laboratory service providers.
6. Submitting electronic reports on hazardous (B3) waste management every three months to the Ministry of Environment and Forestry through the Ministry's SIMPEL system.
7. Conducting routine waste transportation to minimize pollution.
8. Providing Temporary Waste Storage (TPS) facilities for organic, inorganic, and hazardous (B3) waste, including complete symbols/labels.
9. Implementing the Continuous Saving Energy program, which includes reducing electricity consumption by turning off office lights during break times and reducing AHU operations after office hours (after 4:00 PM WIB).
10. Implementing a company-wide area power shutdown program for one hour at the end of each month.
11. Using solar cells as an additional energy source installed at the Maintenance Support Facility (MSF) Building and the Ground Support Equipment (GSE) Building.
12. Implementing a Walk to Work policy within the office area and minimizing the use of employee shuttle buses for business travel.

Dalam Rp
In Rp

	2025			2024	
	Realization (Nominal)	Target	Realization (%)	Realization	YoY 2024-2025
Pengelolaan Lingkungan Environmental Preservation	13,912,517,596	13,912,517,596	100%	8,337,455,940	166,8%
Pemantauan Lingkungan Environmental Monitoring	122,238,750	122,238,750	100%	119,250,000	102,5%
Pelatihan, Sosialisasi, dan Sertifikasi Lingkungan Training, Socialization, and Environmental Certification	80,959,000	88,000,000	92%	68,847,888	117,6%
Jumlah Total	**14,115,715,346**	**14,122,756,346**	**99,95%**	**8,525,553,828**	**165,5%**

PENCAPAIAN TANGGUNG JAWAB SOSIAL TERKAIT LINGKUNGAN HIDUP [OJK F.15, F.16]

Perseroan memiliki sejumlah pencapaian di bidang lingkungan hidup, salah satunya adalah sertifikasi ISO 14001:2015 – Environmental Management System yang dikeluarkan oleh Sucofindo International Certification Services (SICS). Sertifikasi ini dikeluarkan tanggal 4 April 2018 telah diperbaharui pada tanggal 13 September 2024 dan berlaku hingga 3 April 2027.

Selain sertifikasi, pengelolaan aspek lingkungan hidup yang sesuai dengan peraturan yang berlaku membawa Perseroan melalui tahun 2025 tanpa terkena denda ataupun sanksi lainnya yang berkaitan dengan pencemaran atau kerusakan lingkungan akibat aktivitas operasional GMF. Selain itu, pada tahun 2025, tidak terdapat keluhan dari masyarakat sekitar Perseroan terkait pencemaran atau kerusakan lingkungan.

ACHIEVEMENT ON SOCIAL RESPONSIBILITY TO THE ENVIRONMENT [OJK F.15, F.16]

The Company earned several environmental achievements including the ISO 14001:2015 – Environmental Management System certification issued by Sucofindo International Certification Services (SICS). This certification was issued on April 4, 2018, and has been renewed on September 13, 2024, hence, valid until April 3, 2027.

In addition to certification, the environmental management is also done according to the applicable regulations and succeeded in helping the Company to pass 2025 without getting fined or sanctioned for environmental pollution or damage that was caused by the Company's operation. In addition, in 2025, there was no complaint in terms of environmental damage or pollution from the community around the Company.

Menghargai dan Melindungi Pegawai

Appreciation and Protection of Our Employees

PENGUNGKAPAN MANAJEMEN TOPIK MATERIAL [GRI 3-3]

Perjalanan GMF untuk terus bertumbuh, tidak terlepas dari peran pegawai. Hubungan antara Perseroan dengan para pegawai saling berkaitan dan tidak dapat dipisahkan. Pemahaman ini membuat kami selalu menghargai dan melindungi pegawai lebih dari sekedar aset produktif, namun mitra terpercaya yang selalu dilindungi. Perseroan senantiasa mengutamakan hak-hak setiap pegawai, memperhatikan kesejahteraan mereka, dan terutama, memastikan mereka dapat mengaktualisasi diri untuk dapat berkembang dan mendapatkan kehidupan lebih baik.

Perhatian Perseroan terhadap keselamatan dan kesehatan kerja (K3) diwujudkan dengan Sistem Manajemen Kesehatan dan Keselamatan Kerja yang bernama *Health, Safety and Environment Policy* (HSE Policy). Sistem ini tertuang dalam *Manual Occupational Safety and Health* yang didukung dengan sejumlah prosedur terkait K3 dan formulir penunjang lainnya. Kebijakan K3 yang dimiliki Perseroan difokuskan untuk mendukung pengelolaan SDM untuk menciptakan karyawan yang berkualifikasi, berkomitmen, dan luar biasa. K3 dimaksudkan untuk mencegah terjadinya kecelakaan kerja yang cukup rentan terjadi di industri MRO yang dijalani GMF. [OJK F.21] [GRI 403-1]

FOKUS PENGELOLAAN SDM TAHUN 2025

GMF memiliki Visi "*Most Valuable MRO Company*". SDM memiliki peran penting dalam mencapi Visi agar dapat selalu menjadi bagian dari mata rantai kualitas operasional dalam menyediakan solusi perawatan pesawat terbang yang terpadu dan handal.

Dalam perjalanan GMF setiap tahunnya terdapat tantangan dan peluang yang membentuk strategi pengelolaan SDM. Salah satu titik balik dari perkembangan SDM adalah pada tahun 2016 saat GMF mengaplikasikan Program “MyHC” yang mengintegrasikan berbagai program SDM lainnya di Perseroan. Berawal dari tahun 2016, perkembangan *roadmap* Human Capital Strategy GMF mengalami berbagai perkembangan dan pada 2025 adalah sebagai berikut:

DISCLOSURE OF MATERIAL TOPIC MANAGEMENT [GRI 3-3]

GMF's journey to continued growth is inseparable from the role of its employees. The relationship between the Company and its employees is interconnected and essential. This understanding leads us to consistently value and protect employees as more than just productive assets; they are trusted partners who deserve protection. The Company always prioritizes the rights of every employee, attends to their welfare, and, above all, ensures they have opportunities for self-actualization, enabling them to develop and lead better lives.

The Company's concern for occupational safety and health (K3 or OHS) is manifested by an Occupational Health and Safety Management System called Health, Safety and Environment Policy (HSE Policy). This system is set out in the Occupational Safety and Health Manual which is supported by other procedures and supporting forms related to OHS. The Company's K3 policy is focused to support HR management to train employees into qualified, committed, and outstanding personnel. OHS is intended to prevent work accidents that are quite likely to occur in the MRO industry of GMF. [OJK F.21] [GRI 403-1]

HR MANGEMENT FOCUS IN 2025

GMF has a vision to become the "Most Valuable MRO Company." Human resources play a crucial role in realizing this vision, as they are integral to the operational quality chain in delivering integrated and reliable aircraft maintenance solutions.

Each year, GMF encounters challenges and opportunities that shape its HC management strategies. A pivotal moment in HR development occurred in 2016 when GMF implemented the "MyHC" Program, integrating various other HR programs within the Company. Since then, the development of GMF's Human Capital Strategy roadmap has undergone various advancements and by the end of the reporting year in 2025, the development is as follows:

- Program literasi finansial yang dijalankan melalui kerja sama dengan instansi Bank yang diharapkan pegawai mendapatkan pengetahuan tambahan untuk mengelola keuangan dengan lebih baik sehingga dapat membangun lingkungan kerja yang positif.
- Program kolaboratif GA Group yaitu Garuda Indonesia Group Culture Fest dengan mengajak pegawai GMF turut berkontribusi dalam festival tersebut yang meliputi kegiatan sharing knowledge dan juga wellbeing pegawai.
- Program budaya yang mendukung kesehatan fisik, mental, dan emosional para leaders melalui kegiatan seperti Leaders Meet Up, exposure di media sosial, peer support, resilient training, dan Kopi Senja yang dilaksanakan bersama unit Leader & Talent Development.
- Program Penilaian 360 yang dilaksanakan kembali dengan metode pengukuran terhadap sejumlah aspek kompetensi yang mencerminkan nilai dan budaya Perusahaan.
- Penyediaan program khusus bagi pegawai melalui kerjasama terhadap Lembaga keuangan, penyedia pusat kebugaran dan layanan optik.
- Program *Special Greetings* kepada pegawai yang diangkat sebagai pegawai permanen sebagai bentuk apresiasi atas pencapaian penting dalam perjalanan karier mereka.
- Penyelenggaraan English Test dan Medical Check Up (MCU) yang dikelola secara langsung oleh Perusahaan, sehingga pelaksanaan proses rekrutmen lebih terintegrasi mulai dari tahap seleksi administrasi hingga tahapan akhir.
- Pengelolaan Sistem Manajemen Bakat (Talent Pool) yang Terpadu melalui program identifikasi, pengembangan, dan penyelarasan individu berpotensi melalui Talent Pool dan Leaders Talk untuk mempersiapkan calon pemimpin yang selaras dengan kebutuhan dan arah strategis Perusahaan.
- Pengelolaan program pengembangan manajerial pegawai melalui Leadership School, refreshment training, dan continuing development (LinkedIn Learning dan Leader Handbook).
- Pengelolaan Assessment Center melalui digitalisasi proses, review materi, dashboard monitoring untuk mendukung program pengembangan talent secara terintegrasi.
- Pelaksanaan kembali pembekalan masa persiapan pensiun pegawai sebagai bagian dari komitmen perusahaan dalam mendukung pegawai yang akan memasuki masa purnabakti.
- Peningkatan layanan kepegawaian melalui pengembangan system MyHC dengan menambahkan fitur *Employee Self Service* agar memudahkan pegawai dalam melakukan pengkinian data diri, status keluarga dan pengajuan surat keterangan kerja.
- Program penambahan dan pengembangan training capability Airbus A320 Neo PW1100G, mencakup instruktur, kurikulum, akses dokumen, dan aircraft.

- Financial literacy program implemented in collaboration with banking institutions, with the aim of providing employees with additional knowledge to better manage their finances and thus foster a positive work environment.
- Collaborative program with the GA Group, the Garuda Indonesia Group Culture Fest, invites GMF employees to contribute to the festival, which includes knowledge sharing and employee well-being activities.
- Cultural program that supports the physical, mental, and emotional health of leaders through activities such as Leaders Meet Ups, social media exposure, peer support, resilience training, and Kopi Senja (Sunset Coffee) conducted in collaboration with the Leader & Talent Development unit.
- The 360-degree assessment program, implemented again, using a method of measuring several competency aspects that reflect the company's values and culture.
- Providing special programs for employees through collaborations with financial institutions, fitness centers, and optical service providers.
- Special greeting program for employees appointed as permanent employees as a token of appreciation for significant achievements in their careers.
- The English Test and Medical Check-Up (MCU) are administered directly by the Company, ensuring a more integrated recruitment process, from the administrative selection stage to the final stages.
- Integrated Talent Pool Management through identification, development, and alignment programs for potential individuals through the Talent Pool and Leaders Talk to prepare future leaders aligned with the Company's needs and strategic direction.
- Management of employee managerial development programs through Leadership School, refreshment training, and continuing development (LinkedIn Learning and the Leader Handbook).
- Assessment Center Management through process digitization, material review, and dashboard monitoring to support an integrated talent development program.
- Re-implementation of employee retirement preparation briefings as part of the Company's commitment to supporting employees approaching retirement.
- Improved employee services through the development of the MyHC system with the addition of an Employee Self-Service feature to facilitate employee updates on personal data, family status, and employment certificate submissions.
- Airbus A320 Neo PW1100G training capability addition and development program, including instructors, curriculum, document access, and aircraft.

STRUKTUR PENGELOLA SDM

HC MANAGEMENT STRUCTURE

Struktur Departemen dan Tugas Pokok Human Capital Management GMF
GMF Human Capital Management Department Structure & Main Duties

Plays as a Strategic Partner for the Company

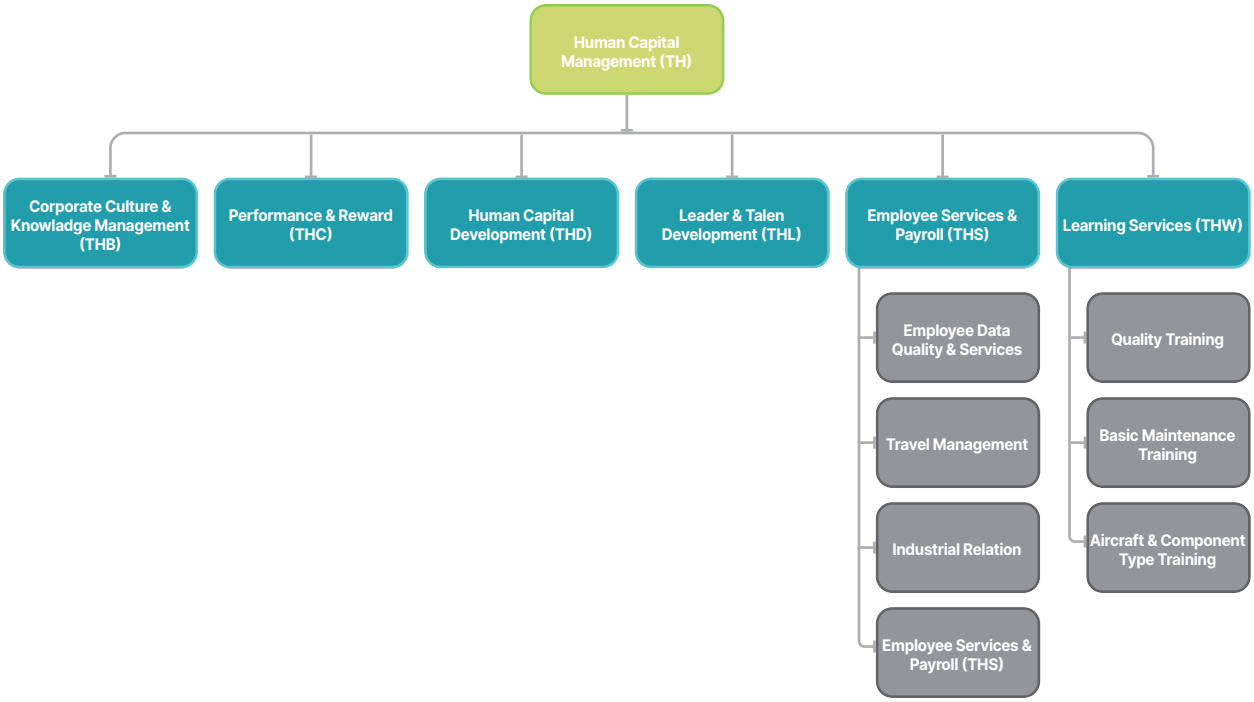
Corporate Culture & Knowledge Management
Performance & Rewards
Human Capital Development
Leader & Talent Development
Human Capital Services & Payroll
Learning Services



69
personil dalam tim | personnel in the team



6
divisi yang menangani tugas berbeda | divisions handling different tasks



GMF memiliki Departemen Human Capital Management yang bertanggung jawab mengelola SDM Perseroan. Departemen ini dipimpin oleh seorang Human Capital Management Group Head yang bertanggung jawab langsung kepada Direktur Human Capital & Corporate Affairs. VP Human Capital Management dijabat oleh Ibu Lia Yuanawati, sedangkan Direktur Sumber Daya Manusia dijabat oleh Ibu Mitra Piranti. Profil mereka dapat dilihat di Profil Direksi dan Pejabat Eksekutif dalam Bab Profil Perusahaan dalam Laporan Terintegrasi ini.

GMF has a Human Capital Management Department that is responsible for managing the Company's HC. This department is led by a Human Capital Management Group Head who reports directly to the Director of Human Capital & Corporate Affairs. The VP Human Capital Management is Ms. Lia Yuanawati, while the Director of Human Capital is Mrs. Mitra Piranti. Their profiles are available in the Profiles of Board of Directors and Executive Officers in the Company Profile Chapter of this Integrated Report.

STRATEGI MANAJEMEN SDM

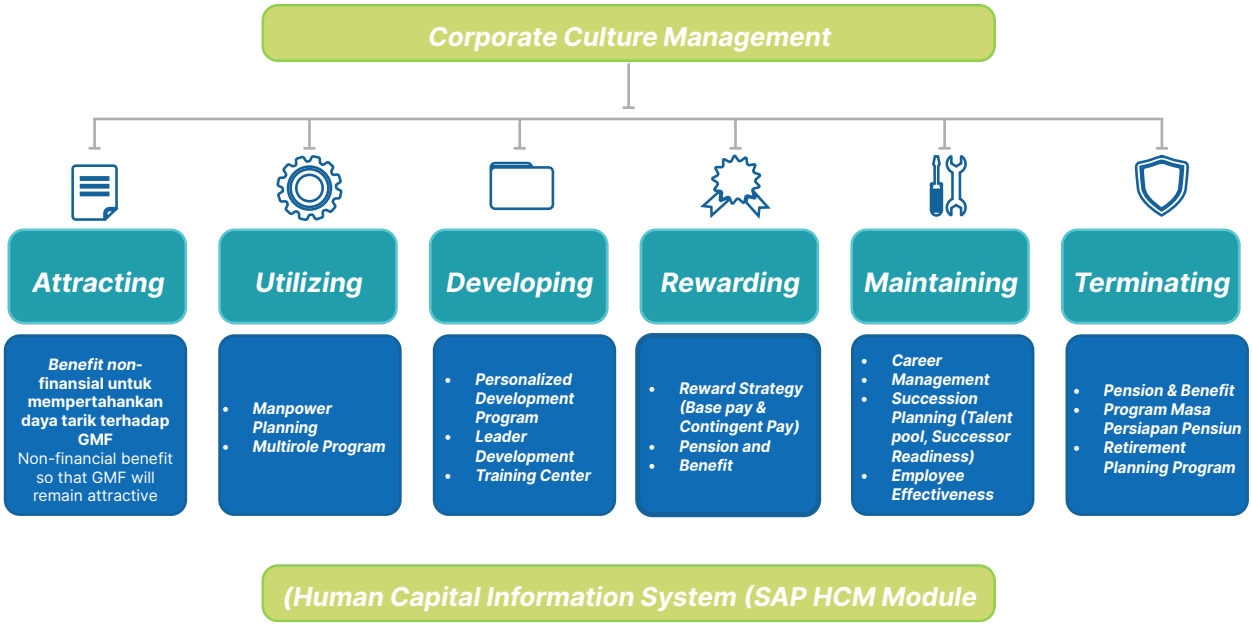
GMF memastikan adanya hubungan yang erat antara strategi manajemen SDM dan strategi manajemen bisnis yang terdapat pada Rencana Kerja Perusahaan (RKAP) maupun Rencana Jangka Panjang Perusahaan (RJPP) yang saat ini berlaku. Strategi manajemen SDM yang tepat akan mendukung perkembangan usaha secara maksimal menuju keberlanjutan usaha di masa mendatang.

GMF memiliki 6 (enam) tahapan *people cycle* yang menjadi landasan dalam pengelolaan SDM. Landasan ini terbukti efektif untuk menjaga kapabilitas SDM dan akan terus digunakan karena kesesuaiannya dengan kondisi yang saat ini dihadapi GMF. Keenam landasan tersebut adalah *Attracting, Utilizing, Developing, Rewarding, Maintaining, Terminating.* Setiap tahap dari landasan diimplementasikan dengan pelayanan berbudaya kerja 3S (*Smile, Speed, Solution*), pemanfaatan teknologi informasi, peningkatan kualitas, serta *Performance Security* termasuk *Security Device.*

HC MANAGEMENT STRATEGY

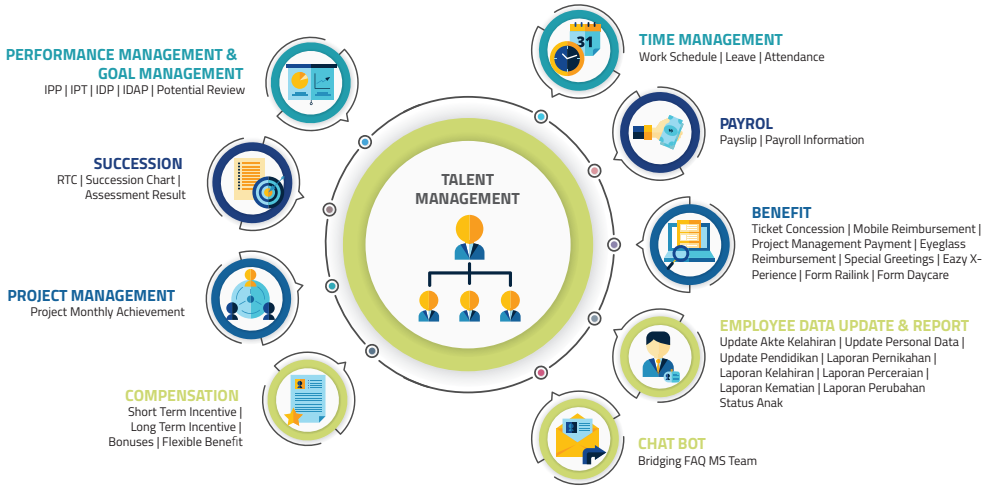
GMF ensures there is a strong relations between HR management strategies and business management strategies outlined in the Company's Work Plan (RKAP) and the Company's Long-Term Plan (RJPP), currently in effect. A well-aligned HR management strategy will support optimal business development towards future sustainability.

GMF follows 6 (six) stages of the people cycle as the basis for HR management. This foundational approach has proven effective in maintaining HR capabilities and will continue to be utilized due to its suitability to the current conditions faced by GMF. These six stages are Attracting, Utilizing, Developing, Rewarding, Maintaining, and Terminating. Each stage of the foundation is implemented with the 3S (Smile, Speed, Solution) work culture services, utilization of information technology, quality improvement, and Performance Security, including Security Devices.



SISTEM INFORMASI HUMAN CAPITAL

HUMAN CAPITAL INFORMATION SYSTEM



GMF menerapkan *Human Capital Information System* (HCIS) untuk membantu mengelola Departemen Human Capital Management mengelola SDM. HCIS berfungsi sebagai *strategic business partnership* untuk mendukung *daily operation* dalam rangka menjaga produktivitas melalui pengelolaan *manpower optimization* dan *manhour efficiency.* HCIS (MyHC) telah berjalan sejak tahun 2022 dengan menampilkan fitur-fitur seperti *new landing page, talent management*, *booklet benefit*, dan KM Portal.

Perseroan menggunakan sistem HCIS secara menyeluruh dan terintegrasi dengan dukungan aplikasi teknologi modern – *mobile, user experience, social collaboration, analytics* untuk mendukung pengelolaan SDM. Prinsip perkembangan HCIS berpedoman pada:

1. Performance Management: Streamline Talent Management by myHC
2. Transaction Excellent: Streamline Core HR and Employee Services by SAP HCM & myHC MobileApps
3. Support SAP Swift MRO: Streamline Capacity Planning & PEU

Perkembangan HCIS memberikan sejumlah manfaat untuk mendukung GMF mengambil keputusan yang cepat dan tepat dalam mengembangkan SDM secara transparan dan obyektif. SAP SuccessFactor dan myHC membantu GMF menjaga kualitas *database* pegawai (*sharing responsibility*). Aplikasi ini juga dapat mengurangi pekerjaan administrasi sehingga para *leader* dapat lebih fokus memberikan konsultasi dan mengawal pelaksanaan strategi Human Capital (*empowerment*).

Pada tahun 2025, Perseroan terus meningkatkan kapasitas HCIS sesuai dengan perkembangan dan tantangan industri dengan fitur baru yaitu:

1. Modul Compensation
2. Penilaian kinerja 360
3. Employee Self Service

GMF implements a Human Capital Information System (HCIS) to help the Human Capital Management Department manages the HC operation. HCIS functions as a strategic business partner to support daily operations, particularly in maintaining productivity through manpower optimization and manhour efficiency. HCIS (MyHC) has been running since 2022, featuring features such as a new landing page, talent management, benefit booklets, and KM Portal.

The Company utilizes the fully integrated HCIS system on all operational aspects, supported by advanced technology – mobile, user experience, social collaboration, analytics. The principles of HCIS development are guided by :

1. Performance Management : Streamline Talent Management by myHC
2. Transaction Excellent: Streamline Core HR and Employee Services by SAP HCM & myHC MobileApps
3. Support SAP Swift MRO: Streamline Capacity Planning & PEU

Updating HCIS offers numerous benefits to support GMF in making quick and appropriate decisions for developing human resources in a transparent and objective manner. Utilizing SAP SuccessFactor and myHC helps GMF maintain the quality of the employee database through shared responsibility. Additionally, this application streamlines administrative tasks, enabling leaders to focus more on providing consultations and overseeing the implementation of Human Capital strategies for empowerment.

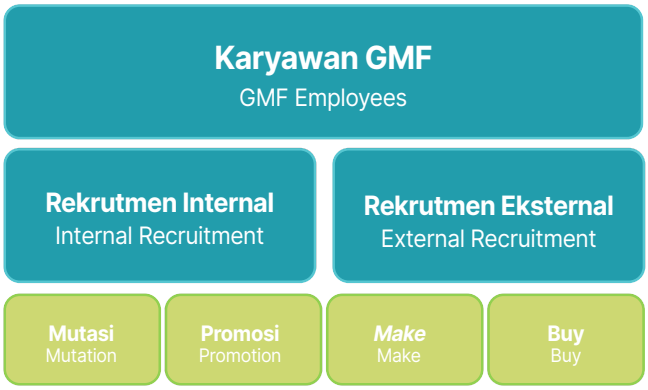
In 2025, the Company has always increased the HCIS according to the industry developments and challenges with new feature:

1. Compensation Module
2. 360 Performance Appraisal
3. Employee Self Service

REKRUTMEN [GRI 401-1]

RECRUITMENT [GRI 401-1]

Metode Perekrutan Karyawan
Employee Recruitment Methods



Metode Perekrutan Karyawan

Secara spesifik, sepanjang tahun 2025, GMF melakukan perekrutan karyawan guna memenuhi MPP *(Manpower Planning)* melalui beberapa cara.

Berdasarkan pemetaan MPP, selanjutnya ditindaklanjuti dengan melakukan pemenuhan kebutuhan dari internal perusahaan terlebih dahulu. Sebagai salah satu bentuk pengembangan karir, karyawan yang memiliki kapabilitas yang sesuai dapat melakukan mutasi lintas dinas sehingga dapat mendukung pemenuhan target bisnis Perseroan. Selain melakukan mutasi, karyawan yang menunjukkan performa kerja terbaik serta memenuhi persyaratan jabatan yang lebih tinggi diberi kesempatan untuk promosi agar bisa memberikan kontribusi lebih aktif di dalam Perseroan.

Selain melakukan promosi serta mutasi karyawan, cara lain yang dilakukan GMF guna memenuhi MPP yaitu dengan melakukan rekrutmen eksternal. Pada tahun 2025, proses rekrutmen dilakukan dengan melakukan *make* dan/atau *buy*.

Rekrutmen *make* dilakukan dengan memilih kandidat *fresh graduate* dari lulusan D3, dan Perguruan Tinggi. Setelah diangkat, nantinya mereka akan mengikuti berbagai tahap pengembangan sesuai dengan ketentuan. GMF bekerja sama dengan sejumlah institusi untuk mendapatkan kandidat terbaik. Melalui rekrutmen *make*, GMF bertujuan untuk mencetak teknisi, *engineer*, *planner*, dan *inspector*.

Rekrutmen *buy* lebih difokuskan kepada kandidat profesional/ahli yang nantinya akan diperkenalkan langsung dengan bisnis, organisasi, sistem dan prosedur, serta budaya perusahaan dari GMF. Rekrutmen *buy* digunakan saat Perseroan membutuhkan karyawan pada level tertentu seperti *aircraft maintenance engineer, internal auditor, treasury management, Legal & Corporate Governance Expert*.

Employee Recruitment Methods

Throughout 2025, GMF specifically carried out employee recruitment to fulfill Manpower Planning (MPP) through several approaches.

Based on MPP mapping, the next step was to fulfill workforce needs internally first. As part of career development, employees with the appropriate capabilities could undergo cross-department transfers to support the Company's business targets. In addition to transfers, employees who demonstrated outstanding performance and met the requirements for higher positions were given the opportunity for promotion to contribute more actively to the Company.

In addition to promotions and employee transfers, GMF also conducted external recruitment to fulfill MPP. In 2025, recruitment was carried out through make and/or buy approaches.

The make recruitment approach involved selecting fresh graduates from D3 and university programs. Once hired, they would undergo various development stages according to company policies. GMF collaborated with several institutions to acquire the best candidates. Through the make recruitment approach, GMF aimed to develop technicians, engineers, planners, and inspectors.

The buy recruitment approach focused on professional/expert candidates, who would be introduced directly to GMF's business, organization, systems and procedures, and corporate culture. The buy recruitment approach was used when the company required employees at specific levels, such as aircraft maintenance engineers, internal auditors, treasury management personnel, and Legal & Corporate Governance Experts.

Seluruh calon karyawan GMF wajib memenuhi syarat yang ditetapkan oleh Perseroan, yakni berusia minimum 18 tahun sesuai ketentuan Undang-Undang No. 13 Tahun 2003 tentang Ketenagakerjaan Pasal 68 dan Konvensi ILO 138 tentang Usia Minimum untuk Diperbolehkan Bekerja. GMF juga tidak menerapkan praktik kerja paksa karena jam kerja karyawan telah ditetapkan dalam kontrak sesuai dengan undang-undang ketenagakerjaan yang berlaku. Persyaratan ini juga berlaku bagi mitra kerja yang bekerja sama dengan Perseroan. Sepanjang tahun 2025, GMF tidak pernah merekrut karyawan di bawah umur (di bawah 18 tahun) sehingga tidak terdapat insiden karyawan di bawah umur yang dipekerjakan oleh Perseroan maupun mitra kerja yang bekerja sama dengan Perseroan. [OJK F.19] [ESG S-10]

All GMF job candidates were required to meet the company's stipulated conditions, including a minimum age of 18 years, in accordance with Law No. 13 of 2003 on Employment, Article 68, and ILO Convention 138 on the Minimum Age for Admission to Employment. GMF also did not practice forced labor, as employee working hours were contractually regulated in compliance with labor laws. These requirements also applied to GMF's business partners. Throughout 2025, GMF did not recruit underage employees (under 18 years old), ensuring that no incidents of underage employment occurred within the company or its partner organizations. [OJK F.19] [ESG S-10]

Program Management Trainee

Rookie Development Program (RDP) pertama kali dilaksanakan tahun 2023. Ini adalah sebuah program yang dilaksanakan selama dua tahun untuk membekali *Rookies* (karyawan baru) dengan pengetahuan, *leadership skill* dan *attitude* yang selaras dengan AKHLAK BUMN agar siap ditempatkan di perusahaan yang tergabung di Garuda Indonesia Group pada berbagai posisi seperti Engineering, Planning dan Business Support.

Rookie Development Program

The Rookie Development Program (RDP) was first implemented in 2023. This is a two-year program designed to equip Rookies (new employees) with knowledge, leadership skills, and attitudes aligned with AKHLAK BUMN values, ensuring they are prepared for placement in companies within the Garuda Indonesia Group across various positions, such as Engineering, Planning, and Business Support.

Hasil Rekrutmen 2025

Pada tahun 2025, GMF telah melakukan rekrutmen terhadap 275 karyawan baru tetap dan tidak tetap. Jumlah tersebut setara 5,5% dari jumlah keseluruhan karyawan pada tahun 2025. [ESG G-03]

Rekrutmen ini mengalami penurunan sebesar 56,4% dibandingkan rekrutmen tahun 2024 saat GMF melakukan rekrutmen 631 karyawan baru. Penurunan rekrutmen ini terutama dipengaruhi oleh penyesuaian tahapan proses seleksi pada tahun 2025, dimana seluruh proses rekrutmen dikelola secara penuh oleh GMF, termasuk pelaksanaan English Test dan Medical Check Up (MCU) yang diselenggarakan secara langsung oleh perusahaan. Selain itu, keterbatasan kapasitas peserta pada tahap English Test dan Psikotes menyebabkan pelaksanaan tes harus dilakukan secara bertahap, sehingga jumlah kandidat yang dapat diproses dalam satu waktu menjadi lebih terbatas dan durasi proses rekrutmen relatif lebih panjang dibandingkan tahun sebelumnya.

2025 Recruitment

In 2025, GMF recruited 275 new permanent and non-permanent employees. These numbers are equal to 5,5% of total number of employees in 2024. [ESG G-03]

This recruitment saw a 56,4% decrease compared to 2024, when GMF hired 631 new employees. The decline in recruitment was primarily due to adjustments to the selection process in 2025, with the entire recruitment process now fully managed by GMF, including the English Test and Medical Check-Up (MCU), which were administered directly by the company. Furthermore, limited participant capacity for the English Test and Psychometric Test phases necessitated a phased implementation of the tests, limiting the number of candidates that could be processed at any one time and extending the recruitment process relatively significantly compared to the previous year.

Perekrutan Berdasarkan Level Jabatan
Recruitment by Position

Keterangan Description	Status Karyawan Employee Status			
	2025		2024	
	Tetap Permanent	Tidak Tetap Contract	Tetap Permanent	Tidak Tetap Contract
Level Professional	31	21	32	254
Level Engineer	16	52	14	78

Perekrutan Berdasarkan Level Jabatan
Recruitment by Position

Keterangan Description	Status Karyawan Employee Status			
	2025		2024	
	Tetap Permanent	Tidak Tetap Contract	Tetap Permanent	Tidak Tetap Contract
Level Technician	62	93	4	249
Jumlah Total	**109**	**166**	**50**	**581**

TINGKAT PERPUTARAN PEGAWAI

GMF menghitung tingkat perputaran pegawai (*turnover*) setiap tahunnya sebagai salah satu dasar untuk menerapkan manajemen SDM yang tepat, berfokus pada optimalisasi produktivitas dan memastikan loyalitas pegawai. Hasil perhitungan *turnover rate* juga menunjukkan tingkat kompetitif GMF sebagai perusahaan tujuan utama para pencari kerja di industri MRO secara nasional. Walaupun tidak memiliki persaingan yang ketat dengan pemain MRO lainnya secara nasional, namun GMF juga memastikan bahwa para pegawai merasa puas bekerja di Perseroan.

Jumlah karyawan yang meninggalkan Perseroan selama tahun 2025 adalah 224 orang atau 4,46% dari jumlah keseluruhan karyawan pada tahun 2025. [ESG S-03]

EMPLOYEE TURNOVER

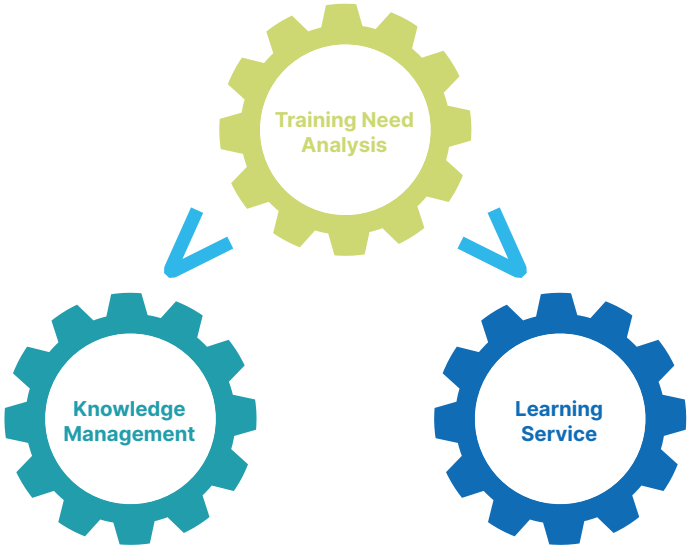
GMF calculates the employee turnover rate annually as one of the bases for implementing appropriate HC management practices, with a focus on optimizing productivity and ensuring employee loyalty. The results of the turnover rate calculation also indicate GMF's competitiveness as the primary destination for job seekers in the MRO industry nationally. Despite not facing stiff competition from other MRO players nationally, GMF ensures that employees feel satisfied working at the Company.

The number of employees who left the Company during 2025 was 224 individuals or 4,46 % of the total number of employees in 2025. [ESG S-03]

PENGEMBANGAN KOMPETENSI [OJK F.22]

COMPETENCY DEVELOPMENT [OJK F.22]

Mekanisme Pengembangan Kompetensi Karyawan GMF
Mechanism of GMF Employee Competency Development



Knowledge Management

Program ini bertujuan untuk meningkatkan pengetahuan dan keterampilan pegawai agar dapat memiliki daya saing tinggi. Poin penting di sini adalah adanya media transfer pengetahuan yang dapat diakses seluruh pegawai untuk mengoptimalkan proses peningkatan kemampuan. Terdapat *knowledge management portal* yang dapat digunakan pegawai untuk mengakses berbagai macam pengetahuan yang dapat menunjang proses kerja, terutama yang berkaitan dengan aktivitas perawatan pesawat.
This program is designed to enhance the knowledge and skills of employees to have high level of competitiveness. The important point here is to have a channel for knowledge transfer that is accessible for all employees to optimize the process of knowledge enhancement. The Company also owns a knowledge management portal for employees to gain knowledge on various information to improve their working process, especially those related to aircraft maintenance.

Aktivitas program adalah:
- *Sharing Session;*
- Penulisan artikel;
- Forum Diskusi;
- Ceria Inspirasi;
- Dokumentasi *Best Practice*;
- Konten edukasi Instagram: *Self Development, Aircraft Fact, Innovation Corner.*

The activities of the programs are as follows:
- Sharing Session;
- Article Writing;
- Discussion Forum;
- Inspirational Story;
- Best Practice Documentation;
- Instagram education content: Self Development, Aircraft Fact, Innovation Corner.

Learning Services

Dilakukan untuk pegawai GMF sesuai dengan peraturan yang berlaku untuk industri perawatan pesawat. GMF senantiasa meningkatkan kompetensi pegawai melalui *Annual Training Program* yang mencakup *Technical Training dan Leadership & Management Training. Technical Training* berlaku bagi seluruh pegawai GMF.
This program is meant to update the knowledge of GFM employees with the latest regulation in the aircraft maintenance industry. GMF always try to enhance the competencies of its employes through Annual Training Program that includes Technical Training and Leadership & Management Training. Technical Training applies to all employees.

Leadership & Management Training diberikan untuk posisi manajerial dan mengacu pada ketentuan GMF *Leadership Academy* melalui *Leadership & Managerial Development Program* (LMDP) sebagai berikut:
Leadership & Management Training is given to employees who are in the managerial position with training material that refer to the GMF Leadership Academy thugh Leadership & Managerial Development Program (LMDP) as follows:
- *Formal Master Education* (S2)
- *Emerging Leadership Program* (ELP)
- *Operational Leadership Program* (OLP)
- *Strategic Leadership Program* (SLP)
- *Certified Business Management* (CBM)
- MRO *Finance*
- MRO *Management*

Pengembangan Kompetensi Berdasarkan Level Jabatan
Competency Development by Position

Level Jabatan Position	**Jenis Pelatihan** Training Type	**Nama Pelatihan** Training Name	**Tujuan Pelatihan** Training Purpose	**Jumlah Peserta** Number of Participants
Group Head	Leadership Training	Strategic Leadership Program	Diperuntukkan bagi para Group Head atau talent Group Head, untuk belajar terkait peran kepemimpinan & cara mengelola team, juga untuk memastikan semua Indikator Kinerja Utama dapat didelegasikan serta diterapkan dengan benar agar target keberhasilan perusahaan dapat tercapai.	25
Division Head	Leadership Training	Operational Leadership Program	Diperuntukkan bagi para Division Head atau talent Division Head, untuk belajar terkait peran kepemimpinan & cara mengelola team, juga untuk memastikan semua Indikator Kinerja Utama dapat didelegasikan serta diterapkan dengan benar agar target keberhasilan perusahaan dapat tercapai.	29
Department Head	Leadership Training	Foundational Leadership Skill	Diperuntukkan bagi para Department Head atau talent Department Head, untuk belajar terkait peran kepemimpinan & cara mengelola team, juga untuk memastikan semua Indikator Kinerja Utama dapat didelegasikan serta diterapkan dengan benar agar target keberhasilan perusahaan dapat tercapai.	35
	Management Training	MRO Finance	Diperuntukkan bagi para Manager atau talent Manager, terutama yang mempunyai latar belakang non-financial untuk dapat memahami financial management pada MRO.	32

Pengembangan Kompetensi Berdasarkan Level Jabatan
Competency Development by Position

Level Jabatan Position	Jenis Pelatihan Training Type	Nama Pelatihan Training Name	Tujuan Pelatihan Training Purpose	Jumlah Peserta Number of Participants
	Management Training	MRO Management	Diperuntukkan bagi Manager atau talent Manager untuk belajar tentang pengelolaan penyedia perawatan (MRO) berdasarkan dengan regulasi terkini, tren bisnis MRO, dan praktik terbaik dalam manajemen MRO.	77
Staff	Formal Education to pursue Bachelor's and Master's Degree Training	Bachelor Graduate Development	Sebagai pengembang kemampuan dan ilmu karyawan di jenjang Pendidikan formal.	-
		Post Graduate Development		-
		Orientation Training	Berbagai macam program pelatihan yang harus dilalui oleh para staff bagian dari pelatihan dasar dan pengembangan ilmu sesuai jabatan.	500
		Basic Competency Training		4.315
		Job Competency Training		744
		Continuation / Mandatory Training		4.418
		Task Competency Training		1.052
		Supervisory Training		-
		External Training		415
Jumlah Total				**11.642**

Pelaksanaan Program *Knowledge Management* 2025
Knowledge Management Program in 2025

- 354 kali *sharing session* telah dilaksanakan | times of sharing session
- 80 dokumentasi *inspirational story* telah disebarkan | best practice documentation disseminated
- 147 Dokumentasi *best practice* telah disebarkan
- 56 buah artikel telah disebarkan | articles disseminated

Pelaksanaan Program *Learning Services* 2025
Program Learning Services in 2025

- 34 kelas *Technical Training* | Technical Training classes
- 7 batch *Leadership & Management Training*

Pelaksanaan *Leadership Training* 2025
Leadership Training Program in 2025

- 70% pejabat struktural dan 30% talent mendapatkan *leadership training* | 70% structural officers and 30% talent followed the leadership training

Ringkasan Pelatihan Karyawan 2025
Employee Training Summary in 2025

Keterangan Description	Jumlah Event Total Events	Jumlah Peserta Total Participants
Learning Service		
Orientation Training	5	500
Basic Competency Training	272	4.315
Job Competency Training	68	744
Task Competency Training	33	1.052
Continuation/Mandatory Training and Remedial Training	483	4.418
Training for Leaders		
Leadership Skill	3	89
MRO Finance	1	32

Ringkasan Pelatihan Karyawan 2025
Employee Training Summary in 2025

Keterangan Description	Jumlah Event Total Events	Jumlah Peserta Total Participants
MRO Management	3	77
Mandatory Training		
Initial Human Factors in Aircraft Maintenance	19	331
Safety Management System Awareness	16	328
Regulation 145	21	395
Dangerous Goods Awareness	10	220
Fuel Tank Safety	13	269
Quality System	19	314

Rata-rata Jam Pelatihan dan Pengembangan Karyawan [S-05]
Average Hour of Employee Training and Development [S-05]

Rata-Rata Jam Pelatihan per Karyawan Average Training Hour per Employee	Jumlah Karyawan Berpartisipasi dalam Program Pelatihan Total Employees Participated in Training Programs	Persentase Jumlah Karyawan Berpartisipasi dalam Program Pelatihan Percentage of Total Employees Participated in Training Programs
2,5 jam/karyawan 2,5 hour/employee	11.806	95,2%

Biaya Pengembangan Kompetensi

Realisasi biaya pengembangan kompetensi karyawan pada tahun 2025 tercatat sebesar sebesar Rp4.997.420.505,- meningkat 36,1% dibandingkan tahun 2024 sebesar Rp3.672.171.450,-. Peningkatan ini terjadi seiring dengan bertambahnya jumlah peserta training yang dipengaruhi oleh rekrutmen karyawan baru serta kewajiban pelatihan sebagai persyaratan promosi jabatan.

Selain itu, peningkatan biaya juga dipengaruhi oleh kebutuhan pemenuhan compliance dan regulasi, termasuk pelaksanaan corrective training. Di sisi lain, terdapat kenaikan biaya vendor dan sertifikasi akibat inflasi, serta adanya strategi investasi jangka panjang perusahaan melalui pengembangan kapabilitas baru sebagai persiapan ekspansi bisnis.

Competency Development Cost

In 2025, the Company spent Rp4.997.420.505,- to improve the competencies of its employees, 36,1% higher compared to Rp3.672.171.450,- spent in 2024 This increase occurred in line with the increase in the number of training participants, influenced by the recruitment of new employees and mandatory training requirements for job promotions.

Furthermore, the increase in costs was also influenced by compliance and regulatory requirements, including the implementation of corrective training. Furthermore, there were increases in vendor and certification costs due to inflation, as well as the company's long-term investment strategy through developing new capabilities in preparation for business expansion.

Pelatihan Organ Tata Kelola Perseroan [OJK E.2] [GRI 2-17]

Pengembangan kompetensi juga berlaku untuk setiap organ tata kelola Perseroan melalui serangkaian program pelatihan dari pihak eksternal. Pelatihan ini dilakukan untuk mendukung kompetensi setiap anggota dalam menjalankan tugas dan kewajibannya untuk mendukung Tata Kelola Perusahaan yang Baik serta memastikan keberlangsungan usaha dalam jangka panjang.

Training for Corporate Governance Organ [OJK E.2] [GRI 2-17]

The Company also improves the competencies of its governance bodies through a series of external training programs. Through this training, the Company hopes that all members can improve their competencies to do what must be done to support Good Corporate Governance implementation and ensure business continuity.

Informasi mengenai pendidikan atau pelatihan bagi Dewan Komisaris, Direksi, Komite-komite, Sekretaris Perusahaan, dan Audit Internal sampai dengan akhir tahun 2025 dapat dilihat dalam informasi berikut, yang mencakup mengenai program pelatihan dan pihak pemberi pelatihan. Tidak semua organ Perseroan mengikuti pelatihan dan GMF tidak mengadakan pelatihan-pelatihan khusus untuk organ-organ tersebut, namun masing-masing anggota tetap mengikuti perkembangan industri yang berlaku.

Information concerning the training and education programs until the end of 2025 for the Board of Commissioners, the Board of Directors, Committees, Corporate Secretary, and Internal Audit, are available in the following information, which covers the information regarding training and program and organizers. Not all Company organs participated in the training and GMF did not organize any particular training programs for those organs, but each member still followed the current industrial development.

Dewan Komisaris dan Komite
Board of Commissioners and Committees

Nama dan Jabatan Name and Position	**Program Pelatihan** Training Program
Menjabat hingga 5 Juni 2025 Served until June 5, 2025	
• Dharmadi Komisaris Utama President Commissioner • Rahmat Hanafi Komisaris Commissioner • Abhan Komisaris Independen Independent Commissioner • Ali Gunawan Komisaris Independen Independent Commissioner • Agit Atriantio Komisaris Independen Independent Commissioner	Topik Pelatihan: Business Judgement Rules Narasumber dari PT Sinergi Daya Prima, yang diadakan pada 3 Januari 2025. Training Subject: Business Judgement Rules Speaker from PT Sinergi Daya Prima, organized on January 3, 2025.
Menjabat per 31 Desember 2025 Serving as of December 31, 2025	
• Oki Yanuar Komisaris Utama President Commissioner • Giring Ganesha Djumaryo Komisaris Commissioner • Dean Arslan Komisaris Independen Independent Commissioner • Edward Okky Avianto Anggota Komite Audit Member of Audit Committee • Sugiharto Prapto Anggota Komite Pemantau Risiko dan Tata Kelola Terintegrasi Member of Risk Monitoring and Integrated Governance Committee	Topik Pelatihan: Master Class Risk Governance & QRGP Certification Narasumber dari CRMS Indonesia, yang diadakan pada 3 Desember 2025. Training Subject: Master Class Risk Governance & QRGP Certification Speaker from CRMS Indonesia, organized on December 3, 2025.

Direksi
Board of Directors

Nama dan Jabatan Name and Position	Program Pelatihan Training Program
Menjabat hingga 5 Juni 2025 Served until June 5, 2025	
• Irvan Pribadi Direktur Base Operation Director of Base Operations • Mukhtaris Direktur Line Operation Director of Line Operation • Pudjo Sarwoko Direktur Human Capital & Corporate Affairs Director of Human Capital & Corporate Affairs • Salusra Satria Direktur Keuangan Director of Finance	Topik Pelatihan: Business Judgement Rules Narasumber dari PT Sinergi Daya Prima, yang diadakan pada 3 Januari 2025. Training Subject: Business Judgement Rules Speaker from PT Sinergi Daya Prima, organized on January 3, 2025.
Menjabat per 31 Desember 2025 Serving as of December 31, 2025	
Andi Fahrurrozi Direktur Utama CEO	Topik Pelatihan: Business Judgement Rules Narasumber dari PT Sinergi Daya Prima, yang diadakan pada 3 Januari 2025. Training Subject: Business Judgement Rules Speaker from PT Sinergi Daya Prima, organized on January 3, 2025.

Sekretaris Perusahaan
Corporate Secretary

Nama dan Jabatan Name and Position	Program Pelatihan Training Program
Rian Fajar Isnaeni Corporate Secretary & Legal Group Head	Topik Pelatihan: Business Judgement Rules Narasumber dari PT Sinergi Daya Prima, yang diadakan pada 3 Januari 2025. Training Subject: Business Judgement Rules Speaker from PT Sinergi Daya Prima, organized on January 3, 2025.

Audit Internal

Sebanyak 17 peserta mengikuti pelatihan, terdiri dari berbagai tingkat profesi audit. Peserta pelatihan: Internal Audit Group Head, Operation & IT Audit Division Head, Corporate & Financial Audit Division Head, Senior Auditor, dan Auditor. Berikut ini adalah informasi mengenai program pelatihan yang diikuti oleh Internal Audit Group Head, serta ringkasan pelatihan yang diikuti oleh anggota Internal Audit lainnya:

Internal Audit

A total of 17 participants took part in the training, comprising various levels of audit pofessionals. The training participants are: VP Internal Audit, Operation & IT Audit and Corporate & Financial Audit, Senior Auditors, Auditors. The following is the information regarding the training program of VP Internal Audit, and a summary of the training followed by other member of Internal Audit:

Deddy Fezantino
Internal Audit Group Head

- Economic and Taxation Outlook 2025: Ikatan Akuntan Indonesia
- Risk in Focus 2025 Indonesia: The Institute of Internal Auditors
- Going Concern Opinion dalam Audit: Tantangan dan implikasi Praktis: Studi Profesionalisme Akuntan Fakultas Ekonomi & Bisnis Universitas Indonesia
- Certified Risk Management Professional: RAP Indonesia
- Elevating Performance and Adding Value Get to Know the New Cybersecurity Topical Requirement: The Institute of Internal Auditors
- The 26th Indonesia Accounting Fair International Seminar: Fakultas Ekonomi dan Bisnis UI
- Marketing 101 For Finance Professionals: Ikatan Akuntan Indonesia
- Alternatif Pendanaan Pembangunan Melalui KPBU untuk Mengatasi Tekanan Fiskal Pemerintah dan Mempercepat Ketersediaan Pelayanan Publik: Ikatan Akuntan Indonesia
- DE PSAK 414, Penurunan Nilai Aset Keuangan Syariah bagi Entitas yang Menerapkan Standar Akuntansi Keuangan Indonesia untuk Entitas Privat: Ikatan Akuntan Indonesia
- Manajemen PPh Orang Pribadi untuk Tahun Pajak 2024 & 2025: Pratama Indomitra Konsultan
- Transparansi dan Akuntabilitas dalam Sistem Jaminan Produk Halal: Ikatan Akuntan Indonesia
- Data Science 101 for Business & Finance Professionals: Ikatan Akuntan Indonesia
- Resilient Business Models: Thriving in Uncertainty through Agile Innovation: Ikatan Akuntan Indonesia
- Establishing an Effective Technique for Internal Audit: Ikatan Akuntan Indonesia
- Tata Kelola Keuangan UMKM "Teori & Praktik": Ikatan Akuntan Indonesia
- Permenkop UKM 2/2024: Kebijakan Akuntansi Koperasi & Peran KJA Pada Koperasi: Ikatan Akuntan Indonesia
- Arah Kebijakan Pengampunan Pajak: Ikatan Akuntan Indonesia
- Penerapan Akuntansi Entitas Investasi: Ikatan Akuntan Indonesia
- BSE Masterclass "Global Trade Tensions: Turning Crisis into Opportunity": BUMN School of Excellence
- Speaking Confidently and Effectively: LinkedIn Learning
- Onboard New Customers for Loyalty, Engagement, and Expansion: LinkedIn Learning
- Risk Maturity Index: GITC
- Kode Etik Akuntan Indonesia: Ikatan Akuntan Indonesia
- Tata Kelola Penyelenggaraan Haji dan Umrah yang Akuntabel: Ikatan Akuntan Indonesia
- The Future of Corporate Governance: A Balance Between Power, Purpose, and Principles: MRT Jakarta
- Mitigasi Risiko Dalam Transformasi Digital: LSPMR
- ISSA 5000 Unveiled: Elevating the Future of Sustainability Assurance in Indonesia: SPA FEBUI
- PSAK 414: Penurunan Nilai Aset Keuangan Syariah bagi Entitas yang Menerapkan Standar Akuntansi Keuangan Indonesia untuk Entitas Privat: Ikatan Akuntan Indonesia
- Melampaui ketidakpastian: Peran strategis K/L,Pemda,dan BUMN, dalam menentukan Batas Risiko Pembangunan Nasional: LSPMR
- Reviu Mutu KJA: Ikatan Akuntan Indonesia
- Insights from the World's Top CIA Scorer: The Institute of Internal Auditors
- Standar Pengungkapan Keberlanjutan (SPK) dan Tantangan Penerapan dalam Transformasi Keuangan Berkelanjutan: Ikatan Akuntan Indonesia
- Risk & Governance Summit 2025: OJK
- The Strategic Role of Accountants: Enhancing Investor Connections Through IPO Success: SPA FEBUI
- IAI Economic Briefing 2025: Ikatan Akuntan Indonesia
- Using AI for Data-Driven Insights: LinkedIn Learning

Program pelatihan anggota lainnya
Training program of other members

- Risk Maturity Index: GITC
- Strategic Agility: LinkedIn Learning
- Listening to Customers: LinkedIn Learning
- 21 Opportunities for Better Networking: LinkedIn Learning
- Making Big Goals Achievable: LinkedIn Learning
- The Future of Audit: LinkedIn Learning
- Managing Multiple Projects: LinkedIn Learning
- Public Training Certified Risk Based Audit Profesional: Dilatih.co
- Certified Risk Management Professional: RAP Indonesia
- Audit Forensik dan Deteksi Korupsi: Lemiknas
- Implementation & Internal Audit ISO 27001:2022 Information Security Management System: ITSEC
- ISO/IEC 27001 Lead Auditor Training Course: PECB
- Certified Risk Management Officer: RAP Indonesia
- Mitigasi Risiko Dalam Transformasi Digital: LSPMR
- Onboard New Customers for Loyalty, Engagement, and Expansion: Linkedin Learning
- Leading through Challenges: Strategies for Executive Leaders: Linkedin Learning
- Top 10 Rules for Highly Effective Leadership: Linkedin Learning
- Championing the Customer in Everything You Do : Linkedin Learning
- Public Training Certified Data Visualization Professional: Dilatih.co
- Qualified Internal Audit Tingkat Lanjutan: Yayasan Pendidikan Internal Audit
- Qualified Internal Audit Tingkat Manajerial: Yayasan Pendidikan Internal Audit
- Cybersecurity Foundations: Linkedin Learning
- Social Media Marketing: Strategy and Optimization: Linkedin Learning
- Audit and Due Diligence Foundations: Linkedin Learning
- Introduction to ESG: Environmental, Social, and Governance: Linkedin Learning
- Shifting Horizon for Internal Auditor : Navigating Emerging Risk, Governance and Opportunities in 2025: Yayasan Pendidikan Internal Audit
- Qualified Internal Audit Tingkat Dasar: Yayasan Pendidikan Internal Audit
- 5S Workplace Organization : PT SSCX International
- Human Factors & Safety Management System Continuation Training: Inhouse
- MRO Finance: Inhouse
- Operational Leadership Program: Inhouse
- Training of Trainers: Inhouse
- GMF Quality System for Supporting Personnel: Inhouse
- Safety Management System Awareness Training: Inhouse
- Initial Human Factor In Aircraft Maintenance : Inhouse
- General Aircraft Knowledge : Inhouse
- Basic Planning: Inhouse

Enterprise Risk Management

Enterprise Risk Management

Nama dan Jabatan Name and Position	Program Pelatihan Training Program
Brian Harfiansyah Senior ERM & Internal Control Analyst	Business Continuity Planning (BCP) & Business Continuity Management (BCM) Waktu Pelaksanaan: 05/03/2025 s.d 07/03/2025 Penyelenggara: Multimatics, PT Lifelong Learning

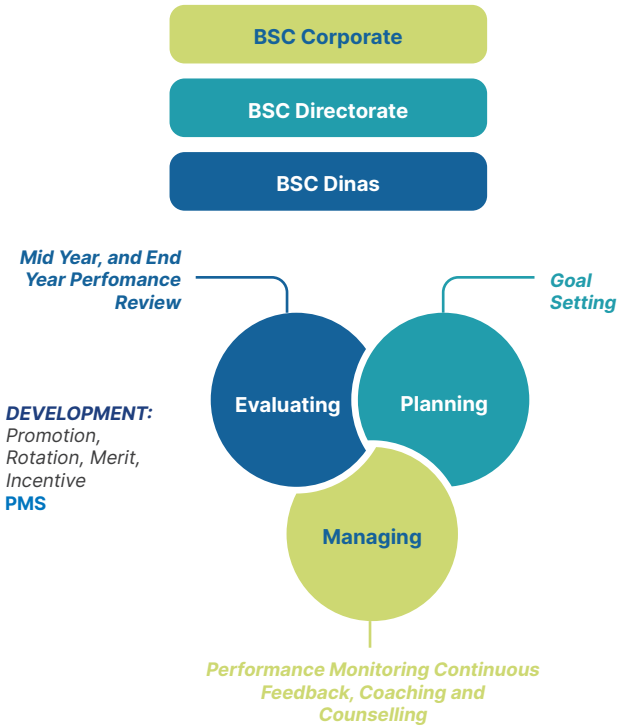
Quality Assurance & Safety

Quality Assurance & Safety

Nama dan Jabatan Name and Position	Program Pelatihan Training Program	Status Sertifikasi personnel
Senior A/C Maintenance Inspector, A/C Quality Inspector, A/C Maintenance Engineer	Aircraft Maintenance Engineer License	107 orang tersertifikasi (100%)
Certified Quality Auditor	Certified Quality Auditor	8 orang tersertifikasi (80%)
Associate Quality Auditor, Senior Quality System Engineer	Associate Quality Auditor	17 orang tersertifikasi (75%)
Senior Qualification & Licensing Assessor, Qualification & Licensing Assessor,	Qualification and Licensing Assessor	8 orang tersertifikasi (100%)

PENILAIAN KINERJA PEGAWAI & MANAJEMEN KARIER

EMPLOYEE ASSESSMENT & CAREER MANAGEMENT



GMF menerapkan sistem manajemen kinerja yang berdasarkan tiga proses yaitu perencanaan, pengelolaan kinerja, dan evaluasi untuk menilai kinerja para pegawai (*assessment*).

Individual Performance Plan (IPP) ditetapkan sebagai sasaran kinerja yang merupakan turunan dari KPI atau Target Unit dan Dinasnya. Kinerja pegawai dipantau dan dinilai dengan *Individual Performance Tracking* (IPT). Selain itu, penilaian juga dilakukan terhadap pegawai mengenai kriteria GMF Spirit, core competencies dan managing people competencies (level struktural) yang menggabungkan informasi dari atasan, rekan kerja, bawahan dan diri sendiri. Hasilnya akan dilaporkan dalam *Individual Performance Report* (IPR). Keempat proses tersebut dilakukan dengan menggunakan sistem *online*, yaitu MyHC (*Talent Management System*).

GMF implements a performance management system (planning, performance management, and evaluation) to assess employee performance.

The Individual Performance Plan (IPP) becomes the performance basis derived from the KPI or Target Unit of its Department. Individual Performance Tracking (IPT) will monitor and assess employee performance. In addition, employees are assessed based on GMF Spirit, core competencies, and managing people competencies (for structural levels), incorporating input from supervisors, peers, subordinates, and self-assessments. The results are available in the Individual Performance Report (IPR). These three processes are carried out using an online system, namely MyHC (Talent Management System).

IPP	IPT	IPR	CAP	360
KPI dan Target OCP dan Target Bobot KPI dan OCP KPIs and Targets OCP Targets KPI and OCP Weight	≥ 1 kali sebulan untuk semua level jabatan Komunikasi dua arah Formal dan tercatat (terdokumentasi) Once a month for all jobs level Two-way communication Formal and recorded (documented)	Mid-year & End-year Total hasil dari pencapaian KPI, OCP, dan CA Balancing Komunikasi atasan dan bawahan untuk persetujuan Mid-year and End-year Total results from KPI, OCP, and CA achievements Balancing Communication of superiors and subordinates for approval	Penugasan khusus bagi pegawai terpilih Bobot CAP Pengukuran kinerja dan target Challenging Assignment for talent CAP Weight Performance Measurement	Mid-year & End-year Penilaian kinerja terhadap atasan, rekan kerja, diri sendiri dan bawahan (khusus structural) Mid-year and End-year Performance assessment of superiors, colleagues, oneself and subordinates (specifically structural)

Atasan masing-masing pegawai menilai kinerja setiap bawahannya secara adil. Penilaian kinerja dilakukan dua kali dalam setahun dan diatur dalam Prosedur Bisnis *Performance Management System* (PMS). Hasil tersebut kemudian menjadi bahan pertimbangan bagi Perseroan dalam memberikan *reward*, *punishment*, serta program pengembangan kepada karyawan. Karyawan dan atasan dapat melakukan dialog/diskusi baik secara daring atau pertemuan tatap muka. Hal ini dapat memberikan kemudahan bagi para karyawan sehingga berdampak kepada waktu kerja yang lebih efektif dan efisien.

Pada tahun 2026, GMF memberikan berbagai jenis reward sesuai dengan hasil penilaian kinerja pegawai. Salah satu bentuk reward adalah pemberian apresiasi kepada 68 pegawai yang dinilai memiliki kinerja terbaik sepanjang tahun 2025 dan memberikan kontribusi di atas rata-rata kepada Perusahaan. Terdapat 3 kategori pemberian apresiasi yaitu:

1. *Most Valuable Employee*, yaitu penghargaan bagi pegawai dengan penilaian kinerja tertinggi dan diberikan hanya kepada 1 (satu) orang di setiap dinasnya.
2. *Outstanding Performer*, yaitu pegawai yang menonjol dalam kinerja dan dedikasinya terhadap pekerjaan. Mereka tidak hanya mencapai target kinerja tetapi juga menunjukkan kemampuan ekstra, inisiatif, dan kontribusi positif terhadap tim dan perusahaan secara keseluruhan. Para *outstanding performer* ini juga menjadi contoh yang menginspirasi bagi rekan-rekannya dan membantu menciptakan lingkungan kerja yang produktif dan positif.
3. *Excellent PDCA*, yaitu pegawai yang diberikan penugasan khusus sebagai PDCA diluar pekerjaan utamanya dan dinilai terbaik dalam mengerjakan tugas PDCA.
4. *People Champion Awards*, yaitu program apresiasi yang diberikan kepada pegawai dengan kinerja unggul serta kontribusi signifikan dalam mendukung pencapaian kinerja organisasi. Penghargaan ini diberikan melalui beberapa kategori yang merepresentasikan keunggulan individu dalam aspek produktivitas, keandalan layanan kepada pelanggan, inovasi, kualitas kerja, kolaborasi, keunggulan operasional, serta penerapan budaya Perusahaan.

The supervisor of each employee conducted a fair evaluation of his subordinate's performance. There is a two-time appraisal program every year, as stipulated in the Performance Management System (PMS) Business Procedure. The Company uses the assessment to give rewards and punishments and development programs to employees. Employees and supervisors will be able to have dialogue/discussion either online or face-to-face meetings. This can provide convenience for employees, resulting in more effective and efficient working time.

In 2026, GMF provides various types of rewards according to the results of employee performance assessments. Special Recognition is part of reward to give appreciation for 68 employees who are considered to have the best performance throughout 2025 and have made above-average contributions to the Company. There are 3 categories of appreciation, namely:

1. Most Valuable Employee, an award for employees with the highest performance and given to only 1 (one) person in each department.
2. Outstanding Performer, an award for employees who stand out in their performance and dedication to their work. Not only achieve performance targets but also demonstrate extra abilities, initiative, and positive contributions to the team and the company as a whole. These outstanding performers are also inspiring examples for their colleagues and help create a productive and positive work environment.
3. Excellent PDCA, an award for employees who are given special assignments as PDCA outside of their main job and are considered the best in carrying out their PDCA tasks.
4. People Champion Awards, an appreciation program given to employees with outstanding performance and significant contributions to organizational performance. These awards are presented in several categories representing individual excellence in productivity, customer service reliability, innovation, work quality, collaboration, operational excellence, and the implementation of corporate culture.

Manajemen Karier
Career Management

Manajemen karier berkaitan erat dengan *sucession planning* GMF untuk mempertahankan tingkat kualitas SDM dari risiko *turnover* karyawan. Melalui manajemen karier, karyawan diberi kesempatan untuk meningkatkan tingkat kesejahteraan dengan mendapatkan posisi yang lebih tinggi.

Career management is closely related tosucession planning GMF to maintain the quality level of human resources from risk turnover employee. Through career management, employees are given the opportunity to increase their level of welfare by getting a higher position.

Penentuan Formasi Jabatan
Formation Position

- **Penentuan kualifikasi jabatan;**
- **Landasan penyusunan jalur karier.**
- Qualification of position;
- Career path foundation.

Asesmen
Assessment

- **Menilai kompetensi individu dengan kualifikasi jabatan;**
- **Dilakukan oleh tim *assessor*;**
- **Melibatkan Komite SDM (expert, *subject matter expert, human capital personnel*);**
- ***Quality personnel for safety* (jika dibutuhkan).**
- Assessing the individual competencies with job qualifications;
- Conducted by an assessor team;
- Involving the HR Committee (expert, subject matter expert, human capital personnel);
- Quality personnel for safety (if needed).

Penilaian Akhir
Final Decision

- **Keputusan akhir promosi karyawan;**
- **Pelatihan dan pengembangan lebih lanjut, jika diperlukan.**
- Final decision on employee promotion;
- Further training and development, if needed.

Proses Manajemen Karier
Careet Management Process

Dual Career Path: Profesional & Struktural
Dual Career Path: Professional & Structural

Jalur profesional memberi karyawan kesempatan untuk menjadi ahli di bidang tertentu. Jalur struktural membuka kesempatan karier berdasarkan kemampuan manajerial.
The professional track allows employees to become experts in specific areas. The structural path opens career opportunities based on managerial abilities.

HASIL MANAJEMEN KARIER 2025

Melakukan Review Career Level pada sistem Manajemen Karir dengan konsep Job Enrichment & Job Enlargement.

Melaksanakan *review* dan perbaikan secara periodik terhadap dokumen Personal Competency Manual (PCM) untuk terus melakukan *update* terhadap perubahan dan kesesuaian kompetensi yang dibutuhkan serta melakukan revisi PB 06-005 Pengelolaan Karir Pegawai

Penetapan pegawai yang termasuk ke dalam kelompok jabatan yang dibekukan (*freeze*) untuk selanjutnya dapat dikembangkan ke jabatan dengan jenjang satu level lebih tinggi atau ditetapkan dalam jabatan tersebut sampai pensiun normal.

CAREER MANAGEMENT RESULTS IN 2025

Conducting a review of Career Levels in the Career Management System using the concepts of Job Enrichment and Job Enlargement.

Periodically reviewing and improving the Personal Competency Manual (PCM) to ensure continuous updates in line with changes and the relevance of required competencies, as well as revising PB 06-005 on Employee Career Management.

Determining employees classified in frozen job groups (freeze) so they can be developed into positions one level higher or remain in their current roles until normal retirement.

Selain melakukan pembenahan terkait pengelolaan karir di perusahaan, melalui Assessment Center, GMF telah menyelenggarakan proses asesmen terhadap pada Level Vice President sebanyak 16 orang, Senior Manager sebanyak 40 orang, dan Manager sebanyak 84 orang.

In addition to improving career management within the company, through the Assessment Center, GMF has conducted assessments for 16 on Vice President-level, 40 Senior Managers, and 84 Managers.

Promosi dan Mutasi Pegawai tahun 2025
Employees Promoted and Mutated in 2025

Promosi
Promotion
- **6 orang** level Vice President
- **25 orang** level Senior Manager
- **41 orang** level Manager
- **680 orang** level Staff

Mutasi
Mutation
- **5 persons for Vice President's level**
- **26 persons for Senior Manager's level**
- **49 persons for Manager's level**
- **373 persons for Staff's level**

Salah satu hasil promosi yang perlu untuk dibahas yaitu promosi Andriyono Novan Hartoko. Beliau diangkat menjabat Vice President Engineering Services pada 1 Oktober 2024 setelah sebelumnya menempati posisi Senior Manager Line Maintenance Production Planning. Beliau bergabung dengan GMF sejak tahun 2008, kariernya terus meningkat sebagai seorang Engineer. Informasi ini menunjukkan bahwa GMF memiliki jenjang karier yang jelas.

One of the noteworthy promotional outcomes is the promotion of Andriyono Novan Hartoko. He was appointed as Vice President Engineering Services on October 1, 2024, having previously served as Senior Manager Line Maintenance Production Planning. Joining GMF in 2008, his career has steadily progressed, holding various positions as Engineer. This shows that GMF has a clear career path for its employees.

RENCANA PENGEMBANGAN SDM TAHUN 2026

Program dan Rencana Kerja SDM tahun 2025 akan lebih fokus kepada:

1. Penguatan dalam penerapan nilai GMF Spirit dalam perilaku dan budaya kerja.
2. Pelaksanaan Sharing Session di level dinas dan direktorat dengan mengangkat topik sesuai isu dan kebutuhan terkini.
3. Program Recruitment untuk memastikan pemenuhan Manpower Planning (MPP) secara tepat waktu, tepat kualitas, dan selaras dengan kebutuhan bisnis Perusahaan melalui berbagai skema rekrutmen agar perusahaan memperoleh talenta yang kompeten untuk mendukung keberlanjutan operasi dan pencapaian target jangka Panjang.
4. Program manajemen karir untuk memberikan arah karier yang jelas, terstruktur, dan komprehensif bagi seluruh pegawai, sehingga mampu meningkatkan motivasi, produktivitas, dan retensi talenta di dalam perusahaan.
5. Program *Instructor Development* untuk mengukur perkembangan berkelanjutan terhadap kualifikasi instruktur / penguji untuk aspek pengetahuan teknis, keterampilan dan teknik instruksional, sehingga dapat memastikan bahwa semua kualitas instruktur / penguji dalam menyampaikan materi dapat memenuhi syarat dan kompeten serta sesuai dengan kualifikasi Instruktur / penguji yang tercantum pada CASR Part-147 (Continuity of Instructor Qualification).
6. Pengembangan kapasitas dan kapabilitas Learning Services untuk pesawat Boeing 787 (GenX)

HC DEVELOPMENT PLAN IN 2026

The HC Work Plan and Program in 2025 will be focused on:

1. Strengthening the implementation of GMF Spirit values in work behavior and culture.
2. Implementing Sharing Sessions at the agency and directorate levels, addressing topics relevant to current issues and needs.
3. Recruitment Program to ensure timely, high-quality, and aligned Manpower Planning (MPP) implementation, aligned with the Company's business needs, through various recruitment schemes, ensures the Company obtains competent talent to support sustainable operations and achieve long-term targets.
4. Career Management Program to provide clear, structured, and comprehensive career paths for all employees, thereby increasing motivation, productivity, and talent retention within the Company.
5. Instructor Development Program to measure the ongoing development of instructor/examiner qualifications in technical knowledge, skills, and instructional techniques. This ensures that all instructors/examiners deliver materials in a manner that meets the requirements and is competent and aligns with the instructor/examiner qualifications listed in CASR Part 147 (Continuity of Instructor Qualification).

7. Peningkatan sistem manajemen kinerja melalui penambahan fitur guna mendukung penyusunan dan penilaian *Key Performance Indicator* (KPI) agar tetap selaras dengan kebutuhan Perusahaan.
8. Pengelolaan Sistem Manajemen Bakat (Talent Pool) yang terpadu melalui program *talent pool identification*, *talent pool development* dan *individual alignment*.
9. Peningkatan kemampuan assessment center dalam aspek digitalisasi melalui penyediaan Assessment Center Dashboard.
10. Peningkatan kualitas data organisasi sebagai dasar pengambilan keputusan berbasis data
11. Peningkatan sistem digital guna mendukung integrasi proses human capital agar berdampak pada peningkatan akurasi, efektivitas, dan efisiensi layanan.
12. Peningkatan standar pelayanan kepegawaian melalui penyempurnaan fasilitas, proses, dan bentuk apresiasi.

6. Developing the capacity and capabilities of Learning Services for Boeing 787 (GenX) aircraft.
7. Improving the performance management system by adding features to support the development and assessment of Key Performance Indicators (KPIs) to ensure alignment with company needs.
8. Managing an integrated Talent Pool through talent pool identification, talent pool development, and individual alignment programs.
9. Improving the digital capabilities of assessment centers by providing an Assessment Center Dashboard.
10. Improving the quality of organizational data as a basis for data-driven decision-making.
11. Improving digital systems to support the integration of human capital processes.
12. Improving employee service standards by improving facilities, processes, and forms of appreciation.

PERLAKUAN YANG ADIL DAN SETARA BAGI PEGAWAI [GRI 406-1] [OJK F.18]

Perseroan memperlakukan semua pegawai secara setara sesuai prinsip dasar ketenagakerjaan yang termuat dalam Undang-Undang No. 13 Tahun 2003 tentang Ketenagakerjaan tanpa membedakan jenis kelamin, suku, agama, ras dan pandangan politik. Terdapat Perjanjian Kerja Bersama (PKB) antara Perseroan dan pegawai untuk memastikan adanya komitmen tertulis kedua belah pihak dalam pemenuhan HAM yang berlaku dalam hal penerimaan pegawai, pelatihan dan pengembangan kompetensi, pengembangan karir, dan remunerasi. Perseroan juga menjamin kebebasan pegawai berserikat dengan memfasilitasi pembentukan serikat pekerja sebagai wadah komunikasi yang efektif antara manajemen dan seluruh pegawai. PKB terus diperbarui secara periodik dan Serikat Pekerja telah didaftarkan ke Dinas Ketenagakerjaan. Sampai dengan akhir tahun 2025, PKB yang telah disepakati dengan Serikat Pekerja berlaku sepenuhnya terhadap semua pegawai, baik pegawai tetap maupun pegawai tidak tetap, di mana konten dari PKB itu sendiri disusun mengacu pada peraturan perundang-undangan yang berlaku.

FAIR AND EQUAL TREATMENT FOR ALL EMPLOYEES [GRI 406-1] [OJK F.18]

The Company treats all employees equally according to the basic employment principles set out in Law No. 13 of 2003 concerning Manpower without distinguishing gender, ethnicity, religion, race, and political views. There is a Collective Labor Agreement (PKB) between the Company and employees to ensure that there is a written commitment for both parties fulfilling the human rights when recruiting employees, participating in training and competency development, career development, and remuneration. The Company also guarantees employees the freedom to associate through a labor union as a forum for effective communication between management and all employees. The PKB continues to be updated periodically, and the Trade Union has been registered with the Manpower Office. Until the end of 2025, the PKB agreed upon with the Labor Union fully applies to all employees, both permanent and non-permanent. The content of the PKB is prepared in accordance with the applicable laws and regulations.

Komposisi Karyawan Perempuan dalam Manajemen Perseroan [S-01]
Composition of Female Employees in the Company's Management [S-01]

Level Jabatan Level of Position	Pria Male		Wanita Female	
	Jumlah Total	Persentase Percentage	Jumlah Total	Persentase Percentage
Entry-level (Dept Head)	315	75,18%	42	64,62%
Mid-level (Div Head)	86	20,53%	21	32,31%
Senior-level (Group Head)	18	4,30%	2	3,08%

Komposisi Karyawan Perempuan dalam Manajemen Perseroan [S-01]
Composition of Female Employees in the Company's Management [S-01]

Level Jabatan Level of Position	Pria Male		Wanita Female	
	Jumlah Total	Persentase Percentage	Jumlah Total	Persentase Percentage
Executive-level (BOD)	4	80%	1	20%
Total Karyawan Total Employees	**424**	**86,53%**	**66**	**13,47%**

Level Karyawan Berdasarkan Gender dan Kelompok Umur [S-02]
Employee Level by Gender and Age Group [S-02]

Rentang Usia (tahun) Age Range (years old)	Level Jabatan Level of Position								Total Karyawan Total Employees
	Entry-level		Mid-level		Senior-level		Executive-level		
	Pria Male	Wanita Female	Pria Male	Wanita Female	Pria Male	Wanita Female	Pria Male	Wanita Female	
18-25	0	0	0	0	0	0	0	0	0
25-35	61	16	6	1	0	0	0	0	84
35-45	168	25	55	19	9	2	2	1	281
45-55	56	0	19	1	8	0	2	0	86
>55	30	1	6	0	1	0	0	0	38

REMUNERASI PEGAWAI [GRI 401-2]

Dalam menetapkan imbal jasa bagi para pegawai, Perseroan berfokus pada paket remunerasi yang sesuai dan sejumlah manfaat material lainnya. Guna menetapkan paket remunerasi yang kompetitif, Perseroan merumuskan standar sesuai pemeringkatan pegawai dan jenjang jabatan, dengan tetap mematuhi ketentuan perundang-undangan dan regulasi yang mengatur tentang tenaga kerja, terutama dalam hal ketentuan Upah Minimum Provinsi/Kabupaten/Kota (UMP/K) yang berlaku di wilayah kerja Perseroan. Karyawan level terendah di Perseroan yaitu Aircraft Maintenance Technician mendapatkan gaji Rp4.800.000 (empat juta delapan ratus ribu rupiah) yang lebih besar 0,83% dari Upah Minimum Kota (UMK) daerah Tangerang. [OJK F.20]

Berikut disampaikan juga rasio gaji pokok dan remunerasi pegawai pria dan wanita sebagai perbandingan. Terlihat bahwa tidak ada perbedaan berdasarkan jenis kelamin karena GMF mengaplikasikan sistem pengelolan pegawai yang setara antara pria dan wanita. [405-2]

EMPLOYEE REMUNERATION [GRI 401-2]

In determining employee remuneration, the Company prioritizes competitive remuneration packages and other significant benefits. These packages are formulated based on employee ranks and position, while ensuring compliance with labor laws and regulations, particularly regarding Provincial/Regency/City Minimum Wage (UMP/K) provisions in the Company's work area. Entry-level employees in the Company, classified as Aircraft Maintenance Technician, receive a salary of Rp4,800,000 (four million eight-hundred thousand rupiah) and it is 0.83% higher compared to the Minimum City Payment (UMK) in Tangerang. [OJK F.20]

Furthermore, the ratio of basic salary and remuneration for male and female employees is provided for comparison. There are no gender-based differences observed, as GMF implements an equal employee management system for both men and women. [405-2]

Jabatan Position	Rasio Ratio
Vice President	1:1
General Manager	1:1
Manager	1:1
Staff	1:1

GMF menerapkan sistem remunerasi yang adil sesuai dengan jenjang jabatan, masa kerja, hasil penilaian kerja individu, dan status kepegawaian (pegawai tetap dan tidak tetap). GMF memastikan bahwa remunerasi yang diterima karyawan telah memenuhi ketentuan perundang-undangan dan sesuai dengan industri yang berlaku. Standar remunerasi juga telah ditentukan berdasarkan Salary Survey yang dilakukan konsultan eksternal, Willis Tower Watson.

GMF implements a fair remuneration system according to position level, length of service, individual work assessment results, and employment status (permanent and non-permanent employees). GMF ensures that the remuneration received by employees complies with statutory provisions and is in accordance with the prevailing industry. Remuneration standards have also been determined based on a Salary Survey conducted by an external consultant, Willis Tower Watson.

No.	Remunerasi/Fasilitas Remuneration/Facilities	Karyawan Tetap Permanent Employee	Karyawan Tidak Tetap (PKWT) Contract Employee
Honorarium Honorarium			
1.	Gaji Pokok Basic salary	V	V
2.	Insentif Incentive	V	V
Tunjangan Allowances			
1.	Tunjangan Lisensi Perawatan Pesawat Terbang Aircraft Maintenance License Allowance	V	V
2.	Tunjangan Produktifitas Lisensi License Productivity Allowance	V	V
3.	Tunjangan Sertifikasi Profesi Professional Certification Allowance	V	V
4.	Tunjangan Tengah Tahun Mid-Year Allowance	V	X
5.	Tunjangan Hari Raya Holiday allowance	V	V
6.	Tunjangan Jabatan Struktural Structural Position Allowances	V	Sesuai Kontrak Kerja Per Working Contract
7.	Tunjangan Transportasi Struktural Structural Position Transportation Allowances	V	V
8.	Tunjangan Pajak Tax Allowance	V	V
9.	Tunjangan Kemahalan Inconvinient Allowance	V	V
10.	Bantuan Istirahat Tahunan Leave Allowance	V	X
11.	Uang Perjalanan Dinas Business Travel Allowance	V	V
12.	Upah Kerja Lembur Overtime Wages	V	V
13.	Bantuan Uang Transport Khusus Special Transportion Allowance	V	V

No.	Remunerasi/Fasilitas Remuneration/Facilities	Karyawan Tetap Permanent Employee	Karyawan Tidak Tetap (PKWT) Contract Employee
14.	Tunjangan Kerja Shift Shift Working Benefits	V	V
15.	Tunjangan Kehadiran Daily Allowance	V	V
Fasilitas/Benefit Facilities/Benefit			
1.	Pakaian Seragam dan/atau Pakaian Kerja Uniform and/or Work Clothes	V	V
2.	Tiket Konsesi Pesawat Terbang Airplane Concession Ticket	V	X
3.	Asuransi Tenaga Kerja Labor Insurance	V	V
4.	Asuransi Kesehatan untuk Karyawan dan Keluarga Health Insurance for Employees and Families	V	V
5.	Fasilitas mutasi (uang pindah, perumahan/penggantian perumahan) Mutation facilities (moving expense, housing/housing replacement)	V	Sesuai Kontrak Kerja Per Working Contract
6.	Bantuan kacamata Glasses allowance	V	X
7.	Iuran Dana Kesehatan Pensiun Pension Fund Health Contribution	V	X
8.	Program kemudahan (soft loan) ibadah umroh/pilgrim Assistance (soft loan) for umrah/pilgrimage	V	X
9.	Bantuan Kepemilikan Kendaraan (COP) Vehicle Ownership Assistance (COP)	V	X
10.	Apresiasi Momen Khusus Pegawai (pernikahan, kelahiran anak, & ulang tahun pernikahan) Employee Special Moment Appreciation (marriage, child birth & wedding anniversary)	V	X
11	Penghargaan Masa Bakti Long Service Award	V	X
12.	Fasilitas Daycare Daycare Facility at Office	V	V
13.	Masa Persiapan Pensiun Retirement Preparation Period	V	X
Cuti Paid Leave			
1.	Cuti Tahunan Annual leave	V	V
2.	Cuti Istimewa Special leave	V	X
3.	Cuti Sakit Sick leave	V	V
4.	Cuti di Luar Tanggungan Unpaid Leave	V	X
5.	Cuti Ibadah Religious Leave	V	X
Lain-Lain Others			
1.	Iuran Pasti (Pensiun) Pension Contribution	V	X
2.	Penghargaan Masa Bakti 10, 20, 30, dan 35 Tahun 10, 20, 30, and 35 Years of Service Award	V	X
3.	Bantuan Duka Cita Grief Support	V	X

No.	Remunerasi/Fasilitas Remuneration/Facilities	Karyawan Tetap Permanent Employee	Karyawan Tidak Tetap (PKWT) Contract Employee
4.	Dana Employee Gathering	V	V

PENERAPAN REWARD & PUNISHMENT

INSENTIF

GMF mengapresiasi karyawan yang memiliki kinerja baik dengan mengikutsertakannya ke dalam program pengembangan diri ataupun melalui pemberian insentif (*reward*). Pemberian apresiasi diharapkan dapat memicu semangat karyawan untuk terus mempertahankan kinerja dan berinovasi.

Pada tahun 2025, Perseroan berfokus pada sistem *reward* yang disebut Tunjangan Produktivitas. Tunjangan produktivitas diberikan bagi Pegawai yang yang memiliki keahlian khusus dan berkontribusi langsung dalam menghasilkan pendapatan Perusahaan. Penghargaan tunjangan produktivitas bersifat variable yang dikaitkan terhadap produktivitas dan bobot proyek yang dikerjakan.

Perseroan juga memiliki *reward* non-finansial melalui GMF Eazy berupa:

- GMF Eazy Umrah & Pilgrim yang memudahkan karyawan melakukan perjalanan umroh atau pilgrim dengan pinjaman tanpa bunga.
- GMF Eazy Hajj yang merupakan bantuan dana talangan Haji
- GMF Eazy Home berupa bantuan pembayaran down payment pembelian rumah pertama
- GMF Eazy Edu yang merupakan bantuan dana talangan biaya pendidikan melalui pinjaman tanpa bunga;

Pada Tahun 2025, program GMF Eazy yang dilaksanakan adalah GMF Eazy Edu, Eazy Hajj dan Eazy Umrah. Sedangkan untuk program GMF Eazy lainnya masih belum dilaksanakan dan menyesuaikan dengan kondisi Perseroan.

HUKUMAN

GMF memberikan *punishment* kepada karyawan yang melakukan pelanggaran. Bentuk-bentuk *punishment* bervariasi seperti sanksi atau hukuman disiplin berdasarkan tingkat dan jenis sanksi yang berlaku. Jenis sanksi yang berlaku meliputi sanksi disiplin ringan, sedang, dan berat. Penetapannya ditentukan dengan berdasarkan pelanggaran yang dilakukan, dampak yang ditimbulkan, dan unsur dari perbuatan.

REWARD & PUNISHMENT

Rewards

GMF appreciates employees who have good performance by enrolling them in self-development programs or by providing incentives (reward). Giving appreciation is expected to trigger employee enthusiasm to continue to maintain performance and innovate.

In 2025, the Company focuses on a reward system called Productivity Allowance. Productivity allowances are given to employees who have special skills and contribute directly to generating the Company's revenue. Productivity allowance awards are variable and are linked to the productivity and weight of the projects being worked on.

The company also owns reward non-financially through GMF Eazy in the form of:

- GMF Eazy Umrah & Pilgrim which makes it easy for employees to travel for Umrah or Pilgrim with interest-free loans.
- GMF Eazy Hajj which is a Hajj bailout fund
- GMF Eazy Home in the form of assistance in making a down payment for the first home purchase
- GMF Eazy Edu, which is a bailout fund for educational expenses through interest-free loans;

In 2025, the GMF Eazy program implemented was GMF Eazy Edu, Eazy Hajj and Eazy Umrah. Meanwhile, the other GMF Eazy programs have not yet been implemented and adapted to the conditions of the Company.

Punishment

There is a punishment for employees who commit violations. The penalty may be through sanctions or disciplinary action of different levels. The sanctions are categorized into mild, moderate, and severe types. The sanction is determined based on the type of violation, the impact, and other elements of the action.

Sanksi Berdasarkan Jenis Pelanggaran
Sanction by Type of Violation

Saksi Pelanggaran Disiplin Ringan Light Disciplinary Sanction	Saksi Pelanggaran Disiplin Sedang Moderate Disciplinary Sanction	Saksi Pelanggaran Disiplin Berat Severe Disciplinary Sanction
Peringatan lisan Verbal warning	Penurunan base salary sebesar 5%-10% selama 4 bulan. Base salary decreases by 5%-10% for 4 months.	Penurunan base salary sebesar 10% selama 12 bulan. Base salary decreases by 10% for 12 months.
Peringatan tertulis Written warning	Pembebasan dari jabatan struktural dan setelah 6 bulan dapat diangkat kembali menjadi pejabat stuktural namun tidak pada posisi jabatan yang sama. Exemption from the structural postion and might be reappointed after 6 months as a structural official but not in the same position.	Pembebasan dari jabatan struktural dan setelah 3 tahun dapat diangkat kembali menjadi pejabat stuktural namun tidak pada posisi jabatan yang sama, dan pemutusan hubungan kerja (PHK). Exemption from the structural postion and might be reappointed after 3 years as a structural official but not in the same position, and work termination.

GMF memiliki program "*Save Discipline Culture*" untuk membangun budaya disiplin di dalam Perseroan. Program ini meliputi Disiplin Waktu Kerja, Disiplin Penggunaan Seragam Kerja, dan Disiplin *Briefing* 10 (sepuluh) menit. Program ini menggunakan sistem poin yang dikendalikan oleh setiap karyawan dan Perseroan. Laporan disiplin ini memiliki pengaruh terhadap pemberian *reward* dan *punishment* kepada pegawai bersangkutan.

GMF embedded culture of discipline among employees through the "Save Discipline Culture". This program includes Work Time Discipline, Work Uniform Discipline, and Briefing Discipline for 10 (ten) minutes. There is a point system in this program that both employees and the Company can control. The Company may determine the proper rewards and punishments for employees based on this discipline report.

Pemberian Punishment Terhadap Karyawan
Employee Punishment

Jenis Sanksi Type of sanction	2025	2024	2023	2022	2021
Sanksi Ringan Light Sanction	34	0	0	0	0
Sanksi Sedang Medium Sanction	28	13	18	8	9
Sanksi Berat Heavy Sanction	40	6	5	11	4
Jumlah Total	**102**	**19**	**23**	**19**	**13**

PENGELOLAAN K3 [GRI 403-2]

Perseroan memberikan perhatian khusus terkait pengelolaan K3 yaitu di area Hangar, yang memiliki tingkat risiko kecelakaan kerja paling tinggi dibandingkan area lainnya. Guna mengantisipasi risiko kecelakaan, Perseroan telah melakukan pemetaan area sebagai berikut:

OHS MANAGEMENT [GRI 403-2]

The Company gives special attention to the OHS management at the Hangar area, which has the highest risk of work accident compared to other areas. To anticipate the accident risks, the Company has created a mapping strategy of the following areas:

Wilayah Area	Jenis Pekerjaan dengan Risiko Tinggi Work Type with High Risk
Hangar 1-4	Working at high, remove and assembly heavy part (engine, flaps, landing gear, etc.), welding aircraft engine, radiation (only if NDT test take place in the hangar), Hydraulic Function Test, plugging and unplugging of the electrical ground source.
Workshop 1	Painting, loading heavy parts, release pressure in a tire, machining (rotary machine TBR), welding, plating process TCW, Operation Boiler, Radiation in NDT Lab.
Workshop 2	Release and refill pressurize tube, electrical testing component.
Facility	Maintenance in Generator and Motor Room.
Material Building	Loading and unloading of a heavy part.

Wilayah Area	Jenis Pekerjaan dengan Risiko Tinggi Work Type with High Risk
GSE	Welding, working at high, the rotary machine, thermal spray (hot work), sanding and painting, electrical testing.
Engine Shop	Radiation in NDT Test, chemical exposure in cleaning, hot work thermal spray, the rotary machine, welding, assembly disassembly engine and APU, welding.
Test Cell	Fire and explosion in testing APU and Engine.
Chemical Store	Loading unloading, fire and exposure chemical.
Learning Service	Machining activity.
Apron	Working at high places.

Peta Area dengan Risiko Potensi Bahaya Tinggi
Areas with High Potential Risk



Berdasarkan tabel risiko dan peta tersebut, Perseroan telah menyusun strategi dan pengelolaan K3 secara komprehensif, yang akan diungkapkan di pembahasan selanjutnya, untuk melindungi karyawan dan juga memastikan keberlangsungan usaha.

Based on the table and map, the Company made a comprehensive OHS strategy and management, which will be disclosed in the next discussion, to protect employees and ensure business continuity.

PROGRAM KESEHATAN DAN KESELAMATAN KERJA [ESG S-11] [GRI 403-3]

Perseroan melaksanakan berbagai program K3 secara rutin melalui bincang-bincang *health talk* di setiap dinas, program *Behavior Based Safety* (BBS), program evaluasi diri *self-measurement*, seminar kesehatan, sistem *mapping hazard* dan mitigasinya, serta jalan sehat atau sepeda sore.

Perseroan juga memiliki sejumlah peraturan, perundangan dan persyaratan lainnya yang berlaku terkait Keselamatan, Kesehatan Kerja dan Lingkungan. Berbagai aktivitas yang telah dijalankan secara berkelanjutan dari tahun ke tahun yaitu untuk menegakkan peraturan-peraturan terkait K3 adalah *safety patrol, safety induction*, pengelolaan limbah, dan pengelolaan *safety performance* (jam kerja aman). Setiap program memiliki kriteria dan persyaratan yang wajib dipenuhi dan ditaati oleh segenap karyawan GMF tanpa terkecuali.

OCCUPATIONAL HEALTH AND SAFETY PROGRAM [ESG S-11] [GRI 403-3]

The Company regularly implements various OHS programs, including health talk sessions in each department, the Behavior-Based Safety (BBS) program, self-measurement evaluation programs, health seminars, hazard mapping and mitigation systems, as well as group walking or afternoon cycling activities.

The Company also has several regulations, laws, and other requirements on occupational safety, health, and the environment. Continous activities carried out for many years to enforce the OHS regulations including safety patrols, safety induction, waste management, and safety performance management (safe working hours). Each program has its criteria and requirement that must be fulfilled and followed by all employees without exception.

Guna menjamin adanya realisasi K3 di lingkungan usaha Perseroan, terdapat aktivitas penilaian/pengukuran secara berkala yang mencakup *Hazard Identification, Risk Assessment, and Determining Control (*HIRADC) dari seluruh kegiatan GMF.

Berbagai program keselamatan kerja yang telah dilakukan GMF di sepanjang tahun 2025 adalah sebagai berikut:

1. Program jaminan kesehatan bagi pegawai dan keluarga inti mereka berupa auransi pelayanan kesehatan komersil guna pelayanan rawat jalan dan rawat inap.
2. Program jaminan BPJS Kesehatan bagi pegawai dan keluarga inti pegawai
3. Program jaminan BPJS Ketenagakerjaan bagi pegawai
4. Perseroan melaksanakan dan memfasilitasi pegawai dengan serangkaian pprogram preventif dan promotif untuk menunjang kesehatan pegawai baik secara luring ataupun daring
5. Pelaksanaan Wellness Program berupa Program GMF Fit rutin berkolaborasi dengan GMF Community
6. Pelaksanaan program Webinar Kesehatan bekerjasama dengan rekanan asuransi komersil dan rumah sakit
7. Pelaksanaan seminar dan Pelaksanaan Random Check Drugs & Alkohol serta screening Tuberkulosis
8. Pelaksanaan Audit Internal HSE 2025 berdasarkan Sistem Manajemen Keselamatan dan Kesehatan Kerja PP 50 tahun 2012 dan ISO 45001:2018
9. Pelaksanaan Audit Surveillance (eksternal) ISO 45001:2018
10. Pelaksanaan Safety Patrol 2025 dan pemenuhan Quality, Cost, Delivery Project
11. Penyediaan matriks Training Keselamatan, Kesehatan Kerja dan Lingkungan tahun 2025
12. Pengawasan pelaksanaan proyek fasilitas dan renovasi bangunan
13. Pelaksanaan kajian dokumen Hazard Identification, Risk Assessment & Determining Control (HIRADC) Dinas
14. Pelaksanaan program 5R Korporat tahun 2025
15. Survei Psikologi 2025
16. Survei Kelelahan Kerja 2025
17. QHSE Satisfaction Survey 2025
18. Pengawasan Lost Time Injury (LTI)
19. Pelaksanaan Safety Induction bagi pengunjung dan pekerja
20. Pelaksanaan Emergency Drill untuk kondisi gawat darurat berupa Banjir di area Hangar 3
21. Pelaksanaan Peringatan Bulan K3 Nasional 2025 di area Perseroan dengan agenda Safety and Health Day
22. Pelaksanaan Management Review HSE 2025 (Kinerja 2024)
23. Pelaksanaan Workshop HSE & 5R 2025
24. Penyusunan HSE Plan untuk Contractor Safety Management System (CSMS) proyek non-aviasi

To ensure OHS has been applied within the Company's business environment, there are periodic assessments/ measurements which include Hazard Identification, Risk Assessment, and Determining Control (HIRADC) of all GMF activities.

The work safety programs that have been carried out by GMF throughout 2025 were as follows:

1. Health insurance program for employees and their immediate families in the form of commercial health insurance covering outpatient and inpatient services.
2. The BPJS Kesehatan program for employees and their immediate families
3. The BPJS Ketenagakerjaan program for employees
4. The Company implements and facilitates employees with a series of preventive and promotive programs to support employee health, both offline and online
5. Implementation of the Wellness Program in the form of the GMF Fit Program, conducted regularly in collaboration with the GMF Community
6. Implementation of health webinar programs in collaboration with commercial insurance partners and hospitals
7. Implementation of seminars and random drug & alcohol checks, as well as tuberculosis screening
8. Implementation of the 2025 Internal HSE Audit based on the Occupational Health and Safety Management System (PP No. 50 of 2012) and ISO 45001:2018
9. Implementation of the ISO 45001:2018 Surveillance (external) Audit
10. Implementation of the 2025 Safety Patrol and fulfillment of Quality, Cost, and Delivery project aspects
11. Provision of the 2025 Occupational Safety, Health, and Environment Training Matrix
12. Supervision of facility projects and building renovation activities
13. Implementation of departmental Hazard Identification, Risk Assessment & Determining Control (HIRADC) document reviews
14. Implementation of the 2025 Corporate 5R Program
15. 2025 Psychological Survey
16. 2025 Work Fatigue Survey
17. 2025 QHSE Satisfaction Survey
18. Monitoring of Lost Time Injury (LTI)
19. Implementation of Safety Induction for visitors and workers
20. Implementation of an Emergency Drill for flood emergency conditions in the Hangar 3 area
21. Implementation of the 2025 National OHS Month Commemoration within the Company, including a Safety and Health Day agenda
22. Implementation of the 2025 HSE Management Review (2024 Performance)
23. Implementation of the 2025 HSE & 5R Workshop
24. Preparation of the HSE Plan for the Contractor Safety Management System (CSMS) for non-aviation projects

25. Pengukuran lingkungan kerja semester dan tahunan oleh Laboratorium tersertifikasi
26. Pelaksanaan training kompetensi Ahli K3 Umum

27. Pelaksanaan Training Petugas P3K
28. Pelaksanaan Training Petugas Penanggulangan Kebakaran Kelas D
29. Pelaksanaan sertifikasi dan resertifikasi peralatan berupa Overhead Travelling Crane, Single Grider Overhead Travelling Crane, Double Grider Overhead Travelling Crane, Electric Chain Hoist Crane, Pilar Mounted Slewing Jib Crane, Forklift, Cargo Lift, Lift Listrik, Instalasi Listrik, Instalasi Kebakaran, Instalasi Penyalur Petir, Storage Tank, Mesin Produksi CNC, Mesin Drilling, Mesin Drilling Radial, Mesin Vertical Turning & Boring, Air Receiver Tank dan Monorail Electric Chain Hoist & Engine Carrier

PEMBENTUKAN P2K3

Perseroan telah memiliki Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3) yang mengacu kepada Peraturan Menteri Tenaga Kerja No. PER.04/MEN/1987 tentang Panitia Pembina Keselamatan dan Kesehatan Kerja serta Tata Cara Penunjukan Ahli Keselamatan Kerja. P2K3 merupakan badan pembantu sebagai wadah kerja sama antara Perseroan dan karyawan untuk mengembangkan kerja sama dalam penerapan keselamatan dan kesehatan kerja.

Keputusan Kepala Dinas Tenaga Kerja dan Transmigrasi Provinsi Banten Nomor 188.4/3/221-DTKT/P2K3/VIII/2025 tanggal 18 November 2025 tentang Susunan Pengurus Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3) PT Garuda Maintenance Facility AeroAsia Tbk telah mengesahkan atas pembaharuan struktur organisasi P2K3 Perseroan. Penanggung jawab pengurus P2K3 perusahaan adalah Direktur Utama GMF. Pengurus P2K3 diketuai Direktur Human Capital dengan sekretaris dan jumlah anggota 20 orang, yang merupakan Vice President (VP) dari masing-masing Dinas yang ada di Perseroan.

Pengurus P2K3 mempunyai tugas untuk memberikan saran dan pertimbangan, baik diminta maupun tidak, kepada pengusaha atau pengurus terkait keselamatan dan kesehatan kerja (K3). Adapun peran dan fungsi anggota P2K3 adalah sebagai berikut:

1. Menghadiri pertemuan P2K3, memberikan kontribusi berupa ide, masukan, dan pengalaman terkait K3;
2. Mengumpulkan dan melaporkan informasi seluruh penugasan pada pertemuan P2K3;
3. Penilaian terhadap aspek K3;
4. Mengumpulkan dan menganalisis masukan dari personil terkait aspek K3;
5. Menyampaikan informasi terkait hasil pertemuan P2K3 kepada seluruh personil di area kerja masing-masing; dan
6. Melaksanakan inspeksi dan investigasi terkait aspek K3.

25. Work environment measurements conducted semi-annually and annually by certified laboratories
26. Implementation of General OHS Expert competency training
27. Implementation of First Aid (P3K) Officer Training
28. Implementation of Class D Firefighting Officer Training
29. Implementation of certification and recertification of equipment, including Overhead Travelling Crane, Single Girder Overhead Travelling Crane, Double Girder Overhead Travelling Crane, Electric Chain Hoist Crane, Pillar Mounted Slewing Jib Crane, Forklift, Cargo Lift, Electric Lift, Electrical Installations, Fire Protection Systems, Lightning Protection Systems, Storage Tanks, CNC Production Machines, Drilling Machines, Radial Drilling Machines, Vertical Turning & Boring Machines, Air Receiver Tanks, and Monorail Electric Chain Hoists & Engine Carriers

ESTABLISHMENT OF P2K3

The Company has formed an Occupational Safety and Health Committee (P2K3) which refers to the Regulation of the Minister of Manpower No. PER.04/MEN/1987 concerning the Committee to Guide the Occupational Safety and Health and Procedures to Appoint Occupational Safety Experts. P2K3 becomes an auxiliary body and a forum of cooperation between the Company and employees to cooperate in implementing occupational safety and health.

Based on the Head of the Banten Province Manpower and Transmigration Service Decree Number 188.4/3/221-DTKT/P2K3/VIII/2025 dated November 18th ,2054 concerning the Composition of the Management Committee for Occupational Safety and Health (P2K3) of PT Garuda Maintenance Facility AeroAsia Tbk has ratified the organizational structure of the Company's P2K3. The person in charge of the Company's P2K3 management is the President Director of GMF. P2K3 is comprised of 20 members (the Vice President/VP of each department at the Company) and is chaired by the Director of Human Capital

P2K3 has to give advice and recommendations regarding occupational health and safety (OHS), whether requested or not, to employers or administrators. The roles and functions of P2K3 members are as follows:

1. Attend P2K3 meetings, make contributions through ideas, input, and experiences related to HSE;
2. Collect and report information on all assignments during P2K3 meetings;
3. Assessment of HSE aspects;
4. Collect and analyze input concerning HSE from personnel;
5. Deliver results of P2K3 meetings to all personnel in their respective work areas; and

6. Make inspections and investigations related to HSE aspects.

TOPIK K3 DALAM PERJANJIAN KERJA BERSAMA [GRI 403-4]

Perseroan menandatangani Perjanjian Kerja Bersama (PKB) 2025-2027 yang masih berlaku di tahun 2026 memuat sejumlah pasal terkait topik K3 sebagai bentuk komitmen bersama antara GMF dan karyawan. Pasal-pasal tersebut mengatur tentang waktu kerja, waktu kerja lembur, penghasilan pada masa sakit, dan fasilitas kesejahteraan. Pembahasan K3 secara khusus juga dicantumkan dalam Bab tersendiri, yaitu Keselamatan dan Kesehatan Kerja.

Secara keseluruhan, pembahasan K3 yang tercantum dalam PKB dimuat dalam 16 pasal dari 88 pasal atau 18,18% dari keseluruhan topik yang tercakup dalam PKB. Proporsi ini masih sama dengan proporsi di tahun sebelumnya karena Perseroan masih menganggap bahwa hal tersebut masih relevan dengan kondisi saat ini. Rincian pasal K3 tersebut adalah sebagai berikut:

OHS TOPIC IN COLLECTIVE LABOR AGREEMENT [GRI 403-4]

The Company signed the 2025-2027 Collective Labor Agreement (PKB) that is applicable in 2026 and contains several articles of OHS as a form of joint commitment between GMF and employees. These articles regulate working time, overtime, sick pay, and welfare facilities. Discussion of OHS is also available in a separate chapter, at the Occupational Safety and Health.

Overall, provisions regarding OHS in the PKB are covered in 16 out of 88 articles, representing 18.18% of the total topics included in the agreement. This proportion is still the same as last year and it is still relevant to the current situation. The articles that discussed OHS are as follows:

Pasal Articles	**Topik** Topics
Pasal 21 Article 21	Waktu Kerja Working Hours
Pasal 22 Article 22	Waktu Istirahat Menyusui Bagi Karyawati Nursing Break for Female Employees
Pasal 23 Article 23	Waktu Kerja Lembur Overtime
Pasal 24 Article 24	Hari Libur Resmi Official Holidays
Pasal 25 Article 25	Waktu Istirahat dan Cuti Break Time and Work Leave
Pasal 27 Article 27	Cuti Khusus Karyawati Special Leave for Female Employees
Pasal 28 Article 28	Fasilitas Khusus Ruang Menyusui dan Perawatan Bayi Special Facility of Nursery and Baby Care Room
Pasal 42 Article 42	Jenis Pemutusan Hubungan Kerja Type of Employment Termination
Pasal 49 Article 49	Pemutusan Hubungan Kerja karena Meninggal Dunia Employment Termination due to Death
Pasal 51 Article 51	Hak-hak Kepegawaian Employee Rights
Pasal 61 Article 61	Penghasilan Pada Masa Sakit Income during Sick Leave
Pasal 67 Article 67	Upah Kerja Lembur Overtime Payment
Pasal 76 Article 76	Pemberian Fasilitas Kesejahteraan Provision of Welfare Facilities
Pasal 77 Article 77	Jenis Fasilitas Kesejahteraan Types of Welfare Facilities
Pasal 85 Article 85	Manajemen K3 HSE Management
Pasal 86 Article 86	Program Keselamatan dan Kesehatan Kerja Occupational Health and Safety Programs
Lampiran IV Attachment IV	Besarnya Uang Pesangon Severance Payment

Pasal Articles	Topik Topics
Lampiran X Attachment X	Program Kesehatan Pensiunan Pension Health Program

SISTEM MANAJEMEN KESELAMATAN DAN KESEHATAN KERJA

GMF telah menerapkan Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) yang disesuaikan dengan Peraturan Pemerintah No. 50 tahun 2012 tentang Penerapan Sistem Manajemen Keselamatan dan Kesehatan Kerja. Tujuan dari penerapan SMK3 adalah untuk meningkatkan efektivitas perlindungan keselamatan dan kesehatan kerja untuk mencegah kecelakaan kerja dan penyakit akibat kerja.

Pada tahun 2025, GMF telah melaksanakan SMK3 yang diterapkan sesuai dengan standar ISO 45001:2018 dan SMK3 PP 50 Tahun 2012 setelah melaksanakan proses *audit surveillance* yang dilakukan oleh pihak eksternal yaitu Sucofindo International Certification Services.

TINGKAT KECELAKAAN KERJA

Bidang usaha Perseroan di industri MRO memiliki risiko terjadinya kecelakaan kerja yang mungkin terjadi akibat faktor *human error* ataupun lainnya. GMF menerapkan *Safety Induction* kepada setiap karyawan untuk mencegah dan mengurangi kemungkinan terjadinya kecelakaan kerja.

Pada tahun 2025, tercatat telah terjadi insiden kecelakaan kerja namun dan tidak ada insiden yang mengakibatkan kematian sebagaimana tersaji dalam tabel berikut: [GRI 403-9, 403-10]

WORK HEALTH AND SAFETY MANAGEMENT SYSTEM

GMF has implemented an Occupational Health and Safety Management System (SMK3) according to Government Regulation No. 50 of 2012 concerning the Implementation of Occupational Health and Safety Management Systems. SMK3 is implemented to increase the effectiveness of occupational safety and health protection to prevent occupational accidents and diseases.

In 2025, GMF has implemented SMK3 according to the ISO 45001:2018 standard and SMK3 PP 50/2012 after a surveillance audit by Sucofindo International Certification Services, an external party.

Accident Rate at Work

The Company's line of business in the MRO industry has work risks that may occur due to human error or other factors. Every employee went to Safety Induction to prevent and reduce workplace accidents.

In 2025, there were several work accidents but none resulted in death as presented in the following table: [GRI 403-9, 403-10]

Wilayah Area	Tingkat Cedera (IR) Injury Rate (IR)		Tingkat Penyakit Akibat Kerja (ODR) Occupational Disease Rate (ODR)		Tingkat Hari Hilang (LDR) Lost Day Rate (LDR)		Tingkat Absen (AR) Absence Rate (AR)	
	Pria Male	Wanita Female	Pria Male	Wanita Female	Pria Male	Wanita Female	Pria Male	Wanita Female
Hangar 1	0.35	0	0	0	0.35	0	0	0
Hangar 2	0.26	0	0	0	0.26	0	0	0
Hangar 3	0.35	0	0	0	0.44	0	0	0
Hangar 4	1.06	0.09	0	0	1.41	0.18	0	0
Workshop 1	0.26	0	0	0	0.26	0	0	0
Workshop 2	0	0	0	0	0	0	0	0
Facility	0.09	0	0	0	0.09	0	0	0
Material Building	0.09	0	0	0	0.09	0	0	0
GSE	0.09	0	0	0	0.18	0	0	0
Engine Shop	0.44	0	0	0	0.62	0	0	0
Test Cell	0	0	0	0	0	0	0	0

Wilayah Area	Tingkat Cedera (IR) Injury Rate (IR)		Tingkat Penyakit Akibat Kerja (ODR) Occupational Disease Rate (ODR)		Tingkat Hari Hilang (LDR) Lost Day Rate (LDR)		Tingkat Absen (AR) Absence Rate (AR)	
	Pria Male	Wanita Female	Pria Male	Wanita Female	Pria Male	Wanita Female	Pria Male	Wanita Female
Chemical Store	0	0	0	0	0	0	0	0
Learning Service	0	0	0	0	0	0	0	0
Apron	0.35	0	0	0	0.62	0	0	0
Multibase	0.09	0	0	0	0.09	0	0	0
Public area	0.18	0	0	0	0.26	0	0	0
Jumlah Total	**3.61**	**0.09**	**0**	**0**	**4.66**	**0.18**	**0**	**0**

Jumlah Kecelakaan Kerja **[ESG S-06]**
Total Workplace Accidents [ESG S-06]

Frekuensi Kecelakaan Kerja dari Total Pegawai Frequency of Occupational Accidents Among Total Employees	Persentase Kecelakaan Kerja Serius Yang Berakibat Cedera Serius Dan Fatal Dari Total Pegawai (%) Percentage of Serious Occupational Accidents Resulting in Severe Injury and Fatalities Among Total Employees (%)
0	0

Berdasarkan analisa yang dilakukan, beberapa insiden kecelakaan kerja ini diakibatkan kurangnya kesadaran berperilaku aman. Dengan terjadinya insiden tersebut, GMF telah melakukan tindakan perbaikan dan pencegahan, di antaranya: [GRI 403-6, 403-7]

1. Penyediaan fasilitas pencegahan kecelakaan kerja meliputi *Safety Sign* dan rambu-rambu peringatan;
2. Pelaksanaan program *Behavior Based Safety* (BBS);
3. Pelaksanaan *Safety Briefing* kepada personil terkait kecelakaan kerja dan prosedur kerja aman;
4. Pelaksanaan dan pemantauan *Preventive Maintenance Inspection* (PMI);
5. Penyediaan dan pemantauan Alat Pelindung Diri (APD);
6. Pelaksanaan *Safety Patrol* rutin.

KESEHATAN PEGAWAI

Perseroan telah menerapkan kebijakan serta menyediakan sarana dan prasarana keselamatan kerja. Fasilitas kesehatan yang disediakan Perseroan berupa *InHouse Clinic*, pelayanan pemeriksaan oleh dokter umum, dokter gigi, pelayanan UGD dan ambulans, apotek, dan optik. Perseroan juga memiliki fasilitas *medical check up* yang diberikan kepada pegawai setiap dua tahun dan fasilitas Dokter Okupasi yang diberikan kepada pegawai untuk *assessment* penyakit akibat kerja dan kelayakan kembali bekerja.

Based on the analysis, some of these work accidents were caused by lack off awareness in practicing safe behavior. GMF had taken actions to correct and prevent future accidents as follows: [GRI 403-6, 403-7]

1. Provided work accident prevention facilities, including safety signs and warning signs;
2. Implemented the Behavior Based Safety (BBS) program;
3. Conducted Safety Briefings for personnel regarding work accidents and safe work procedures;
4. Implemented and monitored the Preventive Maintenance Inspections (PMI);
5. Providied and monitored Personal Protective Equipment (PPE);
6. Conducted routine Safety Patrols.

EMPLOYEES HEALTH

The Company has implemented occupational safety policies and provides adequate occupational safety facilities and infrastructure. The health facilities include an in-house clinic, medical services by general practitioners and dentists, emergency services and ambulance facilities, a pharmacy, and optical services. The Company also provides medical check-ups for employees every two years, as well as occupational physician services to assess work-related illnesses and determine employees' fitness to return to work.

BIAYA TERKAIT PENGELOLAAN ASPEK KETENAGAKERJAAN, KESELAMATAN DAN KESEHATAN KERJA

Biaya yang dikeluarkan Perseroan untuk mengelola aspek ketenagakerjaan, keselamatan, dan kesehatan kerja pada tahun 2025 berjumlah Rp1.070.576.147.

COST OF EMPLOYMENT, OCCUPATIONAL HEALTH, AND SAFETY MANAGEMENT

The Company spent RP1,070,576,147 to manage employment, safety, and health aspects in 2025.

Dalam Rp
In Rp

	2025			2024	
	Realization (Nominal)	Target	Realization (%)	Realization	YoY 2024-2025
Pengelolaan K3 OHS Management	728,662,578	764,952,498	95,2%	1,437,601,529	(50,7%)
Sertifikasi K3 OHS Certification	267,398,309	299,069,818	89,4%	236,433,888	113,1%
Training K3 OHS Training	12,145,900	162,730,400	7,5%	23,797,500	(51,%)
Sosialisasi dan Promosi K3 OHS Socialization and Promotion	62,369,360	74,400,000	83,8%	58,339,350	106,9%
Jumlah Total	1,070,576,147	1,301,152,716	82,3%	1,756,172,267	(61%)

PENCAPAIAN TANGGUNG JAWAB SOSIAL TERKAIT KETENAGAKERJAAN, KESELAMATAN DAN KESEHATAN KERJA

Kondisi lingkungan kerja GMF terbilang kondusif karena hingga akhir tahun 2025 tidak terdapat permasalahan antara karyawan dan Perseroan yang berdampak besar terhadap keberlangsungan usaha. Setiap permasalahan mencakup ketenagakerjaan dapat diselesaikan dengan baik oleh Divisi Human Capital dengan melakukan pendekatan komunikatif dan konstruktif.

Selain itu, GMF juga telah melakukan pengelolaan atau mempertahankan sejumlah sertifikat perihal manajemen K3 di lingkungan usahanya mencakup:

- ISO 45001:2018 – Occupational Health Safety Management System yang diberikan oleh Sucofindo International Certification Services. Sertifikat ini diperbaharui pada tanggal 13 September 2024, berlaku hingga 3 April 2027.
- SMK3 yang dimiliki Perseroan juga telah mendapatkan legitimasi dari Menteri Ketenagakerjaan Republik Indonesia.
- Sertifikat penghargaan Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3) serta Pencegahan dan Penanggulangan (P2)-HIV/AIDS dari Menteri Ketenagakerjaan Republik Indonesia.
- Sertifikat Penghargaan dari Dinas Tenaga Kerja dan Transmigrasi Provinsi Banten terkait penghargaan P2K3 dan P2-HIV AIDS tahun 2025

ACHIEVEMENT IN SOCIAL RESPONSIBILITY FOR EMPLOYMENT, OCCUPATIONAL HEALTH, AND SAFETY

GMF's work environment was conducive until the end of 2025 with no major issues between employees and the Company that could affect business continuity. Every issue on employment was resolved properly by the Human Capital Division through a communicative and constructive approach.

In addition, GMF has also received several certificates for its OHS management which include:

- ISO 45001:2018 – Occupational Health Safety Management System certification from Sucofindo International Certification Services. This certification was renewed on September 13, 2024, and is valid until April 3, 2027.
- Legalized SMK3 by the Minister of Manpower of the Republic of Indonesia.
- Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3) and Pencegahan dan Penanggulangan (P2)-HIV/AIDS certificate of merit from the Minister of Manpower of the Republic of Indonesia.
- A certificate of merit from the Manpower and Transmigration Office of Banten Province in terms of P2K3 and P2 HIV-AIDS in 2025.

PERLINDUNGAN TERHADAP HAM, PERLINDUNGAN DARI PELECEHAN SEKSUAL, DAN TINDAKAN DISKRIMINASI LAINNYA

Selain memperhatikan tempat kerja yang aman dan melindungi karyawan dari risiko fisik, Perseroan juga melindungi karyawan dari risiko lainnya seperti pelanggaran terhadap Hak Asasi Manusia (HAM) dan kejadian pelecehan seksual atau tindakan diskriminasi lainnya.

Sepanjang tahun 2025, tidak terdapat kejadian pelanggaran terhadap hak asasi dari setiap karyawan. [ESG S-07]

Perseroan juga memiliki kebijakan yang melindungi karyawan dari pelecehan dan tindakan diskriminasi lainnya. Kebijakan tersebut ditetapkan sesuai dalam Kepmenaker Nomor 88 tahun 2023 tentang Pedoman Pencegahan dan Penanganan Kekerasan Seksual di Tempat Kerja. [ESG S-08]

Perseroan juga mengikuti ketentuan mengenai perlindungan hak asasi manusia (HAM) dalam peraturan ketenagakerjaan yaitu Undang-Undang Nomor 13 Tahun 2003 tentang Ketenagakerjaan dan Undang-Undang Nomor 39 Tahun 1999 tentang Hak Asasi Manusia, yang menjamin hak pekerja atas upah yang layak, keselamatan kerja, dan perlakuan yang adil. [ESG S-09]

PROTECTING HUMAN RIGHTS, PROTECTION AGAINST SEXUAL HARRASMENT, AND OTHER DISCRIMINATIONS

In addition to ensuring a safe workplace and protecting employees from physical risks, the Company also protects its employees from other risks, such as violations of human rights (HR) and incidents of sexual harassment or other discriminatory actions.

Throughout 2025, there were no incidents of human rights violations against any employees. [ESG S-07]

The Company also has a policy that protects employees from harassment and other discriminatory actions. This policy is stipulated in accordance with the Minister of Manpower Regulation No. 88 of 2023 regarding Workplace Prevention and Handling of Sexual Harassment in the Workplace. [ESG S-08]

The Company also complies with the provisions on human rights (HAM) protection in labor regulations, namely Law No. 13 of 2003 on Manpower and Law No. 39 of 1999 on Human Rights, which guarantee workers' rights to fair wages, workplace safety, and fair treatment. [ESG S-09]

Memastikan Kepuasan Pelanggan
Ensuring Customer Satisfaction

PENGUNGKAPAN MANAJEMEN TOPIK MATERIAL [GRI 3-3]

Perseroan berkomitmen mengedepankan kepuasan pelanggan (klien) untuk menjaga keberlangsungan bisnis melalui layanan berkualitas yang sesuai standar industri. Komitmen ini didukung dengan adanya Quality Assurance & Safety dan pemenuhan tuntutan regulasi dari berbagai otoritas penerbangan (DKPPU, EASA, FAA, CASA, CAA UK dll) untuk menjamin *safety, quality, airworthy*.

MENJAMIN KEPUASAN PELANGGAN [OJK F.17]

Perseroan memiliki staf khusus di bidang Customer Service yang bertanggung jawab menerima segala keluhan mengenai perawatan dan perbaikan pesawat yang tengah dijalankan. Terdapat garansi sebagai salah satu cara untuk meningkatkan ketertarikan dan kepercayaan dari pelanggan.

Perseroan juga memiliki Engineering Services yang bertanggung jawab memastikan semua ketentuan dalam *deliverable items* dari GMF sesuai dengan *contract agreement* atau Procedure Manual (PRM). Engineering Services juga bertanggung jawab menjalankan agenda *customer intimacy* melalui pertemuan atau survei berkala untuk mendapatkan tanggapan yang dapat membangun kualitas pelayanan GMF.

Perseroan juga memastikan adanya komunikasi yang erat dengan pelanggan melalui berbagai media komunikasi dan aktivitas seperti *direct selling*, media massa, media elektronik, dan media cetak. Website GMF juga senantiasa diperbarui secara berkala untuk memuat informasi mengenai produk/jasa yang berguna bagi pelanggan.

Semua program tersebut dijalankan dengan berpegangan kepada standar kualitas yang berlaku di industri, termasuk salah satunya ISO 9001:2015 sebagai standar internasional di bidang sistem manajemen mutu. Perseroan mengimplementasikan ISO 9001:2015 ke dalam proses bisnis untuk meningkatkan kualitas produk, standar bisnis, dan daya saing.

DISCLOSURE OF MATERIAL TOPIC MANAGEMENT [GRI 3-3]

The Company is committed to prioritizing customer (client) satisfaction to maintain business continuity through quality services that comply with industry standards. This commitment is supported by the existence of Quality Assurance & Safety and fulfillment of regulatory demands from various aviation authorities (DKPPU, EASA, FAA, CASA, CAA UK etc.) to ensure safety, quality, airworthiness.

ENSURING CUSTOMER SATISFACTION [OJK F.17]

The Company has a dedicated staff in Customer Service responsible for receiving all complaints on aircraft maintenance and repair. There is a guarantee that forms as a way to increase the customers' interest and trust.

The Company also has Engineering Services which is responsible for ensuring that all obligations concerning GMF deliverable have followed the contract agreement or Procedure Manual (PRM). Engineering Services is also responsible to make the relationship with customers more intimate through regular meetings or surveys to get responses that can build the quality of GMF services.

The Company also ensures close communication with customers through various communication media and activities such as direct selling, mass media, electronic media, and print media. The GMF website is also regularly updated to cover useful information about products/services for customers.

All of these programs were carried out according to the applicable industry's quality standards including the international standard of ISO 9001:2015 in the quality management systems. The Company implements ISO 9001:2015 in the business processes to improve product quality, business standards, and competitiveness.

SURVEI KEPUASAN PELANGGAN [OJK F.30]

Perseroan terus menjalankan Survei Kepuasan Pelanggan (*Customer Satisfaction Index*) yang terbukti efektif untuk mengukur tingkat kepuasan dan persepsi pelanggan terhadap produk/layanan GMF. Hasil survei dapat digunakan Perseroan untuk mengetahui posisi GMF di peta persaingan agar dapat meningkatkan kualitas pelayanan. Survei tahun 2025 telah dilakukan melalui metode *Customer Survey Index* yang dilaksanakan 1 kali dalam setahun oleh Dinas Sales & Marketing dan Dinas Quality Assurance & Safety, bekerja sama dengan *independent surveyor* untuk memastikan validitas data dan independensi.

Total terdapat 16 pelanggan dengan kontribusi pendapatan terbesar yang telah diwawancara sebagai perwakilan responden untuk survei. Kriteria atau indikator yang digunakan dalam survei adalah terkait dengan *Quality standards, TAT, Communication, Personal Competency & Availability.*

Selama tahun 2025, GMF telah melaksanakan program kerja yang bertujuan untuk menjaga kualitas dan kepuasan pelanggan meliputi:

1. *Complaint Handling*
   Guna memaksimalkan layanan pada pelanggan, GMF menugaskan dedicated personnel yang sebagai Customer Service yang bertanggung jawab menerima segala keluhan mengenai perawatan dan perbaikan pesawat yang tengah dijalankan. Saat ini *Complaint Handling* telah berjalan dengan cukup baik dan akan terus dievaluasi konsistensinya sehingga pelanggan dapat merasakan manfaatnya. Selain itu, GMF juga telah memberikan garansi dan improvement program sebagai salah satu cara untuk meningkatkan ketertarikan dan kepercayaan dari pelanggan.

2. *Customer Satisfaction Index*
   Sebagai organisasi di bidang jasa, kepuasan pelanggan merupakan faktor mutlak yang harus diwujudkan. Semakin tinggi kepuasan pelanggan, maka semakin besar kepercayaan pasar. GMF kembali melakukan Survei Kepuasan Pelanggan (*Customer Satisfaction Index Survey*) untuk mengukur tingkat kepuasan pelanggan pada tahun ini. Survei ini bertujuan untuk mengukur tingkat kepuasan dan persepsi pelanggan terhadap produk dan layanan GMF. Dengan mengetahui posisi GMF di antara pesaing akan membuat GMF lebih fokus dalam meningkatkan layanannya.

   Pada tahun 2025, nilai *Customer Satisfaction Indeks* GMF adalah sebesar 4,00 Pencapaian tersebut sama dengan pencapaian tahun tahun 2024 yaitu sebesar 4,00. Penilaian survei tersebut didapatkan dari survei melalui dua metode yaitu CSI (metode wawancara langsung dengan pelanggan) dan PPS

CUSTOMER SATISFACTION SURVEY [OJK F.30]

The Company has kept on conducting a Customer Satisfaction Index that has proven to be very effective in measuring the customer's satisfaction level and perceptions of GMF products/services. The Company can use the survey to determine the position of GMF on the competitive map to improve service quality. The 2025 survey has been conducted through Customer Survey Index once a year by the Sales & Marketing Service and the Quality Assurance & Safety Service, in collaboration with an independent surveyor to ensure the validity and independence of data.

In total there were 16 customers with the largest revenue contribution who were interviewed as representatives. The criteria or indicators for the survey were Quality standards, TAT, Communication, Personal Competency & Availability.

In 2025, GMF has implemented several programs to maintain quality and customer satisfaction, including:

1. Complaint Handling
   To maximize its service to customers, GMF has assigned dedicated personnel as Customer Service to receive all complaints regarding aircraft maintenance and repairs. The Complaint Handling has been running quite well and the Company will assess its consistency to maximize its benefits to customers. GMF has also provided a guarantee and conducted an improvement program to make the customers more interested and trust.

2. Customer Satisfaction Index
   As a service company, customer satisfaction must be maintained. The higher the customer satisfaction, the greater the trust that the Company will receive. GMF has once again conducted a Customer Satisfaction Index Survey to measure the customer satisfaction level this year. This survey was aimed to measure the level of satisfaction and customer perceptions of GMF products and services. Knowing GMF's position among competitors will make GMF more focused on improving its services.

   In 2025, the GMF Customer Satisfaction Index value was .00 This achievement is equal with the 2024 value of 4.00. The assessment was obtained from a survey using two methods: CSI (direct interview method with customers) and PPS PPS (post project survey), which were filled out by customers after the

(post project survey) yang diisi oleh pelanggan setelah pengerjaan selesai. Adapun GMF saat ini masih terus berusaha melakukan perbaikan dan konsisten mengembangkan juga meningkatkan kualitas pelayanan terhadap pelanggan.

3. *Customer Retention Program*
   Program ini bertujuan untuk menjaga hubungan baik GMF dengan pelanggan. Dalam menjalankan bisnis perawatan pesawat, komunikasi adalah hal yang penting khususnya dalam menginformasikan segala perbaikan untuk meningkatkan kualitas perawatan pesawat dan mendapatkan umpan balik dari usaha untuk melahirkan perbaikan berkelanjutan.

INOVASI PRODUK/LAYANAN [OJK F.26]

Hingga akhir tahun 2025, tidak terdapat pelayanan GMF yang ditarik kembali dari pasar. GMF telah memastikan setiap produk yang dipasarkan telah melalui proses inspeksi yang ketat. Selain itu GMF telah memiliki kontrak jangka panjang dengan standar yang telah ditetapkan. [OJK F.29]

Perseroan terus melakukan pengembangan kapabilitas dan kapasitas di beberapa lini bisnis GMF. Pengembangan yang berhasil dilakukan selama tahun 2025 adalah sebagai berikut:

work was completed. GMF is currently striving to make improvements and consistently develop and enhance the quality of service to customers.

3. Customer Retention Program
   Through this program, GMF has an objective to maintain its relationship with customers. Communication is important for an aircraft maintenance company, especially when informing the improvements on the quality of aircraft maintenance and getting feedback to create continuous improvements.

INNOVATION IN PRODUCT/SERVICES [OJK F.26]

Until the end of 2025, there were no services of GMF that were recalled. GMF has ensured that every marketed product has undergone rigorous inspection processes. Additionally, GMFhas long-term contracts with established standards. [OJK F.29]

The Company continues to develop the capabilities and capacities of its business lines. The developments throughout 2025 were:

Produk Product	**Pengembangan Kapabilitas** Capability Development
Airframe	B737 Max, B787, A350
Engine	Leap 1A/1B
Landing Gear	A320, B737 Max
Industrial Solutions	Aerostructure

MENJAMIN KESEHATAN DAN KESELAMATAN PELANGGAN [OJK F.27]

Perseroan memberikan perhatian kepada pelanggan yang mencakup aspek kesehatan dan keselamatan mereka. Unit kerja yang bertanggung jawab dalam menjaga kualitas produk dan layanan demi tercapainya kesehatan dan keselamatan pelanggan adalah dinas Quality, Health, Safety & Environment dan Quality Assurance & Safety. Terdapat sejumlah standar kebijakan kerja untuk menjamin kualitas produk dan layanan yang berkualitas dan memperhatikan aspek kesehatan dan keselamatan pelanggan.

Fokus program kerja di bidang ini pada tahun 2025 adalah meningkatkan keterlibatan dan kesadaran terhadap isu-isu keselamatan untuk mengurangi angka insiden/kecelakaan yang disebabkan oleh kesalahan manusia.

ENSURING CUSTOMERS HEALTH AND SAFETY [OJK F.27]

The Company pays attention to the customers' health and safety. The responsible unit for maintaining the quality of products and services for the customer's health and safety is the Quality, Health, Safety & Environment, and Quality Assurance & Safety Departments. There are standard policies to ensure the quality of products and services that cares for the customer's health and safety.

For this subject, the focus for 2025 was was enhancement engagement and awareness of safety issues to reduce the incident/accident rate caused by human error

DAMPAK PRODUK/JASA [OJK F.28]

Sebagai perusahaan yang bergerak di bidang MRO, Perseroan telah memberikan dampak yang positif bagi masyarakat, walaupun dampaknya tidak dapat dirasakan secara langsung. Keamanan dan kelaikan udara sebuah pesawat terbang, baik untuk keperluan komersial (mengangkut penumpang) dan kargo untuk barang, mendukung kegiatan ekonomi. Perpindahan antara orang dan barang memastikan adanya kegiatan ekonomi yang lancar dan hal ini sangat bermanfaat untuk mendorong pertumbuhan ekonomi.

Ekspansi bisnis GMF di bidang *military* juga membawa dampak positif secara tidak langsung. Kehadiran armada pesawat militer yang tangguh memastikan ketahanan dan keamanan nasional.

Hingga saat ini, belum terdapat dampak negatif secara material yang muncul dari kegiatan operasional usaha. GMF selalu mematuhi dan melaksanakan standar operasional sesuai praktik industri terbaik, terutama dalam hal pengelolaan limbah B3 dan keamanan operasional sehingga tidak mengakibatkan dampak material bagi masyarakat.

IMPACT OF PRODUCTS/SERVICES [OJK F.28]

As a company operating in the MRO sector, GMF has had a positive impact on society, even if the impact can not be felt directly by the society. Ensuring the safety and airworthiness of aircraft, whether for commercial passenger transportation or cargo services, supports economic activity by facilitating the movement of people and goods. This smooth flow of economic activity is instrumental in promoting overall economic growth.

Furthermore, GMF's expansion into the military sector has also has indirect positive effects. The presence of a capable fleet of military aircraft contributes to national resilience and security.

Thus far, there have been no significant negative impacts stemming from GMF's operational activities. The Company consistently adheres to and implements operational standards in line with industry best practices, particularly in terms of B3 waste management and operational safety, mitigating any potential adverse effects on the community.

BIAYA TERKAIT PRODUK/JASA DAN PELANGGAN

Pada tahun 2025, Perseroan mengeluarkan biaya sebesar Rp5,530,618,500 miliar untuk kegiatan promosi guna berinteraksi dengan pelanggan sebagai bentuk tanggung jawab sosial kepada mereka.

COST OF PRODUCTS/SERVICES AND CUSTOMERS

In 2025, the Company spent Rp5,530,618,500 billion on promotional activities to engage customers as part of its responsibility toward them.

Dalam Rp
In Rp

	2025			2024	
	Realization (Nominal)	Target	Realization (%)	Realization	YoY 2024-2025
Promosi Promotion	6,567,330,000	5,530,618,500	84,21%	3,994,748,636	64,40%

PENCAPAIAN TANGGUNG JAWAB SOSIAL TERKAIT PRODUK/JASA DAN PELANGGAN

Dalam pencapaian tanggung jawab sosial Perseroan terkait produk/jasa dan pelanggan, Perseroan mengukurnya melalui jumlah pengaduan pelanggan. Berikut adalah status penyelesaian pengaduan pelanggan dalam dua tahun terakhir:

ACHIEVEMENT ON SOCIAL RESPONSIBILITY FOR PRODUCTS/ SERVICES AND CUSTOMERS

In terms of achieving its social responsibility related to its products/services and customers, the Company measures performance using the number of customer complaints. The following is the status of customer complaint resolution over the past two years:

Tipe Keluhan Complaint Types	**Jumlah Keluhan 2025** Number of Complaints 2024	**Jumlah Keluhan 2024** Number of Complaints 2024	**Status Penyelesaian 2024-2025** Resolution Status 2024-2025	**Upaya Penyelesaian** Resolution Efforts
Quality	5	15	Selesai Done	Meningkatkan pengawasan sesuai dengan standar Enhancing supervision in accordance with standards
On-Time Delivery	-	4	Selesai Done	Memeriksa dan melakukan perbaikan terhadap business process Inspecting and improving business processes
Capacity & Manpower	1	2	Selesai Done	Melakukan capacity expansion, penambahan, dan pelatihan untuk manpower Conducting capacity expansion, additions, and training for manpower
Communication	-	1	Selesai Done	Melakukan perbaikan alur komunikasi internal dan eksternal Improving internal and external communication flow
Process	-	3	Selesai Done	Melakukan pengawasan proses bisnis Supervising business processes
Facility	-	1	Selesai Done	Melakukan pembenahan dan koordinasi secara berkala Performing regular improvements and coordination
Jumlah Total	**5**	**26**		

Tanggung Jawab Sosial Perusahaan
Corporate Social Responsibility

VISI TANGGUNG JAWAB SOSIAL

Mewujudkan tanggung jawab sosial perusahaan yang berkelanjutan untuk menuju Most Value MRO Company.

MISI TANGGUNG JAWAB SOSIAL

Menjalankan program TJSL yang mampu memberikan dampak yang berkelanjutan kepada stakeholders sesuai dengan standar internasional (ISO 26000) maupun peraturan nasional (Peraturan Otoritas Jasa Keuangan Nomor 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik).

Perseroan memiliki Visi dan Misi Korporasi yang telah diungkapkan dalam Profil Perusahaan dan diperlakukan sebagai Visi dan Misi Keberlanjutan. Pernyataan Visi dan Misi Tanggung Jawab Sosial di bagian ini menjadi bagian strategi keberlanjutan untuk semakin memperkuat praktik keberlanjutan GMF secara keseluruhan.

Tujuan pelaksanaan TJSL adalah untuk membina hubungan pihak internal dan eksternal guna mewujudkan keberlanjutan bisnis. TJSL eksternal bertujuan untuk mendukung pemerintah dalam membantu pencapaian tujuan pembangunan berkelanjutan. TJSL internal bertujuan untuk membangun hubungan harmonis dan kondusif dengan seluruh stakeholders dalam rangka mendukung pencapaian visi dan misi Perseroan. Aktivitas TJSL diharapkan akan meningkatkan reputasi dan kredibilitas Perseroan.

DASAR PELAKSANAAN TJSL

Status GMF sebagai perusahaan terbuka dan bagian dari BUMN, mewajibkan Perseroan untuk menjalankan program tanggung jawab sosial. Dalam lingkungan BUMN, program tersebut lebih dikenal dengan nama Tanggung Jawab Sosial dan Lingkungan atau TJSL.

Dalam pembahasan di bab kali ini, pengungkapan hanya akan difokuskan pada informasi TJSL, sesuai namanya, yaitu program yang berkaitan dengan dampak positif untuk kehidupan masyarakat dari sisi sosial dan lingkungan. Pembahasan lainnya terkait pemberian dampak berkelanjutan sesuai standar ISO 26000 dan Peraturan Otoritas Jasa Keuangan Nomor 51/POJK.03/2017 tentang Penerapan Keuangan

VISION OF OUR SOCIAL RESPONSIBILITY

To realize sustainable corporate social responsibility to become the Most Value MRO Company.

MISSION OF OUR SOCIAL RESPONSIBILITY

Running TJSL programs that are able to have a sustainable impact on stakeholders in accordance with international standards (ISO 26000) as well as the national regulations (Regulation of Financial Services Authority No.51/POJK.03/2017 regarding Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies).

The Company has a Corporate Vision and Mission, as disclosed in the Company Profile, which also serves as its Sustainability Vision and Mission. The statement of Social Responsibility Vision and Mission in this section is part of the sustainability strategy to strengthen GMF's overall sustainability practices.

CSR or TJSL has an objective to foster strong relations with internal and external parties to achieve business sustainability. The Company supports the government through external TJSL to achieve sustainable development goals. At the same time, internal TJSL will help to build a harmonious and conducive relationship with all stakeholders to support the Company's vision and mission. The Company hopes to enhance its reputation and credibility through TJSL activities.

BASIF OF TJSL IMPLEMENTATION

As a public company and part of a SOE, GMF is obligated to conduct social responsibility programs. Within the SOE environment, the program is known as Social and Environmental Responsibility or TJSL.

The disclosure of information in this chapter, focuses solely on TJSL information, which encompasses various programs aimed at generating positive impacts for the society in terms of the social and environmental aspects. Other discussions related to providing sustainable impacts in accordance with ISO 26000 standards and Financial Services Authority Regulation Number 51/POJK.03/2017 concerning the Implementation of

Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik akan diungkapkan lebih lanjut di bagian Laporan Keberlanjutan setelah Laporan Tahunan ini.

Sebagai gambaran, berikut merupakan dasar hukum pelaksanaan program TJSL yang berlaku di GMF:

1. UU No 40 tahun 2007 tentang Perseroan Terbatas;
2. UU No. 19 Tahun 2003 tentang Badan Usaha Milik Negara;
3. Undang-Undang No. 32 Tahun 2009 tentang Perlindungan dan Pengelolaan Lingkungan Hidup;
4. Undang-Undang No. 13 Tahun 2011 tentang Penanganan Fakir Miskin;
5. Peraturan Pemerintah No. 47 Tahun 2012 tentang Tanggung Jawab Sosial dan Lingkungan Perseroan Terbatas;
6. Peraturan Menteri Badan Usaha Milik Negara Nomor PER-1/MBU/03/2023 Tahun 2023 tentang Penugasan Khusus dan Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara.

Kebijakan Pengelolaan Program Corporate Social Responsibility GMF No. KB01-007 Edisi B Rev 0 tanggal 16 November 2018 dan Prosedur Bisnis No. PB-13-005 tanggal 29 September 2015.

PENGELOLA TJSL DAN ANGGARAN

GMF telah membentuk Unit Corporate Communications & CSR di dalam struktur Corporate Secretary & Legal yang bertanggung jawab secara khusus untuk menangani pelaksanaan kegiatan TJSL di Perseroan. Unit ini dipimpin oleh seorang Division Head yang bertanggung jawab kepada Corporate Secretary & Legal Group Head.

GMF telah mengalokasikan dana terkait kegiatan TJSL untuk program yang berkaitan dengan dampak positif untuk kehidupan masyarakat dari sisi sosial dan lingkungan yang diungkapkan dalam tabel berikut: [OJK F.3]

Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies will be discussed further in the Sustainability Report section following this Annual Report.

As a general picture, the legal basis for implementing the TJSL program at GMF includes:

1. Law No. 40 of 2007 concerning Limited Liability Companies;
2. Law No. 19 of 2003 concerning State-Owned Enterprises;
3. Law No. 32 of 2009 concerning Environmental Protection and Management;
4. Law No. 13 of 2011 concerning the Handling of the Poor;
5. Government Regulation No. 47 of 2012 concerning Social and Environmental Responsibility of Limited Liability Companies;
6. Ministerial Regulation of State-Owned Enterprises Number PER-1/MBU/03/2023 of 2023 concerning Special Assignments and the Social and Environmental Responsibility Program of State-Owned Enterprises.

Management Policy of Corporate Social Responsibility Program of GMS No. KB01-007 Edition B Rev 0 dated November 16, 2018, and Business Procedure No. PB-13-005 dated September 29, 2015.

TJSL Manager and Budget

GMF has formed a Corporate Communications & CSR Unit within the Corporate Secretary & Legal structure that holds the responsibility of handling the TJSL activities at the Company. This unit is led by a Division Head who reports to the Corporate Secretary & Head of the Legal Group.

GMF has allocated funds for various TJSL programs aimed at generating positive impacts for the society in terms of the social and environmental aspects outlined in the following Table: [OJK F.3]

Dalam Rp
In Rp

	2025			2024	
	Realization (Nominal)	Target	Realization (%)	Realization	YoY 2024-2025
Program TJSL untuk kehidupan Masyarakat dari sisi sosial dan lingkungan TJSL programs for the society in terms of social and environmental aspects	**354,440,000**	**354,440,000**	**100%**	352,500,000	100%

PELAKSANAAN PROGRAM TJSL [ESG S-12]

Pilar Sosial [OJK F.23, F.25]

GMF mengedukasi masyarakat mengenai keselamatan penerbangan di Indonesia dengan memberikan kesempatan bagi mereka untuk melihat langsung proses bisnis MRO di Perseroan (*public visit*). Pada tahun 2025, kegiatan-kegiatan tersebut adalah sebagai berikut:

- 141 pengunjung dari berbagai institusi, baik perusahaan maupun instansi pemerintah;
- 1.029 siswa dari sekolah menengah dan universitas berkunjung;
- 805 siswa dari sekolah menengah dan universitas melakukan Praktik Kerja Lapangan dan menyelesaikan Tugas Akhir di GMF dengan bekerja di berbagai unit kerja untuk mendapatkan pengalaman langsung bekerja di lingkungan bisnis MRO.

Selain mengedukasi pihak eksternal, GMF juga mengedukasi pihak internal, terutama mereka para GMF Heroes, melalui program pengembangan. Dari sisi sosial, hal ini penting karena dapat memberikan mereka kesempatan untuk mengembangkan diri dan meningkatkan karier sehingga dapat berdampak bagi kesejahteraan ekonomi mereka secara keseluruhan. Pada tahun 2025, sebanyak 620 program *inhouse training* telah dilakukan untuk 11.104 peserta.

GMF juga menjalankan beberapa program sosial yang bekerja sama dengan beberapa pihak. Pada tahun 2025, GMF bekerja sama dengan Relawan Bakti BUMN, GEC, Rohis GMF,Palang Merah Indonesia, Yayasan Pena Ilmu dalam penyaluran bantuan sosial perusahaan

GMF juga memberikan manfaat bagi seluruh masyarakat sekitar melalui kegiatan filantropi (*sponsorship*) untuk beberapa kegiatan yang dilakukan oleh sejumlah intitusi, seperti PT GDPS, The Southeast Asia Workshop on Aerospace Engineering, Dharma Santi BUMN, ITB Ultra Marathon, HUT dan RKAP GEC.

Sepanjang tahun 2025, tidak terdapat keluhan yang datang masyarakat sekitar area operasional akibat dari aktivitas operasional yang dilakukan Perseroan. [OJK F.24]

Pilar Lingkungan [OJK F.23, F.25]

Sebagai salah satu pelaku usaha aviasi yang menyumbang emisi karbon melalui pembakaran bahan bakar pesawat terbang, GMF berkomitmen untuk dapat memberikan manfaat lingkungan melalui program Relawan Bakti BUMN, GMF bekerja sama dengan beberapa Perusahaan BUMN dalam perbaikian lingkungan di daerah Mempawah, Derwan dan juga Palu.

IMPLEMENTATION OF TJSL PROGRAMS [ESG S-12]

Social Pillar [OJK F.23, F.25]

GMF educates the public about aviation safety in Indonesia by providing opportunities for them to see firsthand the MRO business process at the Company through public visits. In 2025, the activities were as follows:

- 141 people visited from various institutions, both companies and government agencies;
- 1.029 students visited from high schools and universities;
- 805 students from high schools and universities conducted Field Work Practices and complete Final Assignments at GMF by working in various work units to gain real experience working in the MRO business environment.

Apart from educating external parties, GMF also educates internal parties, especially GMF Heroes, through development programs. From a social perspective, this is important as it provides them the opportunity to develop themselves and improve their careers, impacting their overall economic welfare. In 2025, 620 in-house training programs were conducted for 11.104 participants.

GMF also implemented several social programs in collaboration with various partners. In 2025, GMF worked together with Relawan Bakti BUMN, GEC, Rohis GMF, Indonesian Red Cross, and Yayasan Pena Ilmu in distributing corporate social assistance.

GMF also provided benefits to the surrounding communities through philanthropic (sponsorship) activities for various initiatives organized by several institutions, such as PT GDPS, The Southeast Asia Workshop on Aerospace Engineering, Dharma Santi BUMN, ITB Ultra Marathon, and for GEC's anniversary and RKAP.

In 2025, the Company did not receive any complaint from the community around operational areas. [OJK F.24]

ENVIRONMENTAL PILLAR [OJK F.23, F.25]

As one of the aviation industry players that contributes to carbon emissions through aircraft fuel combustion, GMF is committed to delivering environmental benefits through the Relawan Bakti BUMN program. In this initiative, GMF collaborates with several SOEs to carry out environmental restoration efforts in Mempawah, Derawan, and Palu.

Pilar Ekonomi

GMF berupaya untuk dapat meningkatkan taraf ekonomi di sekitar area operasional dengan melibatkan warga sekitar sebagai tenaga kerja lokal. GMF memberikan kesempatan yang sama kepada seluruh masyarakat sesuai dengan kualifikasi yang ditentukan melalui proses rekrutmen. Tenaga kerja lokal tersebut merupakan tenaga kerja yang berada di area Kota dan Kabupatan Tangerang, Banten.

Rekrutmen yang dilakukan GMF akan memberikan dampak positif untuk memberikan mereka pengalaman dasar dalam bekerja, menurunkan tingkat pengangguran, serta meningkatkan pendapatan masyarakat di sekitar area operasional GMF. Sepanjang tahun 2025, GMF merekrut 63 orang *fresh graduate* di area Tangerang untuk menjadi tenaga kerja lokal dalam bagian Magang Industri.

Pilar Tata Kelola

GMF selalu bersikap transparan dengan memastikan adanya keterbukaan informasi dan memastikan pengelolaan Perseroan yang bebas dari praktik korupsi agar aktivitas tata Kelola perusahaan dapat terselenggara dengan maksimal. GMF menolak segala pemberian dan/atau penerimaan suap dan memberlakukan pembatasan penerimaan hadiah bagi seluruh GMF Heroes dalam bentuk apapun dan dalam rangka apapun. Dalam praktiknya, terdapat kewajiban dalam pelaporan dari penerima hadiah kepada unit GMF yang bertanggung jawab atas pelaksanaan anti korupsi di Perseroan.

Sosialisasi dan komunikasi pencegahan korupsi secara berkala diadakan melalui media informasi internal Perseroan. Selain itu, Perseroan juga telah melakukan publikasi terkait Kebijakan *Whistleblowing System* dan Pengendalian Gratifikasi melalui media digital di Area GMF. Pelaporan dapat dilakukan oleh pihak internal maupun eksternal GMF melalui *website* Perseroan. Hasil dari pelaporan tersebut akan disampaikan secara langsung kepada Direktur Utama.

Economic Pillar

GMF strives to improve the economic level around its operational areas by involving local residents as workers. GMF provides equal opportunities to all people who meet the qualifications after passing through the recruitment process. These local workers are those who came from the Tangerang City and Regency, Banten.

The recruitment conducted by GMF has a positive impact by providing local residents with basic work experience, reducing the unemployment rate, and increasing the income of people around GMF's operational areas. Throughout 2025, GMF recruited 63 local workers through the Industrial Internship section.

Governance Pillar

GMF always acts transparently by ensuring the disclosure of information and ensuring that the management of the Company is free from corrupt practices so that corporate governance activities can be carried out optimally. GMF rejects all forms of giving and receiving bribes and imposes restrictions on accepting gifts for all GMF Heroes in any form and for any purpose. In practice, there is an obligation to report gift received by the GMF unit responsible for implementing anti-corruption measures in the Company.

Periodic anti-corruption awareness and communication campaigns are conducted through the Company's internal information channels. In addition, the Company has published information regarding the Whistleblowing System Policy and Gratification Control through digital media within the GMF area. Reports can be submitted by both internal and external parties through the Company's website. The results of such reports will be delivered directly to the President Director.

Lembar Umpan Balik [OJK G.2]

Feedback Form [OJK G.2]

Kami meminta partisipasi kepada para pemangku kepentingan untuk memberikan umpan balik melalui e-mail atau mengirim formulir ini melalui fax/pos, setelah membaca Laporan Keberlanjutan ini.

We request the participation of stakeholders to provide feedback via email or fax/post mail after reading the Sustainability Report.

Pertanyaan Question	**Setuju** Agree	**Tidak Setuju** Disagree
Laporan ini telah memberikan informasi yang bermanfaat mengenai kinerja ekonomi. This report has provided useful information regarding economic performance.		
Data dan informasi yang diungkapkan mudah dipahami, lengkap, transparan, dan berimbang. The data and information disclosed are easy to understand, complete, transparent, and balanced.		
Data dan informasi yang disajikan berguna dalam pengambilan keputusan. The data and information presented are useful in decision making.		
Laporan ini menarik dan mudah dibaca. The report is interesting and easy to read.		

* Berikan centang pada pernyataan yang Anda anggap paling tepat untuk setiap pertanyaan.
* Check the statement that you consider most appropriate for each question.

Mohon berikan nilai mengenai aspek yang terdapat dalam Laporan Keberlanjutan ini:

- 1: paling penting
- 2: penting
- 3: tidak penting
- 4: sangat tidak penting

Please provide a rating for the aspects in this Sustainability Report:
1: most important
2: important
3: not important
4: very unimportant

Kinerja Ekonomi Economic Performance	[ ]	Kode Etik Code of Conduct	[ ]
Kesehatan dan Keselamatan Kerja Occupational Health & Safety	[ ]	Kepuasan Pelanggan Customer Satisfaction	[ ]
Produk dan Layanan Products & Services	[ ]	Ketenagakerjaan Employment	[ ]
Pengembangan Sosial dan Kemasyarakatan Social & Community Development	[ ]	Penggunaan Energi Energy Usage	[ ]

Mohon berikan komentar/saran/usulan bagi Laporan Keberlanjutan ini.
Please provide comments/suggestions for this Sustainability Report.

PROFIL

Nama (bila berkenan)

Institusi/Perusahaan

Surel

Telepon/HP

Golongan Pemangku Kepentingan (berikan tanda ?)

PROFILE

Name (if inclined)

Institution/Company

E-mail

Phone/Mobile

Category of Stakeholders (put ? in the box)

Pemerintah Government	**Pekerja** Employee	**Perusahaan** Company
Pemegang Saham Shareholders	Penyedia Barang dan Jasa Goods and Services Provider	Masyarakat Sekitar Local Community
Lembaga Pendidikan Educational Institution	Industri Industry	Media Media
Lembaga Swadaya Masyarakat Non-Governmental Organization	Lain-Lain, yaitu: Others, specifically:	

Mohon kirimkan kembali Lembar Umpan Balik ini kepada:

Please send this Feedback Form to:

Rian Fajar Isnaeni
Corporate Secretary & Legal Group Head

Kantor Pusat | Head Office
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Lantai 2 Lobby Selatan Hangar 4 PT Garuda Maintenance Facility Aero Asia Tbk
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Indeks Isi POJK NO.51/OJK.03/2017 [OJK G.4]

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